

June 21, 2017

ORDINARY MONTHLY MEETING

TO BE HELD

WEDNESDAY, JUNE 28, 2017

Please address all communications to:
The General Manager
240 Blende Street
PO Box 448
Broken Hill NSW 2880
Phone 08 8080 3300
Fax 08 8080 3424
council@brokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au

ABN 84 873 116 132

Dear Sir/Madam,

Your attendance is requested at the Ordinary Meeting of the Council of the City of Broken Hill to be held in the Council Chamber, Sulphide Street, Broken Hill on **Wednesday, June 28, 2017** commencing at 6:30 p.m. to consider the following business:

- 1) Apologies
- 2) Prayer
- 3) Acknowledgement of Country
- 4) Public Forum
- 5) Minutes for Confirmation
- 6) Disclosure of Interest
- 7) Mayoral Minute
- 8) Notice of Motion
- 9) Notices of Rescission
- 10) Reports from Delegates
- 11) Reports
- 12) Committee Reports
- 13) Questions Taken on Notice from Previous Council Meeting
- 14) Questions for Next Meeting Arising from Items on this Agenda
- 15) Confidential Matters



JAMES RONCON
GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held Wednesday, May 31, 2017.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
MAY 31, 2017

Meeting commenced at 6:30pm

PRESENT:

Councillor D. Turley (Mayor) Councillor D. Gallagher (Deputy Mayor)
Councillors C. Adams, B. Algate, M. Browne, M. Clark, T. Kennedy, B. Licul
and J. Nolan.

General Manager, Chief Operating Officer, Finance Manager, Corporate
Responsibility Officer, Executive Manager Strategic City Development,
Manager Planning Development and Compliance, Manager Infrastructure,
Governance Officer, Executive Support Officer and Communication and
Community Engagement Coordinator.

Media (2), Members of the Public (7).

APOLOGIES:

Councillor R. Page.

RESOLUTION

Minute No. 45538

Councillor B. Licul moved) That the apology submitted on behalf of
Councillor C. Adams seconded) Councillor Page be accepted and leave of
absence granted.

CARRIED

PRAYER

Councillor Adams delivered the prayer

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country

PUBLIC FORUM

State Cover Mutual

*Mr Lloyd Davidson, Member Services Manager of State Cover Mutual Insurance presented the
General Manager with a cheque in the sum of \$19,515.00 being for Mutual Performance Rebate for
Council's Workers Compensation Insurance Policy.*

MINUTES FOR CONFIRMATION

RESOLUTION

Minute No. 45539

Councillor C. Adams moved) That the Minutes of the Ordinary Meeting of the
Councillor M. Clark seconded) Council of the City of Broken Hill held April 26,
2017 be confirmed.

CARRIED

DISCLOSURE OF INTEREST

Nil.

MAYORAL MINUTES

Nil.

NOTICES OF MOTION

Nil.

RESCISSION MOTIONS

Nil.

REPORTS FROM DELEGATES

ITEM 1 - REPORTS FROM DELEGATES NO. 3/17 - DATED MAY 22, 2017 - COUNCILOR NOLAN'S ATTENDANCE AT ASSOCIATION OF MINING RELATED COUNCILS MEETING HELD MAY 12, 2017 11/363

Recommendation

1. That Reports from Delegates No. 3/17 dated May 22, 2017, be received.
2. That Councillor Nolan's report including the draft minutes of the Association of Mining Related Council's Meeting held May 12, 2017 be received.

RESOLUTION

Minute No. 45540

Councillor J. Nolan moved) That the recommendation of item 1 be adopted.
Councillor M. Browne seconded)

CARRIED

REPORTS

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 86/17 - DATED MAY 05, 2017 - CORRESPONDENCE REPORT - INITIAL LOCAL GOVERNMENT PERFORMANCE AUDITS 12/6

Recommendation

1. That Broken Hill City Council Report No. 86/17 dated May 5, 2017, be received.
2. That correspondence from the Audit Office of NSW dated April 27, 2017 be received and Council notes that it may be called upon to take part in future local government performance audits carried out by the Audit Office of NSW.

RESOLUTION

Minute No. 45541

Councillor B. Algate moved) That the recommendation of item 2 be adopted.
Councillor B. Licul seconded)

CARRIED

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ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 84/17 - DATED APRIL 07, 2017 - ANNUAL FEES - MAYOR AND COUNCILLORS 11/20

Recommendation

1. That Broken Hill City Council Report No. 84/17 dated April 7, 2017, be received.
2. That effective 1 July 2017, the Local Government Remuneration Tribunal annual fee increase of 2.5% be applied to the current 2016/17 fees for the Mayor and Councillors.
3. That allocation of a fee for the Deputy Mayor when he/she acts in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed.

RESOLUTION

Minute No. 45542

Councillor M. Browne moved) That the recommendation of item 3 be adopted.
Councillor B. Licul seconded)

CARRIED

Councillor Algate requested that his name be recorded as voting against the resolution of item 3.

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 85/17 - DATED APRIL 10, 2017 - ADOPTION OF DRAFT HERITAGE STRATEGY 2017 - 2020 11/129

RESOLUTION

Minute No. 45543

Councillor D. Gallagher moved) 1. That Broken Hill City Council Report No.
Councillor J. Nolan seconded) 85/17 dated April 10, 2017, be received.

2. That the draft Heritage Strategy 2017 – 2020 be adopted as a Strategy of Council with an amendment to item 31 to include Council's strategy for promotion of its Heritage Assistance Grants being for Stream 1 - Painting and Minor Restoration Works; and Stream 2 - Verandah Restoration.

CARRIED

The General Manager took the following questions on notice regarding Item 4:

Councillor Nolan referred to item 15 of the draft Heritage Strategy 2017-2020 and asked if Council could offer heritage design options to residents when they lodge a Development Application which includes a verandah replacement in the Argent/Oxide Street heritage precinct, even if they have not applied for a Heritage Assistance Grant?

Councillor Adams asked whether the appointment of the Museum Adviser and their service should form part of the Heritage Strategy 2017-2020?

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 87/17 - DATED MAY 09, 2017 - ADOPTION OF DRAFT REVISED MEDIA RELATIONS POLICY 12/14

Recommendation

1. That Broken Hill City Council Report No. 87/17 dated May 9, 2017, be received.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
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2. That Council adopts the draft revised Media Relations Policy as a Policy of Council.

RESOLUTION

Minute No. 45544

Councillor B. Algate moved) That the recommendation of item 5 be adopted.
Councillor B. Licul seconded)

CARRIED

**ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 83/17 - DATED APRIL 06, 2017 -
ADOPTION OF DRAFT CEMETERY MANAGEMENT POLICY**

12/14

RESOLUTION

Minute No. 45545

Councillor J. Nolan moved)
Councillor C. Adams seconded)

1. That Broken Hill City Council Report No. 83/17 dated April 6, 2017, be received.

2. That Council adopts the Draft Cemetery Management Policy as a policy of Council with the following amendments:

4.15 – fourth paragraph to remove the word ‘and’ and insert the word ‘or’ to read “... or do not wish to acknowledge...”

1.1.5 d) remove the word “all” to read: “...ongoing collation of burial records, where possible;”

In the Definitions section, under the definition for “Slab” insert the words “or other stone” to read: “...concrete or other stone covering the gravesite”.

4.1 – replace the last sentence to read: “Where subsidence is evident, Council may fill and compact the ground after discussing the proposed works with the exclusive rights holder, or after making reasonable attempts to contact the exclusive rights holder to discuss the proposed works.”

CARRIED

**ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 88/17 - DATED MAY 12, 2017 - DRAFT
COMPLIANCE AND ENFORCEMENT POLICY 2017 FOR PUBLIC EXHIBITION**

12/14

Recommendation

1. That Broken Hill City Council Report No. 88/17 dated May 12, 2017, be received.
2. That Council endorse the Draft Compliance and Enforcement Policy 2017 for the purposes of public consultation.
3. That the Draft Compliance and Enforcement Policy be exhibited for public comment for a 28 day period.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
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4. That the Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Compliance and Enforcement Policy.

RESOLUTION

Minute No. 45546

Councillor C. Adams moved) That the recommendation of item 7 be adopted.
Councillor M. Browne seconded)

CARRIED

**ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 89/17 - DATED MAY 17, 2017 - DRAFT
RELATED PARTY TRANSACTION POLICY FOR PUBLIC EXHIBITION** 12/14

Recommendation

1. That Broken Hill City Council Report No. 89/17 dated May 17, 2017, be received.
2. That the Draft Related Party Transaction Policy be endorsed for the purpose of public exhibition.
3. That the Draft Related Party Transaction Policy be exhibited for public comment for a 28 day period.
4. That the Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Related Party Transaction Policy.

RESOLUTION

Minute No. 45547

Councillor B. Algate moved) That the recommendation of item 8 be adopted.
Councillor C. Adams seconded)

CARRIED

**ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 90/17 - DATED MAY 02, 2017 -
TEMPORARY SUSPENSION OF ALCOHOL FREE ZONE** 11/307

Recommendation

1. That Broken Hill City Council Report No. 90/17 dated May 2, 2017, be received.
2. That Council provide in principle support in order to begin the planning process for the temporary suspension of the Alcohol Free Zone for the portion of Sulphide Street, adjacent to the Palace Hotel. Specific details of the suspension and road closure are Crystal Lane (West end), Sulphide Street (South end) and Sulphide Street and Argent Street (bounded by the Palace Hotel and Argent House). This area will include both footpaths in the closed section of Sulphide Street.
3. That the temporary suspension be in place from Friday, 08 September to Monday, 11 September 2017 subject to the final conditions, inclusive of trading times, contained in the liquor licence as advised by Barrier Local Area Command.
4. That the temporary suspension of the Alcohol Free Zone be advised to the public by way of media release and advertisement in the Barrier Daily Truth. That the advertisement also confirms that all other existing alcohol free zones in Broken Hill remain in force.
5. That the General Manager be authorised to implement the suspension and advertising processes on final advice of Barrier Local Area Command.
6. That Barrier Local Area Command be advised of Council's decision.

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RESOLUTION

Minute No. 45548

Councillor J. Nolan moved) That the recommendation of item 9 be adopted.
Councillor B. Licul seconded)

CARRIED

**ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 91/17 - DATED MAY 19, 2017 -
QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDING MARCH 2017** 12/160

Recommendation

1. That Broken Hill City Council Report No. 91/17 dated May 19, 2017, be received.
2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted.
3. That Council note the projected 2017/2018 operating deficit (before capital) is reduced by \$139K to \$2,487K.
4. That Council note the 2017/2018 projected capital budget is increased by \$107K to \$16,841K.

RESOLUTION

Minute No. 45549

Councillor B. Algate moved) That the recommendation of item 10 be adopted.
Councillor M. Clark seconded)

CARRIED

**ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 92/17 - DATED MAY 03, 2017 -
INVESTMENT REPORT FOR APRIL 2017** 11/48

Recommendation

1. That Broken Hill City Council Report No. 92/17 dated May 3, 2017, be received.

RESOLUTION

Minute No. 45550

Councillor M. Browne moved) That the recommendation of item 11 be adopted.
Councillor B. Licul seconded)

CARRIED

**ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 93/17 - DATED MAY 15, 2017 - MINUTES
OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 369 HELD TUESDAY APRIL 4, 2017 AND
MEETING NO 370 HELD TUESDAY MAY 2, 2017** 11/397

Recommendation

1. That Broken Hill City Council Report No. 93/17 dated May 15, 2017, be received.
2. That the minutes for the Local Traffic Committee Meeting No. 369, held April 4, 2017, be received and recommendations within minutes be adopted.
3. That the minutes for the Local Traffic Committee Meeting No. 370, held May 2, 2017, be received and recommendations within minutes be adopted.

RESOLUTION

Minute No. 45551

Councillor M. Browne moved) That the recommendation of item 12 be adopted.
Councillor J. Nolan seconded)

CARRIED

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ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 94/17 - DATED MAY 23, 2017 - ACTION LIST REPORT 11/25

Recommendation

1. That Broken Hill City Council Report No. 94/17 dated May 23, 2017, be received.

RESOLUTION

Minute No. 45552

Councillor B. Algate moved) That the recommendation of item 13 be adopted.
Councillor D. Gallagher seconded)

CARRIED

The General Manager took on board comments from Councillor Algate that items on the Action List are still in progress and would like to see them finalised completely.

COMMITTEE REPORTS

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 95/17 - DATED MAY 08, 2017 - NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL S355 COMMITTEES 11/9

Recommendation

1. That Broken Hill City Council Report No. 95/17 dated May 8, 2017, be received.
2. That Loene Crowley and Mark Curtis be appointed as community representatives on the BIU Band Hall Community Committee.

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 96/17 - DATED MAY 16, 2017 - MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD MARCH 21, 2017 AND APRIL 18, 2017 12/51

Recommendation

1. That Broken Hill City Council Report No. 96/17 dated May 16, 2017, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held March 21, 2017 be received.
3. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held April 18, 2017 be received.

ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 97/17 - DATED MAY 19, 2017 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETING HELD MAY 8, 2017 15/87

Recommendation

1. That Broken Hill City Council Report No. 97/17 dated May 19, 2017, be received.
2. That the minutes of the Broken Hill Heritage Committee Meeting held May 8, 2017 be received and noted.

Minute No. 45553

Councillor C. Adams moved) That the recommendations of items 14 to 16 be
Councillor D. Gallagher seconded) adopted.

CARRIED

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

ITEM 17 - QUESTIONS ON NOTICE NO. 5/17 - DATED MAY 04, 2017 - COUNCILLORS
QUESTIONS TAKEN ON NOTICE AT THE APRIL 2017 COUNCIL MEETING 13/79 11/89 16/157
15/87 11/60

Recommendation

1. That Questions On Notice No. 5/17 dated May 4, 2017, be received.

RESOLUTION

Minute No. 45554

Councillor T. Kennedy moved) That the recommendation of item 17 be adopted.
Councillor M. Browne seconded)

CARRIED

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

Draft Heritage Strategy 2017-2020 (from Item 4) 11/129
Councillor Nolan referred to item 15 of the draft Heritage Strategy 2017-2020 and asked if Council could offer heritage design options to residents when they lodge a Development Application which includes a verandah replacement in the Argent/Oxide Street heritage precinct, even if they have not applied for a Heritage Assistance Grant?

Councillor Adams asked whether the appointment of the Museum Adviser and their service should form part of the Heritage Strategy 2017-2020?

Public Safety Policy (from Item 7)

Councillor Kennedy raised concerns regarding the recent vandalism in the City and asked whether a draft policy could be created regarding Council's role in addressing public safety, vandalism and crime prevention?

Broken Hill Community Safety Precinct Committee Meetings (from Item 7)

Councillor Gallagher advised of Community Safety Precinct Committee Meetings and suggested that it would be of value to Council if Councillor Kennedy wished to attend future Community Safety Precinct Committee Meetings as a Council representative.

CONFIDENTIAL MATTERS

RESOLUTION

Minute No. 45555

Councillor T. Kennedy moved) That the meeting be closed to the public in
Councillor B. Algate seconded) accordance with Section 10A of the Local
Government Act 1993.

CARRIED

Media and members of the public left the Council Chamber at 7:05p.m.

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ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 98/17 - DATED MAY 18, 2017 - CODE OF CONDUCT NO. BHC160401 - CONFIDENTIAL BHC160401

(General Manager's Note: This report considers a Code of Conduct matter and is deemed confidential under Section 10A(2) (h) of the Local Government Act, 1993 which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440).

Recommendation

1. That Broken Hill City Council Report No. 98/17 dated May 18, 2017, be received.
2. That correspondence from the Office of Local Government dated April 12, 2017 be received and noted.
3. That Council notes the advice from the Office of Local Government that no further action be taken.

RESOLUTION

Minute No. 45556

Councillor B. Licul moved) That the report recommendation be adopted.
Councillor D. Gallagher seconded)

CARRIED

A Division was called which resulted in:

FOR: Crs Adams, Browne, Gallagher, Licul, Turley and M Clark
AGAINST: Crs Algate, T Kennedy and Nolan

ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 99/17 - DATED MAY 17, 2017 - NETWASTE TENDER F2422 - TENDER FOR COLLECTION AND RECYCLING OF SCRAP METAL FOR COUNCILS IN THE NETWASTE REGION - CONFIDENTIAL 11/199

(General Manager's Note: This report considers a tender and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

Recommendation

1. That Broken Hill City Council Report No. 99/17 dated May 17, 2017, be received.
2. NetWaste Tender F2442 – Tender for the Collection and Recycling of Scrap Metal for Councils in the NetWaste Region Contract be awarded to SIMS Metal Management
3. That Council confirm its involvement in the Contract to the NetWaste Projects Coordinator and execute the Contract documents as appropriate

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 100/17 - DATED MAY 18, 2017 - TENDER FOR REPLACEMENT BANTAM COMPACTOR AND TENDER FOR NEW HOOK LIFT TRUCK - CONFIDENTIAL T17/2

(General Manager's Note: This report considers a tender and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

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Recommendation

1. That Broken Hill City Council Report No. 100/17 dated May 18, 2017, be received.
2. That Council accept the tender (T17/2) from Johnson Truck and Coach Services Pty Ltd for a HINO FD1124 Pro-shift with 8m3 Bucher Compactor for \$200 985.19 exc GST + on road costs
3. That Council accept the tender from Johnson Truck and Coach Services Pty Ltd for HINO 700 Series plus multi-lift hook option for \$263 710.54 exc GST + on road costs

Minute No. 45557

Councillor T. Kennedy moved) That the recommendations of items 19 and 20 be
Councillor C. Adams seconded) adopted.

CARRIED

RESOLUTION

Minute No. 45558

Councillor B. Licul moved) That the meeting resume in open session.
Councillor M. Clark seconded)

CARRIED

Members of the media returned to the Council Chambers at 7:37 p.m. (no members of the public returned).

The Mayor invited the General Manager to report on the items considered in closed session. The General Manager advised that Council had resolved, in respect of:

Item 18 – Broken Hill City Council Report No. 98/17 dated May 18, 2017 – Code of Conduct No. BHC160401 – Confidential

- That Broken Hill City Council Report No. 98/17 dated May 18, 2017, be received.
- That correspondence from the Office of Local Government dated April 12, 2017 be received and noted.
- That Council notes the advice from the Office of Local Government that no further action be taken.

Item 19 – Broken Hill City Council Report No. 99/17 dated May 17, 2017 – Netwaste Tender F2442 – Tender for Collection and Recycling of Scrap Metal for Councils in the Netwaste Region – Confidential

- That Broken Hill City Council Report No. 99/17 dated May 17, 2017, be received.
- NetWaste Tender F2442 – Tender for the Collection and Recycling of Scrap Metal for Councils in the NetWaste Region Contract be awarded to SIMS Metal Management
- That Council confirm its involvement in the Contract to the NetWaste Projects Coordinator and execute the Contract documents as appropriate

Item 20 – Broken Hill City Council Report No. 100/17 dated May 18, 2017 – Tender for Replacement Bantam Compactor and Tender for Hook Lift Truck – Confidential

- That Broken Hill City Council Report No. 100/17 dated May 18, 2017, be received.
- That Council accept the tender (T17/2) from Johnson Truck and Coach Services Pty Ltd for a HINO FD1124 Pro-shift with 8m3 Bucher Compactor for \$200 985.19 exc GST + on road costs
- That Council accept the tender from Johnson Truck and Coach Services Pty Ltd for HINO 700 Series plus multi-lift hook option for \$263 710.54 exc GST + on road costs

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There being no further business the Mayor closed the meeting at 7:39 pm.

THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY)
COUNCIL HELD ON JUNE 28, 2017.)

CHAIRPERSON

REPORTS

1.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 101/17 - DATED JUNE 16, 2017 - ADOPTION OF DRAFT DELIVERY PROGRAM 2017/21 (16/165)</u>	16
2.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 108/17 - DATED JUNE 09, 2017 - ADOPTION OF DRAFT BROKEN HILL CITY COUNCIL OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND SCHEDULE OF FEES AND CHARGES 2017/2018 (16/157)</u>	81
3.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 109/17 - DATED MAY 02, 2017 - ADOPTION OF DRAFT LONG TERM FINANCIAL PLAN 2018-2027 (16/157)</u>	178
4.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 110/17 - DATED JUNE 16, 2017 - ADOPTION OF DRAFT DISABILITY INCLUSION ACTION PLAN 2017-2021 (16/82)</u>	253
5.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 111/17 - DATED MAY 02, 2017 - ADOPTION OF DRAFT WORKFORCE MANAGEMENT PLAN - REPORT - 2017 (16/160)</u>	314
6.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 102/17 - DATED JUNE 05, 2017 - DRAFT COMPLAINTS MANAGEMENT POLICY FOR PUBLIC EXHIBITION (D12/11853)</u>	349
7.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 103/17 - DATED JUNE 08, 2017 - INVESTMENT REPORT FOR MAY 2017 (17/82)</u>	362
8.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 104/17 - DATED JUNE 06, 2017 - COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND 1 OF 2017/2018 (17/44)</u>	378
9.	<u>BROKEN HILL CITY COUNCIL REPORT NO. 105/17 - DATED JUNE 14, 2017 - LIVE STREAMING - COMMUNICATIONS AUDIT (16/6)</u>	386

10. BROKEN HILL CITY COUNCIL REPORT NO. 112/17 - DATED JUNE 13, 2017 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 371 HELD TUESDAY JUNE 6, 2017. (11/397)..... 390

11. BROKEN HILL CITY COUNCIL REPORT NO. 106/17 - DATED JUNE 16, 2017 - ACTION LIST REPORT (11/25) 404

ORDINARY MEETING OF THE COUNCIL

June 16, 2017

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 101/17

SUBJECT: ADOPTION OF DRAFT DELIVERY PROGRAM 2017/21 16/165

Recommendation

1. That Broken Hill City Council Report No. 101/17 dated June 16, 2017, be received.
2. That the Draft Delivery Program 2017-2021 be adopted.

Executive Summary:

Council considered the Draft Delivery Program 2017-2021 at its meeting held April 26, 2017 and subsequently endorsed these documents for the purpose of public exhibition (Minute No. 45518).

The draft document was placed on public exhibition along with Council’s other draft Integrated Strategic Plans for a period of 28 days concluding on Tuesday, May 30, 2017.

Report:

Upon expiry of the public exhibition period, nil submissions were received regarding the Draft Delivery Program 2017-2021.

Whilst nil submissions were received during the exhibition period, staff comment has resulted in minor changes to the document. These minor changes include formatting and grammatical improvements, together with the separation of a selected few measures to ensure better reporting on the plan in the future. Other minor amendments include the addition of function descriptions to align with Key Directions 1, 3 and 4. These are:

Key Direction 1 – Our Community	Key Direction 3 – Our Environment
<p>Community Development</p> <ul style="list-style-type: none"> • Community Wellbeing • Community Participation <p>Local Transport</p> <ul style="list-style-type: none"> • Signage 	<p>Waste Management</p> <ul style="list-style-type: none"> • Recycling <p>Sustainability After Mine Life</p> <ul style="list-style-type: none"> • Annual Environmental Management Review • Lead Remediation
<p>Key Direction 4 – Our Leadership</p> <p>Corporate Support Remove ‘Business Excellence’ and replace with:</p> <ul style="list-style-type: none"> • Systems Improvement 	
	<p>Natural Environment</p> <ul style="list-style-type: none"> • Willyama Common • Regeneration Area <p>Note: moved from ‘Sustainability After Mine Life’ function description to ‘Natural Environment’.</p>

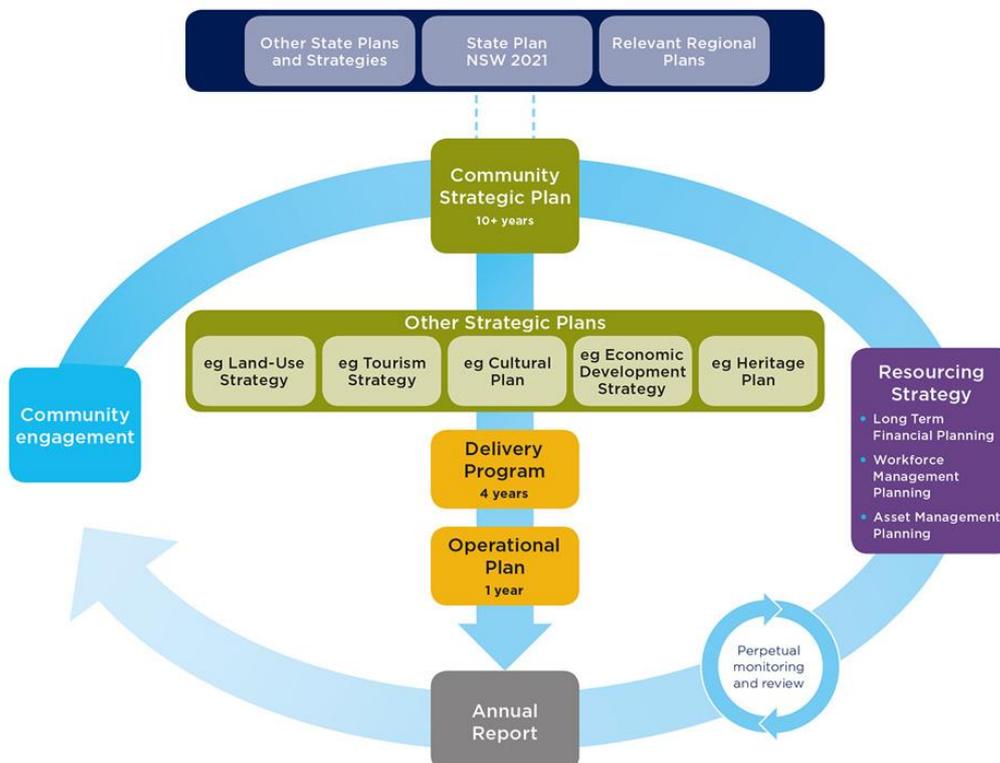
The purpose of this report is to present the Draft Delivery Program 2017-2021 for Council to consider adoption of the Program in accordance in Sections 404 of the *Local Government Act 1993*.

The Delivery Program is the four year (Council term) plan outlining what activities Council will undertake to meet the objectives of the Community Strategic Plan.

The following diagram outlines the links between the Community Strategic Plan, Delivery Program and Operational Plan.



The Delivery Program is part of the Integrated Planning and Reporting Framework. The following diagram is of the Integrated Planning and Reporting Framework, including both the Delivery Program and Operational Plan.



The Draft Delivery Program 2017-2021 for Broken Hill City Council was prepared by staff and included employee workshops in December 2016 and January 2017.

Strategic Direction:

Key Direction:	4. Our Leadership
Objective:	4.1.3 Decision-makers provide accountability through planning and reporting frameworks
Function:	Leadership and Governance
DP Action:	4.1.1.10 The Integrated Planning and Reporting Framework is implemented

Relevant Legislation:

Integrated Planning and Reporting Framework
Local Government Act 1993

The following is a summary of the requirements of Section 404 of the *Local Government Act 1993*:

- (1) A council must have a program (its "delivery program") detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.
- (2) The delivery program must include a method of assessment to determine the effectiveness of each principal activity detailed in the delivery program in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.
- (3) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.
- (4) A draft delivery program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the delivery program is adopted by the council.
- (5) The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months.

Financial Implications:

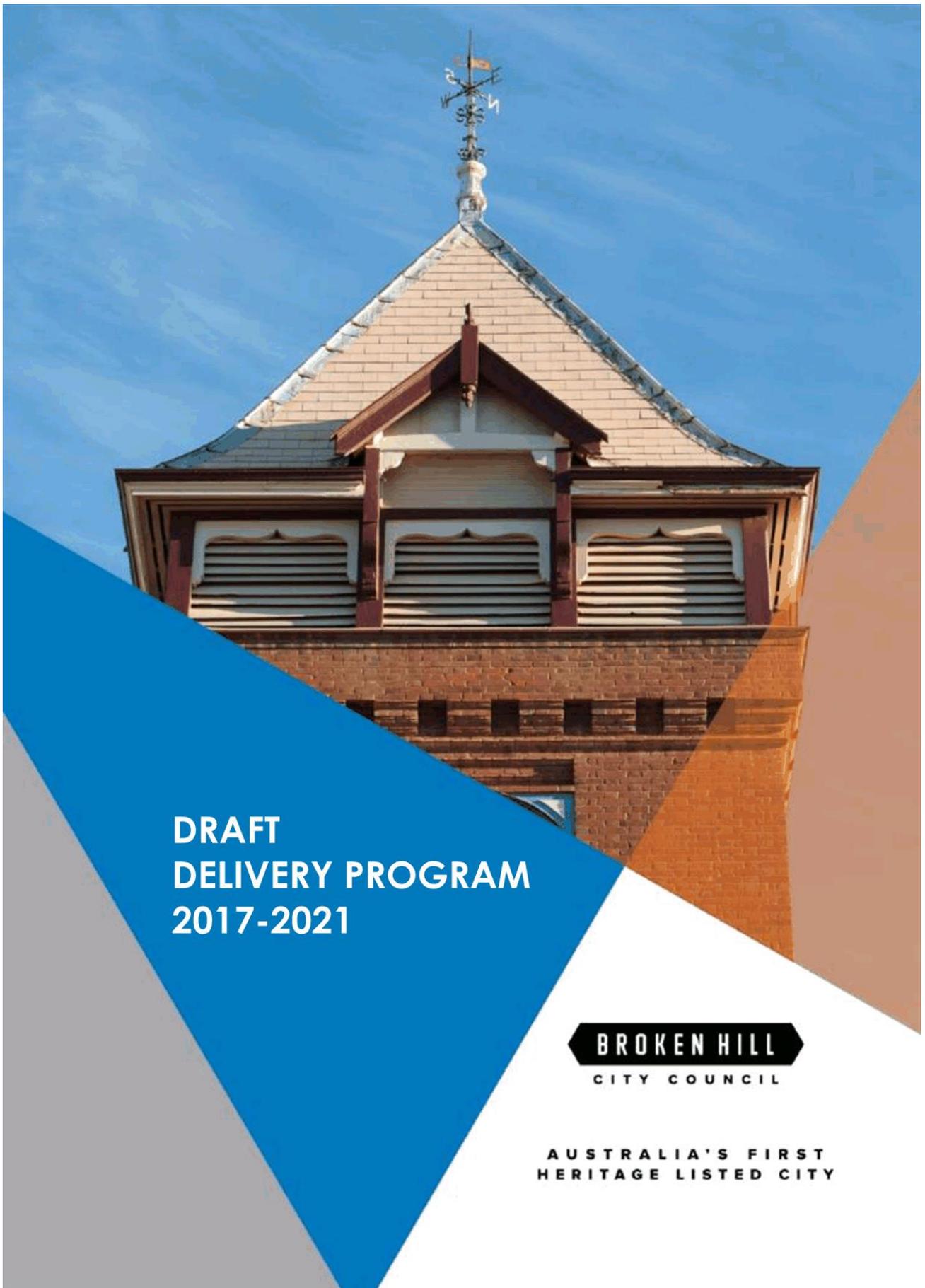
Financial implications of the Delivery Program are outlined in Council's Long Term Financial Plan.

Attachments

1. [↓](#) Draft Delivery Program 2017/2018

RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON
GENERAL MANAGER



**DRAFT
DELIVERY PROGRAM
2017-2021**

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	
FUNCTION	Leadership & Governance	
STRATEGY	4.1.3 Decision-makers provide accountability through planning and reporting frameworks	
FILE REFERENCE No	16/165	TRIM No D16/57424
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	June 2018	
DATE	ACTION	MINUTE No.
June 2013	Document Developed	N/A
31 July 2013	Public Exhibition	44411
25 September 2013	Adopted	44450
April 2014	Document Revised	
30 April 2014	Public Exhibition	44630
30 April 2014	Document Amended (re Loan Borrowings for Organisation Structure Purposes)	44658
25 June 2014	Adopted	44687
December 2016	Document reviewed and redeveloped for new four year term	
26 April 2017	Public Exhibition	45518
28 June 2017	Adopted by Council	
NOTES		
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018/2027 Operational Plan 2017/2018 Schedule of Fees and Charges 2017/2018	



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INTRODUCTION

EXECUTIVE SUMMARY

This document is Broken Hill City Council's Delivery Program for the next four years.

MESSAGE FROM YOUR MAYOR

Before describing this Delivery Plan, I feel it is important to first explain the role of the Community Strategic Plan (CSP) in Council's service delivery.

The CSP is a plan developed by Council in partnership with the community that sets out residents' priorities and aspirations for the future of Broken Hill.

The current CSP was produced by Council in consultation with the community in 2010, and has been reviewed in 2013, 2014, and 2017 to ensure it remains current and relevant.

Community engagement has been at the heart of each review, and thousands of locals have provided input to ensure the wishes and expectations of the community are reflected in the plan.

The next step is working to realise the community's aspirations, and this 2017-2021 Delivery Program outlines the activities that Council will undertake over the next four years to help the community reach the goals identified in the CSP.

It enables residents to see exactly how Council spends its funds, and the kinds of services and activities that they can expect to be provided in their community in the coming years.

It provides a clear framework around Council's performance, and enables us to be open and accountable to the public.



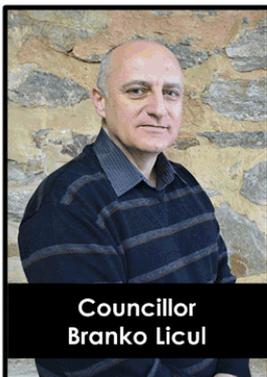
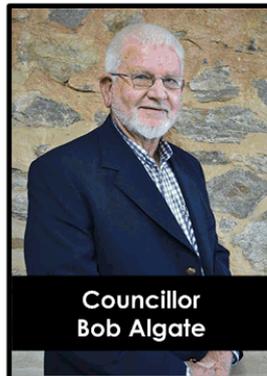
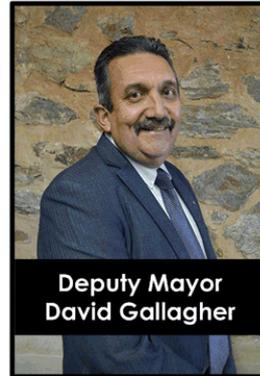
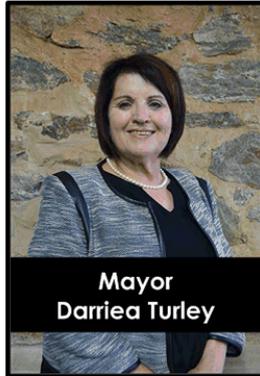
Council remains committed to improving its performance, and is currently undertaking a four-year Service Review process to examine all aspects of its operations and make improvements where possible.

We hope this Delivery Program provides a useful guide to Council's future activities, and encourages all residents to provide input to the Service Review process as it is rolled out over the next four years.

Councillor Darriea Turley
MAYOR

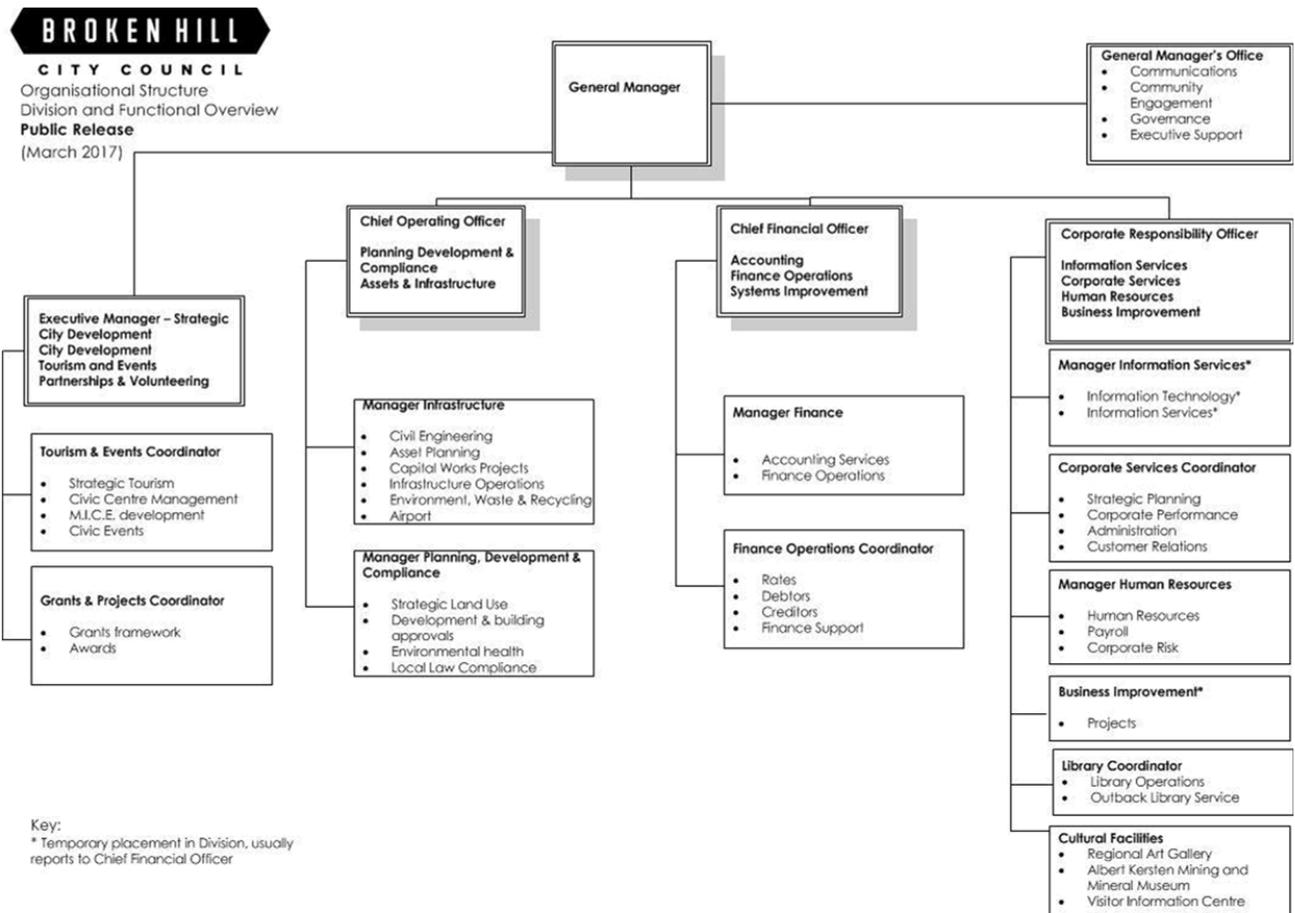
YOUR COUNCILLORS

The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the local community and the governing body"; and "is accountable to the local community for the performance of the council".



ABOUT THE COUNCIL

BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE



VISION, MISSION AND VALUES

OUR COMMITMENT

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 VALUE

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

KEY DIRECTION FUNCTIONS

FUNCTIONS OF COUNCIL

KEY DIRECTION 1 – OUR COMMUNITY	KEY DIRECTION 3 – OUR ENVIRONMENT
<p>Arts & Culture Charles Rasp Memorial Library Broken Hill Regional Art Gallery Albert Kersten Mining & Mineral Museum Broken Hill Archives</p> <p>Community Development Community Assistance Community Wellbeing Community Participation</p> <p>Community Facilities Cemetery Broken Hill Regional Aquatic Centre Halls and Community Centres Public Amenities</p> <p>Local Transport Bus Shelters Footpaths and Bike Tracks Road Furniture Local Roads Car Parks Traffic Control Signage</p> <p>Open Spaces Parks and Reserves Sportsgrounds</p> <p>Public Health Health Administration and Inspections</p> <p>Public Order Sustainability and Environmental Management Parking and Other Ranger Services Animal Control</p> <p>Public Safety Street Lighting Emergency Services</p>	<p>Waste Management Waste Management Operations Garbage Collection Recycling Street Cleaning</p> <p>Sustainability After Mining Annual Environmental Management Review Lead Remediation End of Mine Life</p> <p>Natural Environment Noxious Weeds Living Desert Willyama Common Regeneration Area</p> <p>Environmental Footprint Water Energy</p> <p>Built Environment Historic Buildings Preservation Town Planning</p> <p>Stormwater Management Stormwater Drainage Kerb and Gutter</p>
KEY DIRECTION 2 – OUR ECONOMY	KEY DIRECTION 4 – OUR LEADERSHIP
<p>Economic Development Economic Development Civic Centre Area Promotion and Events</p> <p>Property Development Land Development and Sales</p> <p>Strategic Transport Regional Roads State Roads Airport</p> <p>Tourism Development Tourism</p> <p>Film Film Promotion Film Activities</p>	<p>Leadership & Governance Elected Members General Manager</p> <p>Financial Management Corporate Services Management Financial Control Revenue Payroll Procurement and Payables</p> <p>Corporate Support Risk Management and Insurance Information Technology Services Records Management Human Resources Governance Systems Improvement</p> <p>Customer Relations Media and Communications Customer Relations</p> <p>Asset Management Infrastructure Engineering Management Infrastructure Administration Asset Management and Technical Services</p> <p>Operations Management Mechanics Workshop Plant and Vehicle Maintenance Warnock Street Works Depot Private Works Billable Works</p> <p>Buildings & Property Buildings - Structures Maintenance and Operations Buildings - Property Commercial</p>

FINANCIAL

FINANCIAL ESTIMATES/PERFORMANCE

The financial estimates provided in this Delivery Program have been derived from the Long Term Financial Plan and are summarised in this document.

The four year Delivery Program budget has been detailed by key directions and are listed in the relevant key direction section.

It is likely that the nature of Council's service delivery model will be significantly different at the end of this Program, compared to the start. As Council reviews its services, there are expected to be significant reductions and changes in areas of expenditure, as decisions are made to ensure efficient and effective service delivery in line with community expectations.

Council therefore expects to improve its financial performance based on the results of the service review program, with benefits expected to be seen in reduced operating costs and increased capital renewal throughout this Delivery Program.

The financial estimates in this Program will need to be reviewed on an ongoing basis during its four year life.

DELIVERY PROGRAM – BALANCED SCENARIO				
INCOME STATEMENT				
\$ '000	2018	2019	2020	2021
	Proposed Budget	Forecast	Forecast	Forecast
Income from Continuing Operations				
Revenue:				
Rates & annual charges	17,264	17,396	17,744	18,169
User charges & fees	3,462	3,548	3,637	3,728
Interest & investment revenue	1,015	1,058	987	1,110
Other revenues	504	517	530	543
Grants & contributions for operating purposes	6,363	6,427	6,555	6,686
Grants & contributions for capital purposes	3,639	508	518	529
Other Income:				
Net gains from disposal of assets	211	-	-	-
Net share of interests in joint ventures	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	32,458	29,454	29,971	30,766
Expenses from Continuing Operations				
Employee benefits & costs	13,958	13,999	14,225	14,524
Borrowing costs	504	465	431	400
Materials & contracts	5,741	5,501	5,526	5,551
Depreciation & amortisation	6,431	6,275	6,303	6,330
Impairment	-	-	-	-
Other expenses	4,005	3,810	3,827	3,844
Net losses from disposal of assets	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	30,639	30,050	30,312	30,649
OPERATING RESULT FOR THE YEAR	1,819	(596)	(340)	116
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,820)	(1,104)	(859)	(412)
Assumptions				
Rate Peg	1.50%	2.00%	2.00%	2.40%
General Index	2.50%	2.50%	2.50%	2.50%
Employee Cost Index	2.50%	2.50%	2.50%	2.10%
Grant Index	0.00%	1.00%	2.00%	2.00%
Investment Interest rate	2.70%	3.00%	3.00%	3.75%
Overdue rates interest rate	7.50%	8.00%	8.00%	8.00%
Efficiency gain on Materials & Contracts		-2.00%	-2.00%	-2.00%

DELIVERY PROGRAM – BALANCED SCENARIO				
STATEMENT OF FINANCIAL POSITION				
\$ '000	2018	2019	2020	2021
	Proposed Budget	Forecast	Forecast	Forecast
Assets				
Current Assets:				
Cash & cash equivalents	9,211	8,789	8,642	8,956
Investments	15,000	13,000	11,000	9,000
Receivables	4,163	3,913	4,166	4,625
Inventories	81	83	85	87
Other	347	355	364	373
Non-current assets classified as 'held for sale'	-	-	-	-
TOTAL CURRENT ASSETS	28,802	26,140	24,257	23,042
Non-Current Assets:				
Investments	-	-	-	-
Receivables	93	68	43	18
Inventories	-	-	-	-
Infrastructure, property, plant & equipment	247,801	248,435	249,071	249,711
Investments accounted for using the equity method	-	-	-	-
Investment property	-	-	-	-
Intangible assets	-	-	-	-
TOTAL NON-CURRENT ASSETS	247,894	248,503	249,114	249,729
TOTAL ASSETS	276,696	274,643	273,372	272,771
Liabilities				
Current Liabilities:				
Payables	2,844	2,915	2,988	3,063
Borrowings	783	749	714	658
Provisions	3,970	4,069	4,171	4,258
TOTAL CURRENT LIABILITIES	7,597	7,733	7,873	7,979
Non-Current Liabilities:				
Payables	-	-	-	-
Borrowings	13,200	12,451	11,737	11,142
Provisions	2,016	2,113	2,233	2,338
TOTAL NON-CURRENT LIABILITIES	15,216	14,564	13,970	13,480
TOTAL LIABILITIES	22,812	22,297	21,843	21,459
NET ASSETS	253,883	252,346	251,529	251,312
Equity				
Retained earnings	119,487	117,316	115,862	115,006
Revaluation reserves	134,396	135,030	135,666	136,306
Council equity interest	253,883	252,346	251,529	251,312
Non-controlling interest	-	-	-	-
TOTAL EQUITY	253,883	252,346	251,529	251,312
Assumptions				
General Index	2.50%	2.50%	2.50%	2.50%

DELIVERY PROGRAM – BALANCED SCENARIO				
STATEMENT OF CASH FLOWS				
\$ '000	2018	2019	2020	2021
	Proposed Budget	Forecast	Forecast	Forecast
Cash Flows from Operating Activities				
Receipts:				
Rates & annual charges	16,746	16,874	17,211	17,624
User charges & fees	3,358	3,442	3,528	3,616
Investment & interest revenue received	503	767	694	778
Grants & contributions	9,702	6,727	6,861	6,998
Bonds, deposits & retention amounts received	-	-	-	-
Other	489	501	514	527
Payments:				
Employee benefits & costs	(13,539)	(13,579)	(13,799)	(14,088)
Materials & contracts	(5,569)	(5,336)	(5,360)	(5,384)
Borrowing costs	(504)	(465)	(431)	(400)
Bonds, deposits & retention amounts refunded	-	-	-	-
Other	(3,885)	(3,695)	(3,712)	(3,729)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	7,301	5,236	5,506	5,942
Cash Flows from Investing Activities				
Receipts:				
Sale of investment securities	-	2,000	2,000	2,000
Sale of infrastructure, property, plant & equipment	211	-	-	-
Deferred debtors receipts	-	-	-	-
Other investing activity receipts	-	-	-	-
Payments:				
Purchase of investment securities	(15,000)	-	-	-
Purchase of infrastructure, property, plant & equipment	(9,760)	(6,909)	(6,939)	(6,970)
Deferred debtors & advances made	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(24,549)	(4,909)	(4,939)	(4,970)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from borrowings & advances	10,000	-	-	-
Payments:				
Repayment of borrowings & advances	(783)	(749)	(714)	(658)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	9,217	(749)	(714)	(658)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(8,031)	(422)	(147)	314
plus: CASH & CASH EQUIVALENTS - beginning of year	17,242	9,211	8,789	8,642
CASH & CASH EQUIVALENTS - end of year	9,211	8,789	8,642	8,956
Assumptions				
Rates & charges recovery rate	97.00%	97.00%	97.00%	97.00%
Debtor recovery rate	97.00%	97.00%	97.00%	97.00%
General Index	2.50%	2.50%	2.50%	2.50%
Investment Interest rate	2.70%	3.00%	3.00%	3.75%
Overdue rates interest rate	7.50%	8.00%	8.00%	8.00%

DELIVERY PROGRAM – BALANCED SCENARIO

FINANCIAL RATIOS

	2018	2019	2020	2021
	Forecast	Forecast	Forecast	Forecast

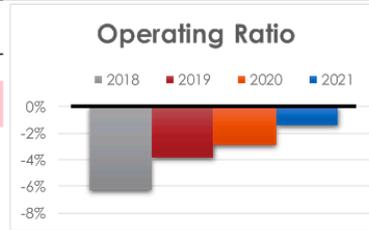
Operating Ratio

This ratio measures Council's ability to contain operating expenditure within operating revenue

-6.32%	-3.81%	-2.92%	-1.36%
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Benchmark - Greater than 0%

(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions



Cash Expense Cover Ratio

This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow

12.26	12.25	12.03	12.02
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Benchmark - Greater than 3.0 months

*(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12*



Current Ratio

This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.

3.79	3.38	3.08	2.89
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Benchmark - Greater than 1.5

current assets / current liabilities



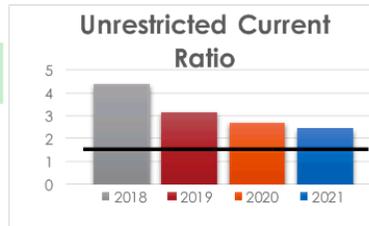
Unrestricted Current Ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

4.39	3.15	2.67	2.41
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Benchmark - Greater than 1.5

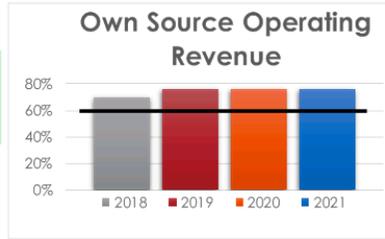
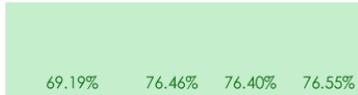
current assets less all external activities / current liabilities, less specific purpose liabilities



Own Source Operating Revenue

This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue

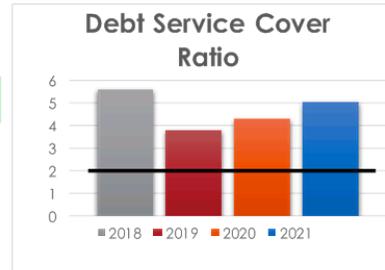
Benchmark - Greater than 60%
rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)



Debt Service Cover Ratio

This ratio measures the availability of cash to service debt including interest, principal, and lease payments

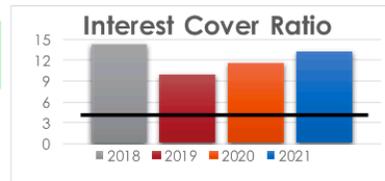
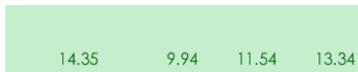
Benchmark - Greater than 2.0
operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs



Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash

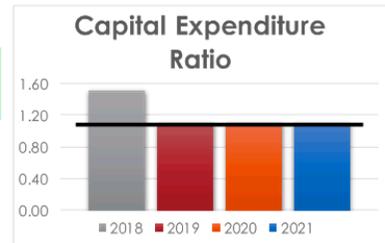
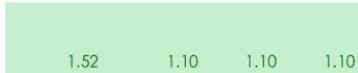
Benchmark - Greater than 4.0
operating result before interest and depreciation (EBITDA) / interest expense



Capital Expenditure Ratio

This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets

Benchmark - Greater than 1.1
annual capital expenditure / annual depreciation



INTEGRATED PLANNING & REPORTING

THE FRAMEWORK

In 2009, the NSW Government introduced new legislation in the form of the *Local Government Amendment (Planning and reporting) Act 2009* to improve strategic planning in NSW councils.

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

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

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

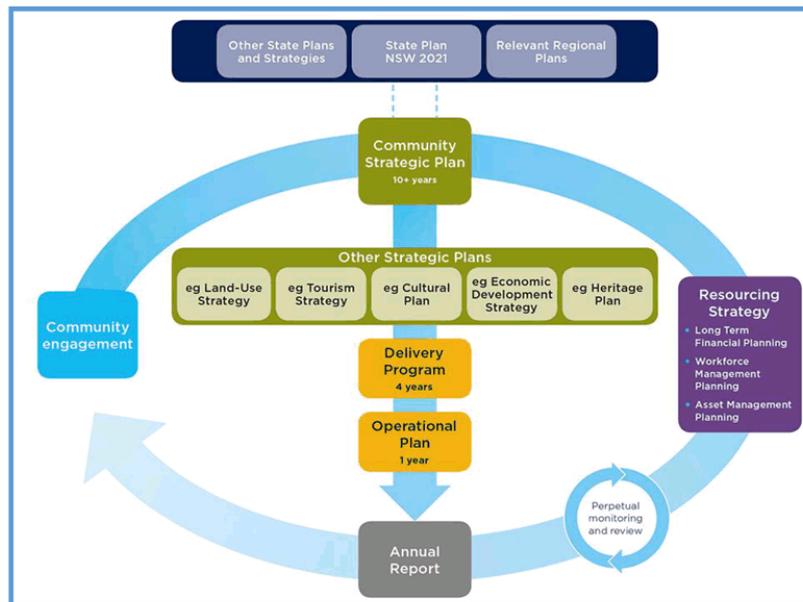
financial management and workforce planning.

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

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

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

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 and further reviews in 2014 and 2017.



DISABILITY INCLUSION ACTION PLANNING

Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our Community.

Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how persons with disability live their lives and enjoy the benefits of living and working in our community.

The *Disability Inclusion Act 2014 (NSW)*, was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The *Disability Inclusion Act 2014 (NSW)* requires all local government organisations to produce a Disability Inclusion Action Plan (DIAP) setting out measures enabling people with a disability to access general support and services and fully participate in the community.



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

THE REQUIREMENTS OF THE FRAMEWORK

FREQUENCY	REPORT	DESCRIPTION/ REQUIREMENTS	LEGISLATIVE REFERENCE
For use during development of the Community Strategic Plan and Council's other planning activities	COMMUNITY ENGAGEMENT STRATEGY	A strategy based on social justice principles for engagement with the local community when developing the Community Strategic Plan.	S402(4) (Act)
Review every four years following an election. Ensure the plan is for a minimum of 10 years. Public exhibition for a period of 28 days required and a copy of plan and amendments to the plan to DLG within 28 days of endorsement.	COMMUNITY STRATEGIC PLAN (CSP)	Plan which identifies the main priorities and aspirations for the future of the local government area. Minimum 10 years.	S402(1)-(7) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	LONG TERM FINANCIAL PLANNING	Included in the Council's Resourcing Strategy for the provision of financial resources required to implement the CSP. Minimum 10 years.	S401(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	WORKFORCE MANAGEMENT PLANNING	Included in the Council's Resourcing Strategy for the provision of intellectual resources required to implement the CSP. Minimum of four years.	S403(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	ASSET MANAGEMENT PLANNING	Included in Council's Resourcing Strategy for the provision of physical resources required to implement the CSP. Comprises of an Asset Management Strategy and Plan/s. Minimum of 10 years.	S403(2) (Act)
Review every four years following an election. Public exhibition for a period of 28 days.	DELIVERY PROGRAM	Details the Council activities to be undertaken by the Council to implement the strategies established by the CSP. Four year duration.	S404(1)-(5) (Act)
Adopt prior to beginning of financial year. Public exhibition for a period of 28 days. Post copy on Council website within 28 days of Council endorsement.	OPERATIONAL PLAN	Details the activities to be engaged in by the Council during the year, and annual budget. Annual sub-plan of Delivery Program.	S405(1)-(6) s532 s610B-s610F s706(2) (Act) cl201(1) (Reg)

MONITORING AND REPORTING

Progress on the Delivery Program will be reported to the Council six monthly, inclusive of the Operational Plan. The Council will prepare six monthly reports tracking how we are going with each action outlined in the Delivery Program and Operational Plan utilising the Key Performance Indicators. Detailed financial reports and updates on Council's Capital Works Program will be reported.

In addition to the above, Council will also prepare an Annual Report (AR) for the community which will focus on Council's

implementation of our Delivery Program and the Operational Plan. The Annual Report will also outline achievements in implementing the Community Strategic Plan. Audited financial reports will also be made available to the Community at this time.

In accordance with legislation a 'State of the Environment Report' (SOE) Report will be presented to the Community, reporting on Council's progress in achieving the Community's aspirations.

FREQUENCY	REPORT	DESCRIPTION/REQUIREMENTS	LEGISLATIVE REFERENCE
Quarterly (no later than two months after the end of each quarter)	BUDGET REVIEW STATEMENT	Shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy included in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.	CI203 (Reg)
At least every six months (dates determined by Council)	PROGRESS REPORTS ON DELIVERY PROGRAM (DP)	Report on the progress with respect to the Council Activities detailed in the Delivery Program.	S404(5) (act)
Yearly – November (Within five months of the end of Financial Year)	ANNUAL REPORT (AR)	Report on the achievements in implementing the Delivery Program and the effectiveness of the principle activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed. Must be prepared in accordance with the Regulation and the Guidelines. Must include a copy of Council's audited financial reports. Must be posted on Council's website.	S428(Act) CI217(1) (Reg)
November – Four Yearly (included in AR due 30 Nov in year in which an ordinary election is held)	END OF TERM REPORT	Report on the Council's achievements in implementing the Community Strategic Plan over the previous four year Council term.	S428(2) (Act)
November – Four Yearly (included in AR due 30 Nov in year in which an ordinary election is held)	STATE OF ENVIRONMENT REPORT(SOE)	Reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan. Must be prepared in accordance with the guidelines.	S428A (Act)

HOW TO READ THE PLAN

KEY DIRECTION	<p>The Key Directions are taken from the Community Strategic Plan and represents groups of common opportunities, challenges and priorities that relate to:</p> <ul style="list-style-type: none"> • Key Direction 1: Our Community • Key Direction 2: Our Economy • Key Direction 3: Our Environment • Key Direction 4: Our Leadership
OBJECTIVE	<p>Objectives are taken from the Community Strategic Plan and are uniquely numbered. Each objective outlines what the community is seeking to achieve under the Key Direction and are broad direction statements.</p>
STRATEGY	<p>Strategies are taken from the Community Strategic Plan and are uniquely numbered. Each strategy provides information on what will be done at the high-level to achieve the objective. Each strategy is cascaded down into the Delivery Program</p>
DP #	<p>DP# is the unique number assigned to each action in the Delivery Program.</p>
ACTION	<p>For each objective identified in the Community Strategic Plan, a number of actions are identified outlining what will be done to implement the objective by Council.</p> <p>Where Council has not been identified as either the lead or support agency responsible for the objective, Council acknowledges it has an important role to play in lobbying or advocating for the achievement of the objective.</p>
OPERATIONAL PLAN/LTFP	<p>The year identifies the timing for the implementation or achievement of the action and when it will be resourced in both the Operational Plan and Long Term Financial Plan.</p>
LINK TO CSP	<p>Number showing CSP reference.</p>
MEASURE	<p>The measure is how the progress or success of Council will be identified and reported upon.</p>
FUNCTION	<p>Is the specific Council area responsible for implementing the action.</p>



“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 BROKEN HILL

“At Broken Hill we're for real. We believe in real experiences. Real places, real friendships and real values.”

Since its birth as a little mining village in the 1880s, Broken Hill has gone on to be recognised as the boldest place in the Australian outback, a reputation pressure-cooked over decades of hardship and heroic survival in the desert.

The ore body discovered in 1883 immediately made Broken Hill famous - a frontier outpost promising great fortune and luring people from all over the world.

Broken Hill Proprietary (BHP) boomed in the 1880s and the population reached 20,000 by 1891.

There have been periods of boom and bust but in the 70s and 80s something changed. The dominant workers' culture gave way to a local passion for the arts.

Artists like Pro Hart and locally-made films such as *Mad Max 2* and *Priscilla: Queen of the Desert* gave birth to tourism.

Soon, Broken Hill began to be seen through the eyes of the world as a place of beauty and an iconic travel destination.

No longer content with its 2-speed mining economy, Broken Hill began a new era as more than an engine of sweat and stone.

People began to regard the City and its people as a culture in its own right, a place with a definite outback soul that might be exported to the rest of the world.

Through the efforts of community leadership, Broken Hill is a living museum, an artefact that survives in the desert.

Art deco shopfronts petition to customers from a bygone age and there are buildings both grand and made of tin.

Yet there is also a sense of luxury, comfort and sophistication thanks to decades accommodating mining magnates, movie moguls and visitors from around the world.

There literally is nowhere quite like it on earth. Most of all.....there are few places in the world where one can stand in a street at the urban boundary, some 18,000 people and all their dwellings immediately at one's back, and view nothing but red desert in front, as far as the eye can see.

This is the essential experience of Broken Hill.

“We believe in hard work and getting things done. We say what we really think and act on what we really feel. BS, fakes, virtual living and superficiality are our enemies”

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.

KEY DIRECTION 1 – OUR COMMUNITY

In Broken Hill our people are our greatest asset. We are a resilient community and believe in hard work, getting things done and uniting to make a difference.

'Sense of Community' was identified by our residents as being amongst the most important areas of priority for Broken Hill. A sense of community represents a sense of belonging and identification. It requires personal investment and shared influence, participation and commitment.

Broken Hill is full of genuine people with genuine values and this was captured through the adoption of the FOR REAL branding, which is how we represent our City.

The people of Broken Hill are champions of what's true, right, sincere, solid, tangible, unaffected, genuine, meaningful and authentic. We are like the Hero – where there's a will there's a way. We value being inspiring, open, original, human and fearless.

We know our isolation is as much a strength as it is a weakness, but it delivers a dose of reality - if we need to get something done we just do it. This creates a real sense of who we are, in an age where individuality and technology is vastly affecting the fabric of other communities and how they interact to solve their problems.

Broken Hill has an inclusiveness not easily found elsewhere. Our rich mining heritage has brought people from all over the world, yet together they have combined to influence a nation. Their stories are heroic, inventive and bold. There is still a shared commitment among us to make Broken Hill a place that will continue to survive and thrive in the desert. We warmly welcome people from 'away' and they take treasured memories with them.

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.

The tables to follow provide objectives to help us meet the overall goal for 'Our Community' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

1.1 People in our community are in safe hands								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.1.1.01	Participate in community awareness for safer community initiatives	X	X	X	X	1.1.1	Active participation	Public Safety
1.1.1.02	Develop initiatives to increase responsible pet ownership	X	X	X	X	1.1.1	Two public and school education programs undertaken annually	Public Order
1.1.1.03	Ensure compliance obligations under the <i>Swimming Pools Act 1992</i>	X	X	X	X	1.1.1	Review Swimming Pool Barrier Policy annually	Public Order
							100% of swimming pool inspection requests are carried out within legislated timeframes	
							Two swimming pool safety promotion activities completed annually	
1.1.1.04	Review the Safer Broken Hill Community Safety and Crime Prevention Plan	X				1.1.2	Review undertaken	Public Safety
1.1.1.05	Support the objectives of the Safer Broken Hill Community Safety and Crime Prevention Plan	X	X	X	X	1.1.2	Responsible objectives within the plan are met	Public Safety
1.1.1.06	Seek funding opportunities for increased lighting and crime prevention initiatives including CCTV for identified locations	X				1.1.2	Funding is achieved	Public Safety
							CCTV locations identified	
1.1.1.07	Develop, plan and implement initiatives aimed at increasing animal control in the City	X	X	X	X	1.1.2	Number of initiatives developed annually	Public Order
1.1.1.08	Review Companion Animals Management Plan	X				1.1.2	Plan reviewed by 30 June 2018	Public Order
1.1.1.09	Implement actions from Companion		X	X	X	1.1.2	Number of actions	Public Order

1.1 People in our community are in safe hands								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
	Animals Management Plan						implemented	
1.1.1.10	Provide public health and safety initiatives and carry out compliance activities	X	X	X	X	1.1.2	100% of scheduled premises inspected once annually One promotion activity undertaken annually	Public Health
1.1.1.11	Maintain partnership with NSW Police to maximise public safety through safe building and environment initiatives	X	X	X	X	1.1.3	Attend minimum of two Liquor Accord meetings annually Established Memorandum of Understanding is reviewed biannually	Public Safety
1.1.1.12	Promote parking compliance and safety surrounding school zones in the City	X	X	X	X	1.1.1	Minimum of two media releases annually Licence plate recognition software implemented	Public Order
1.1.1.13	Actively participate and support the Local, Regional and State Emergency Management Committees	X	X	X	X	1.1.4	Attend quarterly meetings Attend a minimum of one regional committee meeting annually Participate and support one emergency management exercise annually	Public Safety

1.2 Our community works together								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.2.1.01	Facilitate the celebration of Australia Day	X	X	X	X	1.2.1	Annual event held	Community Development
1.2.1.02	Review the Volunteer Unite Strategy to support, encourage and celebrate volunteers in our community	X				1.2.2	Strategy reviewed by 30 June 2018	Community Development
1.2.1.03	Active volunteer working group supported	X	X	X	X	1.2.2	Increase in volunteer numbers and/or volunteer functions	Community Development
							Provide ongoing training opportunities for volunteers with a focus on induction training and Code of Conduct	
							Awards event held annually	
1.2.1.04	Develop and maintain new and existing partnerships including interagency agreements	X	X	X	X	1.2.3	Partnerships maintained and enhanced	Community Development
1.2.1.05	Develop, plan and implement a communications strategy to promote openness and allow participation and interest in the activities and decisions of Council	X	X	X	X	1.2.4	Community satisfaction with Council communication	Community Development
1.2.1.06	Promote services and facilities to ensure effective and efficient service delivery	X	X	X	X	1.2.5	Provide a community directory online	Community Development

1.2 Our community works together								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.2.1.07	Participate in community consultation activities to discuss the impact of population decline upon local facilities and services	X	X	X	X	1.2.6	Increased awareness in relation to the impact of population decline	Community Facilities
1.2.1.08	Provide public amenities, halls and community centres to facilitate social capital and activity	X	X	X	X	1.2.7	Public amenities made available in public locations	Community Facilities
							Booking system made available	
							Fewer than one complaint received per every 10 bookings made	

1.3 Our history, culture and diversity is embraced and celebrated								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.3.1.01	Provide an online calendar of events and programs for the community about local events and activities	X	X	X	X	1.3.1	Increase number of events promoted on calendar from previous year	Community Development
							Events and programs calendar promoted to external agencies via biannual communication updates	
1.3.1.02	Encourage events and activities in public spaces to create active spaces	X	X	X	X	1.3.2	Number of bookings for events in public spaces	Community Development

1.3 Our history, culture and diversity is embraced and celebrated								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.3.1.03	Conduct the annual Christmas Pageant as an activity for the whole community	X	X	X	X	1.3.2	Partnership with South Rotary Broken Hill	Community Development
							Pageant promoted in community	
							Council float entered in Christmas Pageant	
							Minimum 30 floats entered in pageant procession	
1.3.1.04	Develop Heritage Near Me annual event plan and conduct annual event	X	X	X	X	1.3.3	Plan developed by 30 June 2018	Arts & Culture
1.3.1.05	Heritage Week is celebrated annually	X	X	X	X	1.3.3	Annual event held	Arts & Culture
1.3.1.06	Preserve historic records held within Council custodianship	X	X	X	X	1.3.3	Archives managed in accordance with <i>State Records Act NSW 1998</i>	Arts & Culture
1.3.1.07	Provide a library service for the City and surrounding area	X	X	X	X	1.3.4	Library services provided in accordance with the <i>Library Act 1939</i>	Arts & Culture
							Customer satisfaction survey completed	
							Number of programs and events provided	
1.3.1.08	Develop a Library Services Strategic Plan	X				1.3.4	Plan developed by 30 June 2018	Arts & Culture

1.3 Our history, culture and diversity is embraced and celebrated								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.3.1.09	Initiatives from the Library Services Strategic Plan are implemented		X	X	X	1.3.4	Standards for custodian of archives met	Arts & Culture
							Relocation of archives to Council Administration Building	
							Appointment of archives specialist	
							Develop policies and procedures	
							Number of initiatives implemented	
1.3.1.10	Provide the Regional Art Gallery to contribute to the strong arts culture of the City	X	X	X	X	1.3.4	Number of exhibitions Increase visitation from the previous year	Arts & Culture
1.3.1.11	Provide the Albert Kersten Mining & Mineral Museum to educate the residents and visitors of our mining history	X	X	X	X	1.3.4	Number of exhibitions	Arts & Culture
							Increase visitation from the previous year	
1.3.1.12	Provision of facilities and programs that enhance the heritage of the City	X	X	X	X	1.3.4	Council owned art and mineral collections are maintained and accessible to the community	Arts & Culture
							Heritage assets are maintained and accessible to the community	
							Less than five complaints per year in relation to interpretative heritage signage (e.g. sign content, misdirection)	

1.3 Our history, culture and diversity is embraced and celebrated								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
							Fewer than five complaints per year in relation to maintenance concerns of heritage signage (e.g. broken, fallen, unreadable)	
1.3.1.13	Maintain and enhance signage that promotes the history and heritage of Broken Hill	X	X	X	X	1.3.4	Number of signs maintained	Arts & Culture
							Number of new signs	
1.3.1.14	Approval of Public Art (i.e. mural, sculptures, streetscapes) projects in accordance with the Development Control Plan, Public Arts Policy and State environmental planning policies	X	X	X	X	1.3.5	100% compliance	Arts & Culture

1.4 Our built environment supports our quality of life								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.4.1.01	Compliance with heritage considerations within the Development Control Plan for the City	X	X	X	X	1.4.1	Number of heritage advice referrals	Arts & Culture
							Increase of heritage advice referrals from previous year	
1.4.1.02	Maintain the cemetery to allow a final resting place and a place for residents and visitors to visit loved ones that have passed	X	X	X	X	1.4.2	Memorandum of Understanding developed with funeral directors	Community Facilities
							Community satisfaction	
1.4.1.03	Develop Cemetery Plan of Management	X				1.4.2	Plan of Management developed by 30 June 2018	Community Facilities

1.4 Our built environment supports our quality of life								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.4.1.04	Develop Cemetery Expansion Plan, inclusive of Rose Garden	X				1.4.2	Plan developed by 30 June 2018	Community Facilities
1.4.1.05	Actions from the Cemetery Plan of Management implemented		X	X	X	1.4.2	Number and % of actions implemented	Community Facilities
1.4.1.06	Facilitate searches for deceased persons interred in the Broken Hill Cemetery	X	X	X	X	1.4.2	Number of searches	Community Facilities
							Number of online searches/visits	
1.4.1.07	Provide accessible parks and open spaces		X	X	X	1.4.2	Community satisfaction survey conducted	Open Spaces
							80% of customers surveyed satisfied with parks and open spaces	
							Service level reviews completed	
1.4.1.08	Prioritise and implement actions from the Pedestrian Access Mobility Plan (PAMP)	X	X	X	X	1.4.4	PAMP actions prioritised	Local Transport
							Number of initiatives implemented	
1.4.1.09	Implement actions from the Asset Management Plan Open Spaces	X	X	X	X	1.4.2	Number of actions achieved	Open Spaces
1.4.1.10	Promote the Broken Hill Regional Aquatic Centre and manage contract obligations associated with the facility	X	X	X	X	1.4.2	Centre managed in accordance with the contract and within budget	Community Facilities
							At least one joint promotional activity annually	
1.4.1.11	Heritage Strategy reviewed	X				1.4.3	Strategy reviewed by 30 June 2018	Arts & Culture

1.4 Our built environment supports our quality of life								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.4.1.12	Implement actions contained within the Heritage Strategy that aim at supporting heritage design and increasing heritage value	X	X	X	X	1.4.3	Number of actions implemented	Arts & Culture
1.4.1.13	Implement actions from the Asset Management Plan Transport	X	X	X	X	1.4.4	Number and % of actions achieved Parking Strategy reviewed by 30 June 2018	Local Transport
1.4.1.14	Undertake service reviews on Council owned assets and fleet	X	X	X	X	1.4.5	Service reviews undertaken	Community Facilities
1.5 Our health and wellbeing ensures that we live life to the full								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.5.1.01	Active participation with organisations to consider opportunities for active and healthy lifestyles	X	X	X	X	1.5.1	One active participation annually	Community Development
1.5.1.02	Advocate for quality health, medical and allied services for the City where required	X	X	X	X	1.5.2	Number of representations made	Community Development
1.5.1.03	Review the Living Well Ageing Strategy 2016-2021				X	1.5.3	Strategy reviewed by 30 June 2021	Community Development
1.5.1.04	Advocate for equitable and appropriate access to public transport where required	X	X	X	X	1.5.4	Number of representations made	Local Transport
1.5.1.05	Advocate for the continued supply of secure and affordable quality water supply for the City	X	X	X	X	1.5.5	Number of representations made	Community Development

1.5 Our health and wellbeing ensures that we live life to the full								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
1.5.1.06	Provide and support activities for young people to be involved in	X	X	X	X	1.5.6	Number of activities undertaken by Council to support young people	Community Development
1.5.1.07	Maintain bicycle paths to encourage physical activity	X	X	X	X	1.5.7	Community satisfaction	Local Transport

KEY DIRECTION 2 – OUR ECONOMY

- 2.1 Our economy is strong and diversified and attracts people to work, live and invest
- 2.2 We are a destination of choice and provide 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.



KEY DIRECTION 2 – OUR ECONOMY

Broken Hill is a leader in remote community resilience; where the community unites to tackle problems and a global perspective is applied to deliver broad prospects for economic participation.

Our community understands the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013 community consultative process and confirmed through the 2017 community consultative process further acknowledging that diversification is the 'key' to addressing challenges associated with the contraction of the mining industry.

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.

The emphasis our community has given towards a sustainable economy recognises the imperative to innovate, problem solve and create new opportunity in order to remain relevant in a global environment that is marked by rapid social and technological change.

It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. Now the local community is not the only source market for our goods and services and we all see the clear need for high-speed broadband to connect Broken Hill to the world and enable us to fully capitalise on the opportunities that this infrastructure creates.

In order to reduce our reliance on the mining industry, the community identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today. This means building on existing economic platforms, like art, culture and tourism, and building on new opportunities such as technology, renewable energies and education.

Not only must we seek prospects for new business investment, we must also encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunity.

Broken Hill has history of resilience and getting things done. It is a leader in remote community revitalisation and as end-of-mine life becomes a reality on the horizon, we collectively recognise the need to work in collaboration, look 'outside the box' and break new ground in order to assure our sustainable future.

The tables to follow provide objectives to help us meet the overall goal for 'Our Economy' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

2.1. Our economy is strong and diversified and attracts people to work, live and invest								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.1.1.01	Collaborate with relevant partners to plan a summit to discuss economic conditions and unite leaders for a whole-of-City approach to economic development		X			2.1.1	Economic summit held	Economic Development
2.1.1.02	Contribute to the provision of information suitable for a diverse audience in relation to economic activity in the City	X	X	X	X	2.1.1	Up to date economic information available widely	Economic Development
2.1.1.03	Collaborate with government and industry partners to explore investment opportunities for the City	X	X	X	X	2.1.2	Four representations to government per annum Number of informative responses to potential investors	Economic Development
2.1.1.04	Develop and promote a Tourism and Hospitality Investment Opportunities Portfolio that identifies and promotes opportunities to encourage private-sector investment in Broken Hill (e.g. accommodation, retail, hospitality, film, arts)	X	X	X	X	2.1.2	Two new tourism investments achieved	Economic Development
2.1.1.05	Collaborate with key stakeholders to increase value for new and existing businesses	X	X	X	X	2.1.2	Collaborative participation in meetings, projects and workshops	Economic Development
2.1.1.06	Advocate to maintain or improve air, rail and road access to the region	X	X	X	X	2.1.3	Advocacy activities and transport data are monitored and reported	Strategic Transport
2.1.1.07	Advocate for funding to achieve elements of the Broken Hill Living Museum + Perfect Light Plan	X	X	X	X	2.1.4	Funding achieved	Economic Development

2.1. Our economy is strong and diversified and attracts people to work, live and invest								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.1.1.08	Consider ways to better use Council owned assets, particularly in Argent Street and Patton Village, to encourage the establishment of innovative tourism and hospitality ventures	X	X	X	X	2.1.4	Identify and include opportunities for Council owned assets in Tourism and Hospitality Investment Opportunities Portfolio	Economic Development
2.1.1.09	Develop and implement Business Plans for key Council owned assets to assure their economic viability and business focus	X	X	X	X	2.1.5	Businesses plans developed: <ul style="list-style-type: none"> • Broken Hill Regional Art Gallery • Albert Kersten Mining & Mineral Museum • Living Desert and Sculptures • Visitor Information Centre • Civic Centre • Memorial Oval 	Economic Development
2.1.1.10	Advocate to improve opportunities for technology and innovation, including the roll-out of high speed broadband to include Broken Hill	X	X	X	X	2.1.6	Far West Economic Update annually indicates an increase in technology related advancements	Economic Development
2.1.1.11	Develop Smart Community Framework	X				2.1.6	Framework developed by 30 June 2018	Economic Development
2.1.1.12	Implement strategies from the Smart Community Framework in regards to Wi-Fi activation throughout the City		X	X	X	2.1.6	Number of strategies implemented	Economic Development
2.1.1.13	Provide support for renewable energy innovation	X	X	X	X	2.17	Number of related project enquiries	Economic Development

2.1. Our economy is strong and diversified and attracts people to work, live and invest								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.1.1.14	Support the development of Indigenous culture in the City through a Memorandum of Understanding with West Darling Arts	X	X			2.1.7	Memorandum of Understanding developed and signed	Tourism Development
2.1.1.15	Implement actions to increase participation of arts and cultural enterprises in the tourism industry	X	X	X	X	2.1.7	Increased participation of arts and cultural enterprises in tourism related initiatives	Tourism Development
2.1.1.16	Develop a Community Hub Framework and Active Living Plan	X				2.1.8	Framework developed by 30 June 2018 Plan developed by 30 June 2018	Economic Development
2.1.1.17	Implement initiatives from the Community Hub Framework and Active Living Plan		X	X	X	2.1.8	Number of initiatives and projects achieved	Economic Development
2.1.1.18	Develop and maintain a City information pack for new and potential residents to promote living in Broken Hill	X	X	X	X	2.1.8	Information pack developed and maintained to be current	Economic Development
2.2 We are a destination of choice and provide a real experience that encourages increased visitation								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.2.1.01	Participate in tourism industry boards and working parties	X	X	X	X	2.2.1	Active participation	Tourism Development
2.2.1.02	Work collaboratively with Destination Country and Outback NSW, Destination NSW and local operators to develop and implement future marketing and promotional initiatives	X	X	X	X	2.2.1	Marketing programs achieved and demonstrate increase in tourism numbers against previous year	Tourism Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.2.1.03	Participate in a review to establish an effective industry governance model for tourism in Broken Hill and the Far West	X				2.2.1	Final report	Tourism Development
2.2.1.04	Collect destination based information and contribute to analysis in order to inform tourism related decision-making	X	X	X	X	2.2.2	Annual report provided to industry	Tourism Development
2.2.1.05	Review the Broken Hill Strategic Tourism Plan 2010-2020		X			2.2.2	Review the Broken Hill Strategic Tourism Plan 2010-2020 by 30 June 2019	Tourism Development
2.2.1.06	Ensure the strategies contained within Broken Hill Strategic Tourism Plan remain informed	X	X	X	X	2.2.2	Strategy review undertaken	Tourism Development
2.2.1.07	Collaborate with businesses to enhance visitors experience and maximise yield	X	X	X	X	2.2.3	Increased participation in tourism partnership program	Tourism Development
2.2.1.08	Investigate sustainability training and accreditation programs for tourism operators	X	X	X	X	2.2.3	Conduct two industry forums	Tourism Development
2.2.1.09	Adopt a 'whole of destination' approach to the development, management and marketing of attractions and experiences for Broken Hill	X				2.2.4	Broken Hill Attractions and Interpretation Strategy complete	Tourism Development
							Wayfinding and Whole-of-Destination Interpretive Framework developed	
2.2.1.10	Implement strategies from the Wayfinding and Whole-of-Destination Interpretive Framework		X	X	X	2.2.4	Number of initiatives completed	Tourism Development
							Undertake an audit for tourism related signage in the City	

2.2 We are a destination of choice and provide a real experience that encourages increased visitation								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.2.1.11	Investigate opportunities arising from Broken Hill's listing as a Heritage City	X	X	X	X	2.2.4	Review of heritage opportunities is complete	Tourism Development
2.2.1.12	Engage the community and local historians in developing materials and interpretation experiences more targeted towards the tourism market and promoting the importance of Broken Hill in history	X	X	X	X	2.2.4	Two new heritage tourism products developed annually	Tourism Development
2.2.1.13	Undertake a benchmark study of other heritage listed mining cities world-wide to understand their strategies for tourism	X				2.2.4	Global benchmark study is finalised	Tourism Development
2.2.1.14	Operate the Visitor Information Centre as a hub for the visitor economy	X	X	X	X	2.2.4	Number of people visiting centre per annum	Tourism Development
							Increase of website visits from previous year	
							Tourist and Travellers Centre 90% occupancy maintained	
2.2.1.15	Promote the Regional Art Gallery as a tourist attraction	X	X	X	X	2.2.4	Number of people visiting per annum/number of visitors	Tourism Development
2.2.1.16	Promote the Albert Kersten Mining & Mineral Museum as a tourist attraction	X	X	X	X	2.2.5	Number of people visiting per annum/number of visitors	Tourism Development
2.2.1.17	Promote the Living Desert as a tourist attraction	X	X	X	X	2.2.5	Number of people visiting per annum/number of visitors	Tourism Development
2.2.1.18	Operate the Broken Hill Airport	X	X	X	X	2.2.5	Meet Civil Aviation Safety Authority and other legislative requirements	Strategic Transport

2.2 We are a destination of choice and provide a real experience that encourages increased visitation								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.2.1.19	Consider alternative airport management and operation arrangements	X				2.2.5	Investigate possible EOI and report findings to Council	Strategic Transport
2.2.1.20	Explore funding opportunities and lobby to allow an upgrade to the Broken Hill Airport in accordance with the Airport Master Plan	X	X	X	X	2.2.5	Number of representations made	Strategic Transport
2.2.1.21	Review Council's facilities and capacity to service the caravan and motor home market	X				2.2.5	Review complete	Tourism Development
2.2.1.22	Integrate the Brand into marketing and communication objectives for the City including external and internal audiences	X	X	X	X	2.2.6	Brand integrated into all relevant programs and communications	Economic Development
2.2.1.23	Promote Broken Hill as a centre for film and production in Regional Australia and secure film activity for the City and region	X	X	X	X	2.2.7	Six productions annually	Film
2.2.1.24	Position Civic Centre as a hub for conference and entertainment in Regional Australia	X	X	X	X	2.2.8	15% increase in enquiries of Civic Centre across all event categories	Economic Development
2.2.1.25	Support growth of established signature festivals and events for Broken Hill	X	X	X	X	2.2.8	Minimum of two festivals and/or events supported	Tourism Development
2.2.1.26	Develop a Broken Hill Conference and Events Strategy to better coordinate, manage and promote Broken Hill as a Meetings, Incentives, Conventions and Exhibition (MICE) location	X				2.2.8	Strategy is developed by 30 December 2017	Economic Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.2.1.27	Implement actions from the Broken Hill Conference and Events Strategy		X	X	X	2.2.8	Number of actions implemented	Tourism Development
2.2.1.28	Develop themed day-trip and extended stay itineraries suitable for tourists, media, dignitaries and conference delegates		X			2.2.8	Itineraries developed	Tourism Development
2.3 A supported and skilled workforce provides strength and opportunity								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.3.1.01	Complete a skills audit for the City	X	X			2.3.1	Advocate for funding Provide input into the Broken Hill skills audit	Economic Development
2.3.1.02	Participate on committees and working parties associated with education and training	X	X	X	X	2.3.2	Active participation	Economic Development
2.3.1.03	Develop and maintain partnerships with Universities that provide value to our local community	X	X	X	X	2.3.2	Actively maintain and develop partnerships	Economic Development
2.3.1.04	Where invited, participate in initiatives to encourage an increase in completed tertiary education in our City	X	X	X	X	2.3.2	Active participation	Economic Development
2.3.1.05	Support initiatives targeting skills development of Indigenous and Non-Indigenous disadvantaged to increase employment potential and participation	X	X	X	X	2.3.3	Number of requests supported	Economic Development
2.3.1.06	Advocate for additional support and assistance for distance education students completing tertiary education	X	X	X	X	2.3.4	Representations made	Economic Development

2.3 A supported and skilled workforce provides strength and opportunity								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
2.3.1.07	Provide publically available equipment and space at Council's Library for student use	X	X	X	X	2.3.4	Facilities provided with access to internet and up to date software	Economic Development

KEY DIRECTION 3 – OUR ENVIRONMENT

3.1. Our environmental footprint is minimised

3.2 Natural flora and fauna environments are enhanced and protected

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



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

KEY DIRECTION 3 – OUR ENVIRONMENT

We all depend upon our natural environment. It provides the essentials of life; the air we breathe, the water we drink. It is central to our health and wellbeing and inspires us through the personal and economic benefits derived from its existence.

At the same time we value the natural environment, using it for our social and economic gain, human activity leaves a footprint. Our consumption of resources and raw materials and our subsequent disposal impacts not only our local environment but the greater global environment.

As custodians of this land for future generations, we have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges for our community are similar to those of people across the world as sustainability is given greater focus and importance for our future generations.

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

Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 expressed a number of significant aspirations for the future which are incorporated in this planning document.

The tables to follow provide objectives to help us meet the overall goal for 'Our Environment' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

3.1. Our environmental footprint is minimised								
DP #	Action	Operational Plan / LTFF				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
3.1.1.01	Review the Waste Management Strategy	X				3.1.1	Review completed and document adopted by 30 June 2018	Waste Management
3.1.1.02	Implement the recommendations of the Waste Management Strategy		X	X	X	3.1.1	Actions are undertaken as indicated in the Operational Plan	Waste Management
3.1.1.03	Investigate and implement opportunities to expand recycling services for the City	X	X	X	X	3.1.1	Increased tonnage of recyclables processed from previous year	Waste Management
							Investigate kerb recycling options	
3.1.1.04	Develop and implement an efficient and cost effective organics management process that allows beneficial use of end product	X	X	X	X	3.1.1	Increased tonnage of green waste processed from previous year	Waste Management
							Processes meet state regulations	
3.1.1.05	Investigate and develop strategies to divert commercial and industrial waste from landfill		X	X	X	3.1.1	Decrease the amount of commercial and industrial waste delivered to landfill from previous year	Waste Management
3.1.1.06	Incorporate NSW Climate Change Policy Framework in Council's business planning and operations	X	X	X	X	3.1.2	NSW Climate Change Policy Framework implemented in project planning	Environmental Footprint
							Reduction in energy consumption across Council assets	

3.1. Our environmental footprint is minimised								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
							Adaptation projects for climate change implemented	
3.1.1.07	Investigate and develop strategies to reduce water consumption use across Council's assets	X	X	X	X	3.1.2	Reduction in water usage from previous year	Environmental Footprint
3.1.1.08	Investigate illegal waste dumping and potential controls to manage		X	X		3.1.3	Baseline data and controls in place	Public Health
3.1.1.09	Provide information to our community in relation to their environment	X	X	X	X	3.1.3	An annual supplementary State of the City report is developed to assist with the end of term State of Environment report	Public Order
3.1.1.10	Undertake activities that support a clean environment	X	X	X	X	3.1.3	Participate in the annual Clean Up Australia Day	Natural Environment
							Implement actions from the Remediation Action Plan for Asbestos (Airport Road Site)	
							Support implementation of Container Deposit Scheme through advertising and media outlets	

3.1. Our environmental footprint is minimised								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
3.1.1.11	Promote reduce, recycle, reuse through waste education program	X	X	X	X	3.1.4	Undertake minimum of two education activities annually	Waste Management
3.1.1.12	Advocate to secure a permanent clean, reliable and sustainable water supply for the City	X	X	X	X	3.1.5	Attendance at stakeholder meetings	Environmental Footprint
							Advocate when relevant	
3.1.1.13	Participate in Annual Environmental Management Reviews (AEMRs)	X	X	X	X	3.1.6	Attendance at annual meetings	Sustainability After Mining
3.1.1.14	Participate in stakeholder reference groups in relation to mining operations in the City	X	X	X	X	3.1.6	Participation in Lead Reference Group	Sustainability After Mining
							Participation at End of Mine Life Plans stakeholder group meetings	
3.1.1.15	Advocate for a sustainable Darling River system that ensures the health and wellbeing of the communities that live along it and enriches the Economic, Social, Environmental and Cultural values that has been part of its long history	X	X	X	X	3.1.7	Representations made	Environmental Footprint

3.2 Natural flora and fauna environments are enhanced and protected								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
3.2.1.01	Implement the actions included in the plan of management for The Regeneration Areas	X	X	X	X	3.2.1	Length of fences repaired/replaced	Natural Environment
							Number of reports of unauthorised entry	
							Hectares of noxious weed control completed	
3.2.1.02	Participate in school education programs and tours of environmental facilities	X	X	X	X	3.2.2	At least three school education visits undertaken annually	Natural Environment
3.2.1.03	Implement the actions included in The Living Desert Plan of Management	X	X	X	X	3.2.3	Number of Visitors	Natural Environment
							Number of events held on site	
							Number of working bees completed	
							Volunteer hours implemented on site	
							Sculptures and facilities maintained	
3.2.1.04	Implement the actions included in the Animal Management Plan Flora and Fauna Sanctuary in the Living Desert	X	X	X	X	3.2.3	Six monthly fauna surveys completed	Natural Environment
							One vegetation survey completed annually	
3.2.1.05	Implement the actions included in the plan of management for The Willyama Common	X	X	X	X	3.2.3	Number of leasing/licencing enquiries received	Natural Environment
							Length of fences repaired/replaced	

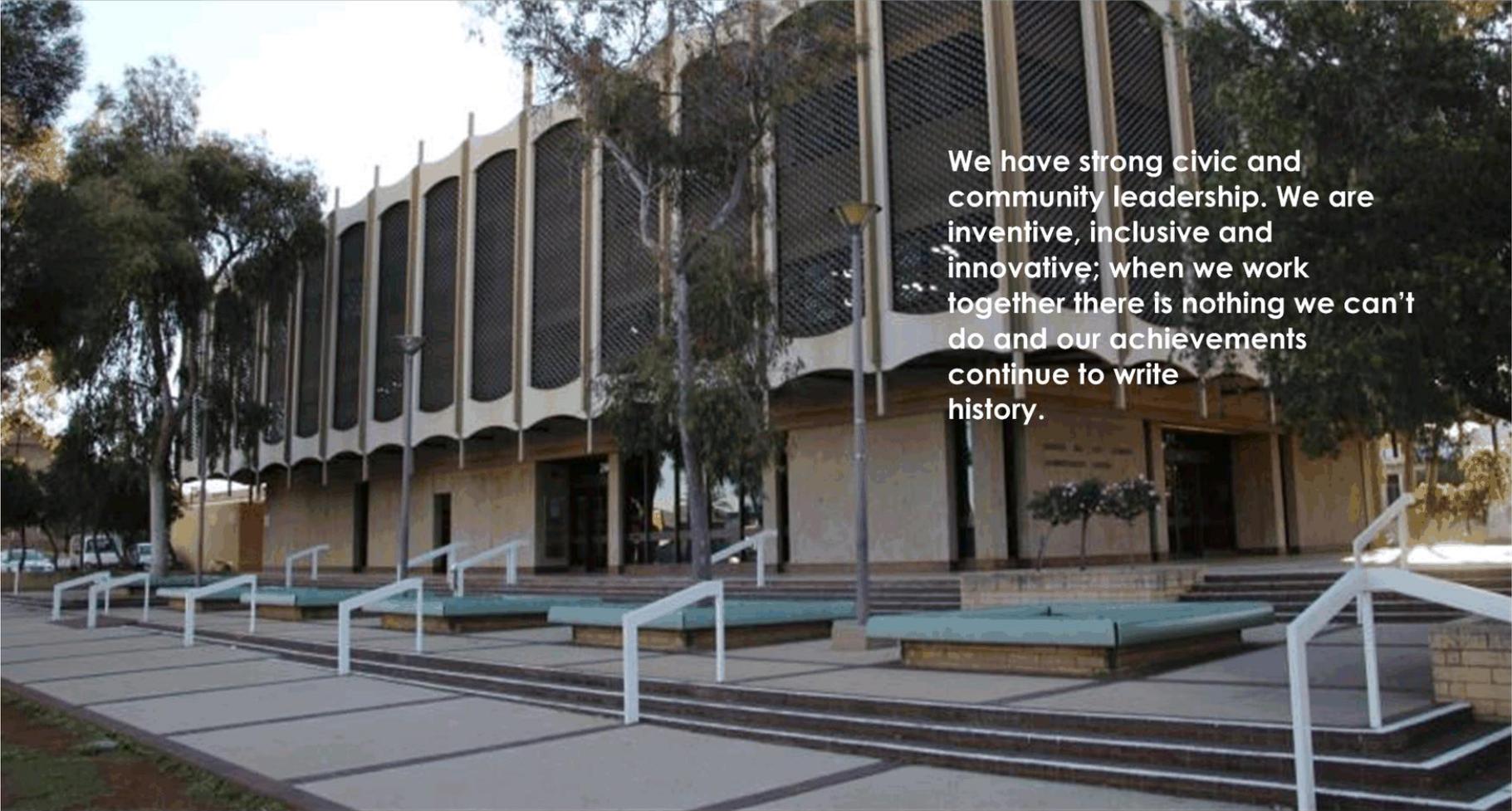
3.2 Natural flora and fauna environments are enhanced and protected								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
							Hectares of noxious weed control completed	
3.2.1.06	Support and encourage volunteers and environmental groups to actively protect and enhance the natural environment at the Living Desert Reserve, the Regeneration Areas, the Willyama Common and Riddiford Arboretum	X	X	X	X	3.2.3	Volunteer base retained and enhanced Number of working bees completed Environmental group activities recorded	Natural Environment
3.2.1.07	Manage and operate the Living Desert Primitive Camping Ground	X	X	X	X	3.2.3	Number of visitors utilising the facility	Natural Environment
3.2.1.08	Undertake an annual assessment of identified noxious weeds and pests and implement control measures to ensure that they are controlled in an appropriate manner	X	X	X	X	3.2.4	Annual assessment undertaken Noxious weeds program implemented	Natural Environment

3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
3.3.1.01	Review the Local Environmental Plan	X				3.3.1	Review completed by 30 June 2018	Built Environment
3.3.1.02	Review Council's Local Orders Policy	X	X	X	X	3.3.1	Policy reviewed annually	Built Environment
3.3.1.03		X	X	X	X	3.3.1	Development control activities undertaken in	Built Environment

3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
	Ensure compliance activities promote public safety and environmental control						accordance with legislation Policies reviewed	
3.3.1.04	Review the Heritage Strategy			X		3.3.2	Heritage Strategy reviewed by 30 June 2020	Built Environment
3.3.1.05	Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City	X	X	X	X	3.3.2	80% of recommendations implemented each year, where funding is available	Built Environment
3.3.1.06	Implement actions from Asset Management Plan Buildings	X	X	X	X	3.3.3	Number of actions implemented	Built Environment
3.3.1.07	Review Council's Asset Management Plan Stormwater Drainage	X				3.3.3	Plan reviewed by 30 June 2018	Stormwater Management
3.3.1.08	Implement actions from the Asset Management Plan Stormwater Drainage		X	X	X	3.3.3	Number of actions implemented	Stormwater Management

KEY DIRECTION 4 – OUR LEADERSHIP

- 4.1 Openness and Transparency in Decision Making
- 4.2 Our Leaders make Smart Decisions
- 4.3 We Unite to Succeed in Australia's First Heritage Listed City
- 4.4 Our Community is Engaged and Informed



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

KEY DIRECTION 4 – OUR LEADERSHIP

Community leadership is essential to ensure the goals and objectives of this long term plan are achieved. The creation and strengthening of social capital within a community is extremely important to local communities, particularly those undergoing change.

Social capital can be defined as “the relationships and networks within a social structure where individuals contribute to the common good” (Flora, 1998).

Over the history of Broken Hill, there have been a number of organisations that have held key leadership positions within the City. Most notable, the mining industry and the unions have held strong influence over the social, economic and environmental wellbeing of our community in years gone by.

As the mining industry has contracted and the economy has become less local and more global, the community has increasingly looked to Council for 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. Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 all continued to express the need for strong civic leadership using a consultative approach to engaging with the community on decisions impacting the City.

In addition to Broken Hill City Council, there are a number of groups and associations that hold leadership positions within the community. Participants in Broken Hill 2033 believe everyone needs to work together across the various interest groups to achieve an integrated and coordinated approach and better outcomes for the City.

The tables to follow provide objectives to help us meet the overall goal for ‘Our Leadership’ as outlined in the Community Strategic Plan which contributes to the community’s combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

4.1 Openness and Transparency in Decision Making								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.1.1.01	A public forum is made available at each Council meeting to allow public input prior to a decision being made	X	X	X	X	4.1.1	Public forum is available at each Council Special and Ordinary meeting	Leadership & Governance
4.1.1.02	All public documents including business papers are made available on Council's website	X	X	X	X	4.1.1	100% compliance with Agency Information Guide	Corporate Support
4.1.1.03	When making decisions, Council considers social, environmental and economic sustainability	X	X	X	X	4.1.2	Increased community confidence in Council	Leadership & Governance
4.1.1.04	All conflicts of interest are declared in accordance with Council's Code of Conduct	X	X	X	X	4.1.3	100% compliance with reporting of Conflicts of Interest	Leadership & Governance
4.1.1.05	Code of Conduct	X	X	X	X	4.1.3	Nil complaints received under Code of Conduct	Leadership & Governance
4.1.1.06	The Council leadership group works well together to serve the community	X	X	X	X	4.1.3	Workshops and briefings held	Leadership & Governance
4.1.1.07	Quarterly Budget Reviews are completed quarterly in accordance with guidelines	X	X	X	X	4.1.3	100% compliance with guidelines	Financial Management
4.1.1.08	Long Term Financial Plan is reviewed annually	X	X	X	X	4.1.3	Review undertaken	Financial Management
4.1.1.09	Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes	X	X	X	X	4.1.3	100% compliance with accounting standards and codes	Financial Management

4.1 Openness and Transparency in Decision Making								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.1.1.10	Council continually manages risks and identifies any new risks	X	X	X	X	4.1.3	Provision of Risk Register	Corporate Support
							Audit committee reviews strategic risks	
4.1.1.11	Provide a Project Management Framework, inclusive of standard project methodology	X	X	X	X	4.1.3	Project Management Framework is current and relative	Corporate Support
4.1.1.12	Community Strategic Plan reviewed at each new term of Council term in accordance with the Integrated Planning and Reporting (IP & R) Guidelines			X	X	4.1.3	100% compliance with IP&R Guidelines	Corporate Support
4.1.1.13	Six monthly Delivery Program progress reports in accordance with the IP&R Guidelines	X	X	X	X	4.1.3	100% compliance with IP&R Guidelines	Corporate Support
4.1.1.14	Develop a new Operational Plan each year in accordance with IP&R Guidelines	X	X	X	X	4.1.3	Operational Plan reviewed annually	Corporate Support
4.1.1.15	Annual Report is prepared in accordance with IP&R Guidelines	X	X	X	X	4.1.3	100% compliance with IP&R Guidelines	Corporate Support
4.1.1.16	End of Term Report is prepared in accordance with IP&R Guidelines				X	4.1.3	Compliance with IP&R Guidelines	Corporate Support
4.1.1.17	State of Environment Report is prepared in accordance with IP&R Guidelines				X	4.1.3	Compliance with IP&R Guidelines	Corporate Support

4.1 Openness and Transparency in Decision Making								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.1.1.18	Workforce Management Plan in accordance with IP& R Guidelines	X	X	X	X	4.1.3	Compliance with IP&R Guidelines	Corporate Support
4.1.1.19	Asset Management Plans in accordance with IP&R Guidelines	X	X	X	X	4.1.3	Compliance with IP&R Guidelines	Asset Management
4.1.1.20	Disability Inclusion Action Plan 2017-2021 in accordance with legislative requirements	X	X	X	X	4.1.3	% of actions implemented	Corporate Support
4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements	X	X	X	X	4.1.3	Compliance with annual Office of Local Government compliance calendar	Corporate Support
4.1.1.22	Information and Communications Technology Strategy is implemented	X	X	X	X	4.1.3	Strategy is developed Number of actions implemented	Corporate Support
4.1.1.23	Information management is maintained in accordance with legislation	X	X	X	X	4.1.3	Compliance with legislation	Corporate Support

4.2 Our Leaders make Smart Decisions								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.2.1.01	Decisions are made in a timely manner to ensure effective delivery	X	X	X	X	4.2.1	Number of decisions deferred or amended	Leadership & Governance

4.2 Our Leaders make Smart Decisions								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.2.1.02	Encourage attendance at meetings, briefings and committees	X	X	X	X	4.2.2	Increased attendance from previous year	Leadership & Governance
4.2.1.03	Monitor potential changes to government policy and legislation and make submission where considered important for the local community	X	X	X	X	4.2.2	Submissions made as appropriate	Leadership & Governance
4.2.1.04	Accept and seek out opportunities to attend training and events that provide value through information, ideas and solutions that add value to our community	X	X	X	X	4.2.2	Attendance at relevant events/training	Leadership & Governance
4.2.1.05	Encourage representation on working groups and committees designed to address issues that may impact our local area	X	X	X	X	4.2.2	Attendance at working groups and committees	Leadership & Governance
4.2.1.06	Monitor demographic changes within the community and consider the likely implications upon Council and the City	X	X	X	X	4.2.2	Annual assessment undertaken	Leadership & Governance
4.2.1.07	Strengthen staff capacity through workforce development and planning activities	X	X	X	X	4.2.3	100% skills reviews complete All staff have individual learning and development plans developed	Corporate Support
4.2.1.08	Continue to implement strategies to address Council's financial sustainability	X	X	X	X	4.2.3	Improvement in Council's long term financial sustainability	Financial Management

4.2 Our Leaders make Smart Decisions								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.2.1.09	Continue to implement the Rating Strategy to reduce Council's reliance on the mining industry for revenue generation	X	X	X	X	4.2.3	Reduction of reliance on mining industry for revenue	Financial Management
4.2.1.10	Implement Service Review Framework	X	X	X	X	4.2.3	Framework implemented by 30 June 2018	Corporate Services
4.2.1.11	Improve performance management and reporting	X	X	X	X	4.2.3	Increased productivity measured by community satisfaction	Corporate Support
4.2.1.12	Increase leadership capacity within Council	X	X	X	X	4.2.3	Community satisfaction	Leadership & Governance
4.2.1.13	Develop strong relationships with key government departments and personnel	X	X	X	X	4.2.3	Number of representations made	Leadership & Governance
4.2.1.14	Undertake service reviews on Council services to ensure effective delivery of service	X	X	X	X	4.2.4	Number of service reviews undertaken	Asset Management
4.2.1.15	Review Asset Management Plans annually	X	X	X	X	4.2.4	Review undertaken	Asset Management

4.3 We Unite to Succeed in Australia's First Heritage Listed City								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.3.1.01	Develop working parties for key issues and projects impacting Council and the City	X	X	X	X	4.3.1	Working parties developed and relevance reviewed where required	Leadership & Governance

4.3 We Unite to Succeed in Australia's First Heritage Listed City									
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function	
		17/18	18/19	19/20	20/21				
4.3.1.02	Support Council's Section 355 Committees in undertaking their duties with Council	X	X	X	X	4.3.1	Strong Section 355 volunteer base retained	Corporate Support	
4.3.1.03	Develop and strengthen relationships with the local Aboriginal community	X	X	X	X	4.3.1	Attendance at meetings and other gatherings with the local Aboriginal community	Leadership & Governance	
4.3.1.04	Support local groups and individuals by attending and supporting events and activities providing a positive impact on the community	X	X	X	X	4.3.1	Attendance at events and activities	Leadership & Governance	
4.3.1.05	Gain a better understanding of possible alignments with stakeholders to ensure opportunities to work together are identified	X	X	X	X	4.3.1	Number of initiatives undertaken in collaboration	Leadership & Governance	
4.3.1.06	Provide leadership, structure and support to the Community Round Table or equivalent body in their review and management of the Community Strategic Plan	X	X	X	X	4.3.2	Quarterly meetings held	Corporate Support	
4.3.1.07	Maintain a strong relationship and regularly engage with the local State Member	X	X	X	X	4.3.3	Meetings held at least quarterly	Leadership & Governance	
4.3.1.08	Maintain a strong relationship and regularly engage with the local Federal Member	X	X	X	X	4.3.3	Meetings held at least twice annually	Leadership & Governance	

4.3 We Unite to Succeed in Australia's First Heritage Listed City								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.3.1.09	Maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers	X	X	X	X	4.3.3	Meetings held at least twice annually	Leadership & Governance
4.3.1.10	Advocate for a range of services necessary to meet community needs	X	X	X	X	4.3.4	Advocacy provided where required	Leadership & Governance
4.3.1.11	Consider and further investigate the concept and potential for value through a strengthened whole of government approach for the Far West	X	X	X	X	4.3.4	Active participation in Local Government Reform activities	Leadership & Governance

4.4 Our Community is Engaged and Informed								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.4.1.01	Develop, implement and maintain a communication and community engagement strategy	X	X	X	X	4.4.1	Strategy developed by 30 June 2018 and maintained to be current and relevant	Customer Relations
4.4.1.02	Develop and implement individual communications and engagement plans and strategies for specific projects	X	X	X	X	4.4.1	Plans developed and implemented where required	Customer Relations
4.4.1.03	Community Engagement Strategy developed for Community Strategic Plan review in accordance with IP& R guidelines			X	X	4.4.1	Strategy developed	Customer Relations

4.4 Our Community is Engaged and Informed								
DP #	Action	Operational Plan / LTFP				Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21			
4.4.1.04	Communication and service standards initiatives are developed to increase community awareness and confidence	X	X	X	X	4.4.2	Number of initiatives developed Increased community satisfaction	Customer Relations
4.4.1.05	Undertake activities in Local Government week aimed at increasing the community's understanding of the role and responsibility of Local Government	X	X	X	X	4.4.3	Activities undertaken	Leadership & Governance
4.4.1.06	Educate the community in relation to issues and opportunities impacting upon Council and the community	X	X	X	X	4.4.3	Number of easy to read fact sheets developed	Customer Relations
4.4.1.07	Actively participate in undertaking presentations for community groups and associations in relation to Council activities, projects, challenges and opportunities	X	X	X	X	4.4.3	Number of presentations made	Leadership & Governance

BROKEN HILL

CITY COUNCIL

www.brokenhill.nsw.gov.au

ORDINARY MEETING OF THE COUNCIL

June 9, 2017

ITEM 2BROKEN HILL CITY COUNCIL REPORT NO. 108/17

SUBJECT: ADOPTION OF DRAFT BROKEN HILL CITY COUNCIL OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND SCHEDULE OF FEES AND CHARGES 2017/2018 16/157

Recommendation

1. That Broken Hill City Council Report No. 108/17 dated June 9, 2017, be received.
2. That Council note and acknowledge submissions made during the public exhibition period.
3. That the Draft Operational Plan for the period 1 July 2017 to 30 June 2018, including the Revenue Policy, Annual Budget and the Schedule of Fees and Charges 2017/2018 be adopted with the amendments set out in this report.
4. That Council make and levy the following rates and charges under the Local Government Act 1993 for the 2017/2018 year.
 - i. A general residential rate under Sections 535 and 537 on all land categorised as residential and consisting of a 49.0% base rate of \$480.00 and a rate in the dollar on land value of 2.441994 cents;
 - ii. A rural-residential rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as rural-residential and consisting of a 49.00% base rate of \$430.00 and a rate in the dollar on land value of 0.493560 cents;
 - iii. A residential-1(a) rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as residential-1(a) and consisting of a 49.0% base rate of \$409.00 and a rate in the dollar on land value of 1.643039 cents;
 - iv. A general farmland rate under Sections 535 and 537 on all land categorised as farmland and consisting of a 30.0% base rate of \$631.00 and a rate in the dollar on land value of 0.509232 cents;
 - v. A general business rate under Sections 535 and 537 on all land categorised as business and consisting of a 15.00% base rate of \$816 and a rate in the dollar on land value of 7.427613 cents;
 - vi. A mixed development business rate under Sections 535 and 537 on all land categorised as mixed development business and consisting of a 32.00% base rate of \$816 and a rate in the dollar on land value of 7.427613 cents;
 - vii. A mixed development residual rate under Sections 535 and 537 on all land categorised as mixed development residual and consisting of a 32.0% base rate of \$480.00 and a rate in the dollar on land value of 2.441994 cents;

- viii. A general mine rate under Sections 535 and 537 on all land categorised as mining and consisting of a nil base rate and a rate in the dollar on land value of 11.425888 cents;
- ix. A domestic waste management charge under Section 496 on each parcel of rateable residential land of \$44.00 per annum payable quarterly for domestic waste service available plus a user charge under Section 502 of \$258.00 per annum payable quarterly (one mobile garbage container only).
- x. A commercial waste user charge under Section 502 of \$383.00 per annum payable quarterly (3 x MGB containers),
- xi. A commercial waste user charge under Section 502 of \$352.00 per annum payable quarterly (1x600l bin only),
- xii. An additional MGB service user charge under Section 502 of \$136.00 per annum payable quarterly.
- xiii. That in accordance with Section 566(3) of the Local Government Act, 1993, Council adopts an 7.5% rate of interest charge payable on overdue rates and charges during the 2017/18 financial year.
- xiv. That Council delegate to the General Manager to organise a \$10M Loan for the purpose of additional Infrastructure Renewal as outlined in the 2017/2018 Operational Plan and 2018-2027 Long Term Financial Plan.
- xv. That if the terms and conditions of the loan as well as the forecasted impacts vary materially from those set out in the plans, a report to Council outlining this and recommendations going forward will be tabled at the next Ordinary Council Meeting.
- xvi. That Council authorise the Mayor and General Manager to sign loan documents and apply the Common Seal of Council to loan documents as necessary.

Executive Summary:

Council endorsed the Draft Operational Plan 2017/2018, inclusive of the Revenue Policy and Draft Schedule Fees and Charges 2017/2018 for the purpose of public exhibition, at its Ordinary Meeting held April 26, 2017.

The Draft Plan with associated policy and schedule was placed on public exhibition along with Council’s other draft Integrated Strategic Plans from 3 May 2016 to 30 May 2017, inviting public submissions.

Report:

Upon expiry of the 28 day public exhibition period, concluding on Tuesday, May 30, 2017, nil submissions were received regarding the Draft Operational Plan inclusive of the Revenue Policy, Annual Budget and the Schedule of Fees and Charges 2017/2018, however there are three proposed amendments to the Plan.

Matter Raised	Management Comment and/or Proposed Amendments
An increase in Community Assistance Grants from \$98K to \$128K. This is due to an increased amount of applicants seeking assistance during round one. The additional funding is to be split equally across the two rounds of Community Assistance Grants.	An Additional \$30K has been added into the 2017/2018 Annual Budget. This has increased Council’s total budgeted expenditure for 2017/2018 by \$30K and increased the operating deficit for this year. It has not been factored into futures years and currently only effects 2017/2018.

<p>Ability Links have proposed an Access Ramps Program to encourage businesses in the Far West to make their shops and entryways access friendly. This will involve giving each participating business an access ramp to make their shop and entryway access friendly as well as providing training and ongoing access to a Coordinator regarding access questions that the businesses may have.</p>	<p>Management have proposed a contribution of \$10K for Council's consideration. This meets key criteria within Council's Delivery Plan & Operational Plan under 'Our Community'. The 'Our Community Working Group' would be best suited to assist in this program. This one off \$10K contribution will increase the expenditure for the 2017/2018 by \$10K and effect the operating deficit by the same for the 2017/2018 year.</p>
<p>Council received notification and confirmation in June 2017, that a land valuation objection was successful and would be required to refund \$213,482 by 30 June 2017.</p>	<p>The advice Council received in June 2017, related to a land valuation objection relating to the mining category. Council intends to refund the amount of \$213,482 by 30 June 2017. However due to Section 511A of the <i>Local Government Act 1993</i> (catching up of income due to reduction in valuation), management propose that Council increase rates by this amount \$213,482 for the 2017/2018 financial year so not to affect Council's overall income as well as the LTFP. This will temporarily increase the mining categories rates paid from 15% to 16% for the 2017/2018 financial year. This is a once off increase and will not affect subsequent rating years.</p>
<p>Letter received from Steve Martin requesting \$250k be put in the 2017/2018 operating budget and ongoing budgets during this term of Council, for marketing Broken Hill and increasing visitor numbers to Broken Hill for a sustainable future. This letter was received outside the public exhibition period, however due to the nature of the request and the dollar value, it has been included for Council's consideration.</p>	<p>Based on the minimal information received in the letter on how the money would be spent, whether the other sources of funding suggested have been guaranteed and the outcome of a meeting between the General Manager and Executive Manager – Strategic City Development, the request for funding has not been included in this year's 2017/2018 Operational Plan until further information can be supplied. The outcome of the meeting also suggested that further information be gained for the proposal and is presented to Council and the Councillors at a briefing session in June.</p>

The matters raised above will increase the operating deficit for the 2017/2018 by \$40K from \$1,780M to \$1,820M. The break-even point in 2023 remains unchanged due to these being one off expenditures occurring in the 2017/2018 financial year.

Whilst nil submissions were received during the exhibition period, staff comment has resulted in minor changes to the document. These minor changes include formatting and grammatical improvements, together with the separation of a selected few measures to ensure better reporting on the plan in the future. Other minor amendments include the addition of function descriptions to align with Key Directions 1, 3 and 4. These are:

<p>Key Direction 1 – Our Community</p>	<p>Key Direction 3 – Our Environment</p>
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<p>Community Development</p> <ul style="list-style-type: none"> • Community Wellbeing • Community Participation <p>Local Transport</p> <ul style="list-style-type: none"> • Signage 	<p>Waste Management</p> <ul style="list-style-type: none"> • Recycling <p>Sustainability After Mine Life</p> <ul style="list-style-type: none"> • Annual Environmental Management Review • Lead Remediation <p>Natural Environment</p> <ul style="list-style-type: none"> • Willyama Common • Regeneration Area <p>Note: moved from 'Sustainability After Mine Life' function description to 'Natural Environment'.</p>
<p>Key Direction 4 – Our Leadership</p>	
<p>Corporate Support Remove 'Business Excellence' and replace with:</p> <ul style="list-style-type: none"> • Systems Improvement 	

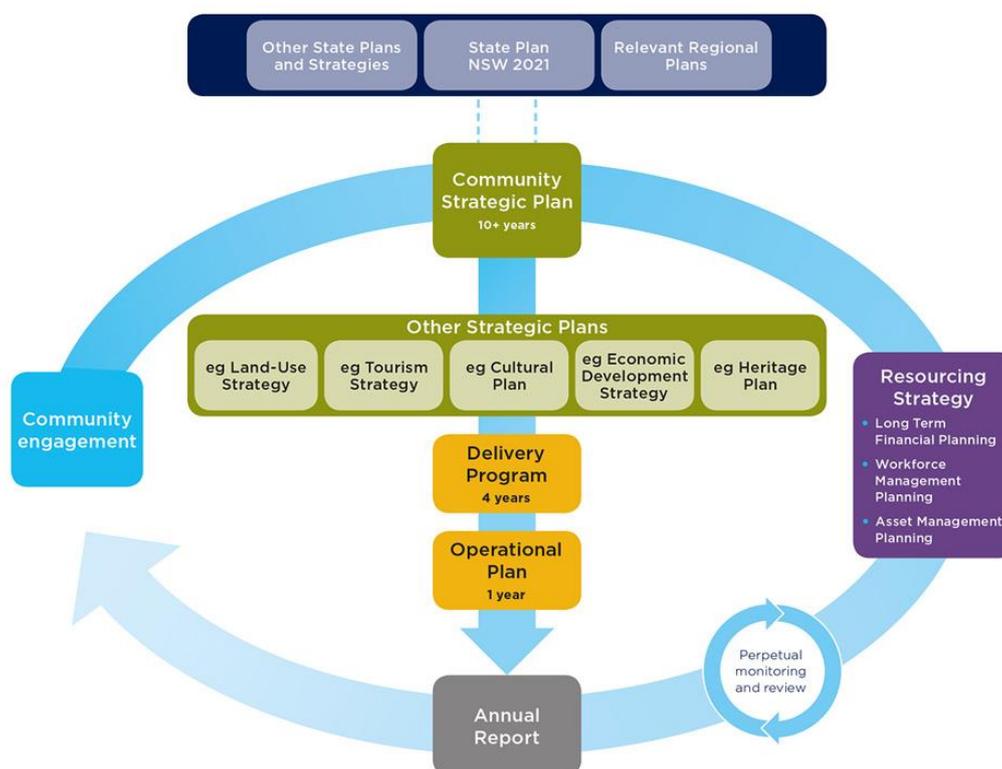
The purpose of this report is to present the Draft Operational Plan 2017/2018, including the Revenue Policy, Annual Budget and the Schedule of Fees and Charges 2017/2018 for Council to consider adoption of the Program in accordance in Sections 405 of the *Local Government Act 1993*.

The Operational Plan identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program.

The following diagram outlines the links between the Community Strategic Plan, Delivery Program and Operational Plan.



The Operational Plan is part of the Integrated Planning and Reporting Framework. The following diagram is of the Integrated Planning and Reporting Framework, including both the Delivery Program and Operational Plan.



The Draft Operational Plan 2017/2018 for Broken Hill City Council was prepared by staff, with employee participation at workshops in December 2016 and January 2017 and budget briefings with Councillors in March and April 2017.

This plan was also presented to Council's Audit, Risk & Improvement Committee at its meeting held 11 May 2017. The committee received and reviewed the report and were satisfied with the contents and recommendations within the Draft 2017/2018 Operational Plan.

Strategic Direction:

- Key Direction: 4. Our Leadership
- Objective: 4.1.3 Decision-makers provide accountability through planning and reporting frameworks
- Function: Leadership and Governance
- DP Action: 4.1.1.10 The Integrated Planning and Reporting Framework is implemented

Relevant Legislation:

Section 402 to Section 406 of the *Local Government Act 1993* sets out the requirements of the Integrated Planning and Reporting Framework.

The following is a summary of the requirements of Section 405 of the *Local Government Act 1993*:

- (1) A council must have a plan (its "operational plan") that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.
- (2) An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan. The statement of revenue policy must include the statements and particulars required by the regulations.
- (3) A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period

(not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.

(4) During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.

(5) In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.

(6) The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.

Financial Implications:

Included within the Operational Plan as part of the Statement of Revenue Policy, Annual Budget and the Schedule of Fees and Charges 2017/2018.

Attachments

1. Draft Operational Plan 2017-2018 inclusive of Schedule of Fees and Charges 2017-
[↓](#) 18

RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON
GENERAL MANAGER



**DRAFT
OPERATIONAL PLAN
2017/2018**

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		
FUNCTION	Leadership & Governance		
STRATEGY	4.1.3 Decision-makers provide accountability through planning and reporting frameworks		
FILE REFERENCE No	16/157	TRIM No	D17/647
RESPONSIBLE OFFICER	General Manager		
REVIEW DATE	June 2018		
DATE	ACTION	MINUTE No.	
26 April 2017	Public Exhibition	45518	
28 June 2017	Adopted by Council		
NOTES			
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018-2027 Delivery Program 2017-2021 Schedule of Fees and Charges 2017/2018		

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INTRODUCTION

EXECUTIVE SUMMARY

This document is Broken Hill City Council's Operational Plan for the next year.

MESSAGE FROM YOUR MAYOR

Before describing this Operational Plan, I feel it is important to first explain the role of the Community Strategic Plan (CSP) in Council's service delivery.

The CSP is a plan developed by Council in partnership with the community that sets out residents' priorities and aspirations for the future of Broken Hill.

The current CSP was produced by Council in consultation with the community in 2010, and has been reviewed in 2013, 2014, and 2017 to ensure it remains current and relevant.

Community engagement has been at the heart of each review, and thousands of locals have provided input to ensure the wishes and expectations of the community are reflected in the plan.

The next step is working to realise the community's aspirations, and the 2017/18 Operational Plan outlines the activities that Council will undertake over the coming 12 months to help the community reach the goals identified in the CSP.

It enables residents to see exactly how Council spends its funds, and the kinds of services and activities that they can expect to be provided in their community in the coming year.

It provides a clear framework around Council's performance, and enables us to be open and accountable to the public.



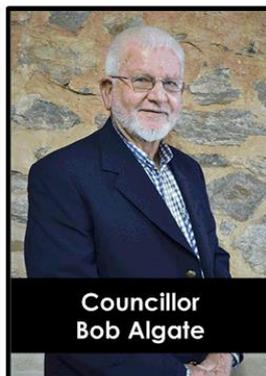
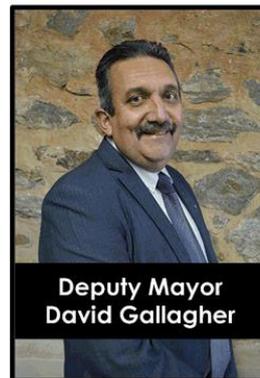
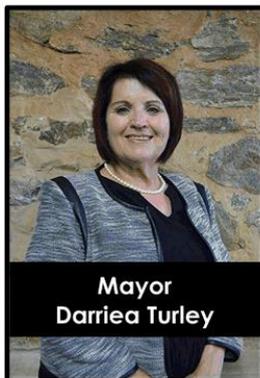
Council remains committed to improving its performance, and is currently undertaking a four-year Service Review process to examine all aspects of its operations and make improvements where possible.

We hope this Operational Plan provides a useful guide to Council's future activities, and encourage all residents to provide input to the Service Review process as it is rolled out over the next four years.

Councillor Darriea Turley
MAYOR

YOUR COUNCILLORS

The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the local community and the governing body"; and "is accountable to the local community for the performance of the council".



VISION, MISSION AND VALUES

OUR COMMITMENT

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 VALUE

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

KEY DIRECTION FUNCTIONS

FUNCTIONS OF COUNCIL

KEY DIRECTION 1 – OUR COMMUNITY	KEY DIRECTION 3 – OUR ENVIRONMENT
<p>Arts & Culture Charles Rasp Memorial Library Broken Hill Regional Art Gallery Albert Kersten Mining & Mineral Museum Broken Hill Archives</p> <p>Community Development Community Assistance Community Wellbeing Community Participation</p> <p>Community Facilities Cemetery Broken Hill Regional Aquatic Centre Halls and Community Centres Public Amenities</p> <p>Local Transport Bus Shelters Footpaths and Bike Tracks Road Furniture Local Roads Car Parks Traffic Control Signage</p> <p>Open Spaces Parks and Reserves Sportsgrounds</p> <p>Public Health Health Administration and Inspections</p> <p>Public Order Sustainability and Environmental Management Parking and Other Ranger Services Animal Control</p> <p>Public Safety Street Lighting Emergency Services</p>	<p>Waste Management Waste Management Operations Garbage Collection Recycling Street Cleaning</p> <p>Sustainability After Mining Annual Environmental Management Review Lead Remediation End of Mine Life</p> <p>Natural Environment Noxious Weeds Living Desert Wilyama Common Regeneration Area</p> <p>Environmental Footprint Water Energy</p> <p>Built Environment Historic Buildings Preservation Town Planning</p> <p>Stormwater Management Stormwater Drainage Kerb and Gutter</p>
KEY DIRECTION 2 – OUR ECONOMY	KEY DIRECTION 4 –OUR LEADERSHIP
<p>Economic Development Economic Development Civic Centre Area Promotion and Events</p> <p>Property Development Land Development and Sales</p> <p>Strategic Transport Regional Roads State Roads Airport</p> <p>Tourism Development Tourism</p> <p>Film Film Promotion Film Activities</p>	<p>Leadership & Governance Elected Members General Manager</p> <p>Financial Management Corporate Services Management Financial Control Revenue Payroll Procurement and Payables</p> <p>Corporate Support Risk Management and Insurance Information Technology Services Records Management Human Resources Governance Systems Improvement</p> <p>Customer Relations Media and Communications Customer Relations</p> <p>Asset Management Infrastructure Engineering Management Infrastructure Administration Asset Management and Technical Services</p> <p>Operations Management Mechanics Workshop Plant and Vehicle Maintenance Warnock Street Works Depot Private Works Billable Works</p> <p>Buildings & Property Buildings - Structures Maintenance and Operations Buildings - Property Commercial</p>

THE FRAMEWORK

In 2009, the NSW Government introduced new legislation in the form of the *Local Government Amendment (Planning and reporting) Act 2009* to improve strategic planning in NSW councils.

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

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

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

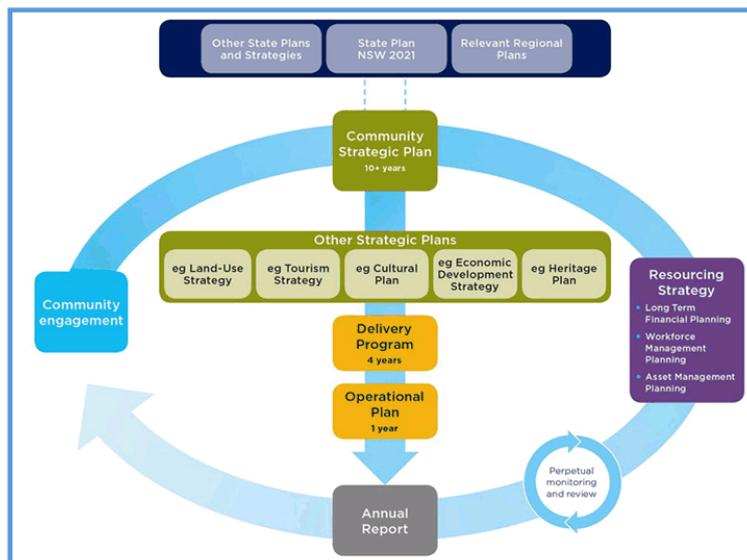
financial management and workforce planning.

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

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

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

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.



DISABILITY INCLUSION ACTION PLANNING

Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our Community.

Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how they live their lives and enjoy the benefits of living and working in our community.

The *Disability Inclusion Act 2014 (NSW)*, was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The *Disability Inclusion Act 2014 (NSW)*, requires all local government organisations to produce a Disability Inclusion Action Plan (DIAP) setting out measures enabling people with a disability to access general support and services and fully participate in the community.



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

THE REQUIREMENTS OF THE FRAMEWORK

Frequency	Report	Description/Requirements	Legislative Reference
For use during development of the Community Strategic Plan and Council's other planning activities.	Community Engagement Strategy	A strategy based on social justice principles for engagement with the local community when developing the Community Strategic Plan.	S402(4) (Act)
Review every four years following an election. Ensure the plan is for a minimum of 10 years. Public exhibition for a period of 28 days required and a copy of plan and amendments to the plan to OLG within 28 days of endorsement.	Community Strategic Plan (CSP)	Plan which identifies the main priorities and aspirations for the future of the local government area. Minimum 10 years.	S402(1)-(7) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	Long Term Financial Planning	Included in Council's Resourcing Strategy for the provision of financial resources required to implement the CSP. Minimum 10 years.	S401(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	Workforce Management Planning	Included in Council's Resourcing Strategy for the provision of intellectual resources required to implement the CSP. Minimum of four years.	S403(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	Asset Management Planning	Included in Council's Resourcing Strategy for the provision of physical resources required to implement the CSP. Comprises of an Asset Management Strategy and Plan/s. Minimum of 10 years.	S403(2) (Act)
Review every four years following an election. Public exhibition for a period of 28 days.	Delivery Program	Details the Council activities to be undertaken by the Council to implement the strategies established by the CSP. Four year duration.	S404(1)-(5) (Act)
Adopt prior to beginning of financial year. Public exhibition for a period of 28 days. Post copy on Council website within 28 days of Council endorsement.	Operational Plan	Details the activities Council will be engaged in during the year, and annual budget. Annual sub-plan of Delivery Program.	S405(1)-(6) S532 S610B- S610F S706(2) (Act) CI201(1) (Reg)

MONITORING AND REPORTING

Progress on the Delivery Program will be reported to the Council six monthly, inclusive of the Operational Plan. The Council will prepare six monthly reports tracking how we are going with each action outlined in the Delivery Program and Operational Plan utilising the Key Performance Indicators. Detailed financial reports and updates on Council's Capital Works Program will be reported.

In addition to the above, Council will also prepare an Annual Report (AR) for the community which will focus on Council's

implementation of our Delivery Program and the Operational Plan. The Annual Report will also outline achievements in implementing the Community Strategic Plan. Audited financial reports will also be made available to the Community at this time.

In accordance with legislation a 'State of the Environment Report' (SOE) Report will be presented to the Community, reporting on Council's progress in achieving the Community's aspirations.

Frequency	Report	Description / Requirements	Legislative Reference
Quarterly <i>(no later than two months after the end of each quarter)</i>	Budget Review Statement	Shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy included in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.	CI203 (Reg)
At least every six months <i>(dates determined by Council)</i>	Progress reports on Delivery Program (DP)	Report on the progress with respect to the Council Activities detailed in the Delivery Program.	S404(5) (Act)
Yearly – November <i>(Within five months of the end of Financial Year)</i>	Annual Report (AR)	Report on the achievements in implementing the Delivery Program and the effectiveness of the principle activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed. Must be prepared in accordance with the Regulation and the Guidelines. Must include a copy of Council's audited financial reports. Must be posted on Council's website.	S428(Act) CI 217(1) (Reg)
November – Four Yearly <i>(included in AR due 30 Nov in year in which an ordinary election is held)</i>	End of Term Report	Report on Council's achievements in implementing the Community Strategic Plan over the previous four year Council term.	S428(2) (Act)
November – Four Yearly <i>(included in AR due 30 Nov in year in which an ordinary election is held)</i>	State of Environment Report (SOE)	Reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan. Must be prepared in accordance with the guidelines.	S428A (Act)

HOW TO READ THE PLAN

KEY DIRECTION	<p>The Key Directions are taken from the Community Strategic Plan (CSP) and represents groups of common opportunities, challenges and priorities that relate to:</p> <ul style="list-style-type: none"> • Key Direction 1: Our Community • Key Direction 2: Our Economy • Key Direction 3: Our Environment • Key Direction 4: Our Leadership
OBJECTIVE	<p>Objectives are taken from the Community Strategic Plan and are uniquely numbered. Each objective outlines what the community is seeking to achieve under the Key Direction and are broad direction statements.</p>
STRATEGY	<p>Strategies are taken from the Community Strategic Plan and are uniquely numbered. Each strategy provides information on what will be done at the high-level to achieve the objective. Each strategy is cascaded down into the Delivery Program (DP).</p>
OP #	<p>OP# is the unique number assigned to each action in the Operational Plan (OP).</p>
ACTION	<p>For each objective identified in the Community Strategic Plan, a number of actions are identified outlining what will be done to implement the objective by Council.</p> <p>Where Council has not been identified as either the lead or support agency responsible for the objective, Council acknowledges it has an important role to play in lobbying or advocating for the achievement of the objective.</p>
OPERATIONAL PLAN/LTFP	<p>The year identifies the timing for the implementation or achievement of the action and when it will be resourced in both the Operational Plan (OP) and Long Term Financial Plan (LTFP).</p>
LINK TO CSP	<p>Number showing CSP reference.</p>
MEASURE	<p>The measure is how the progress or success of Council will be identified and reported upon.</p>
FUNCTION	<p>Is the specific Council area responsible for implementing the action.</p>

FINANCIAL

FINANCIAL ESTIMATES

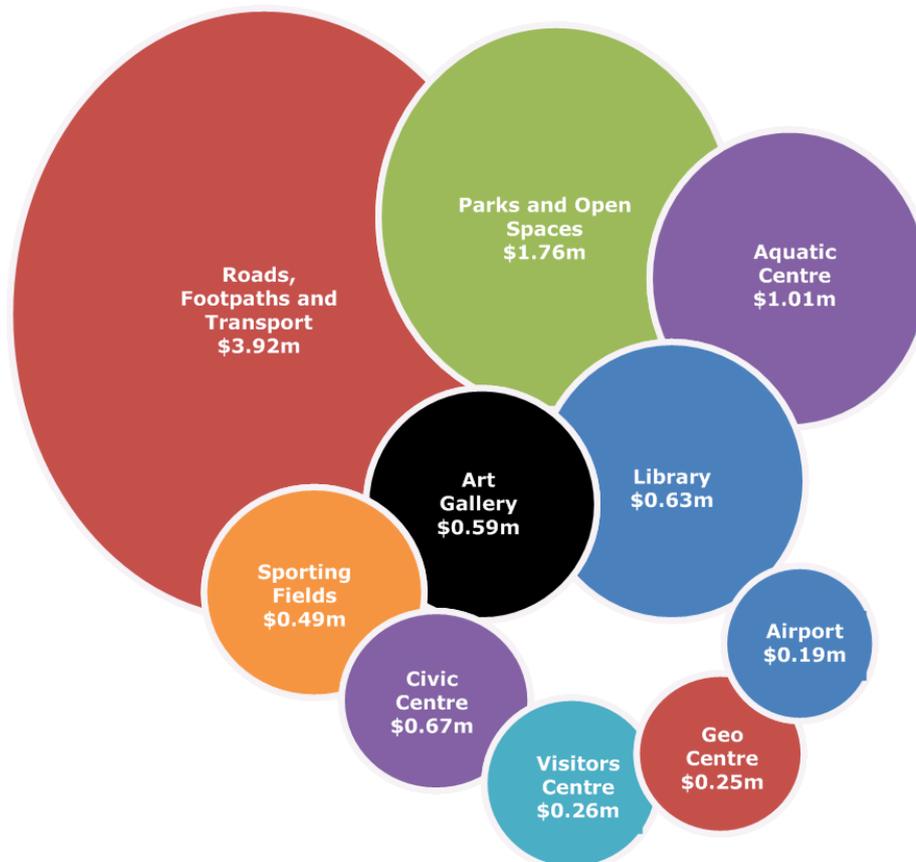
The financial estimates provided in this Operational Plan in the following sections reflect the range of services provided by Council at the time of drafting this Plan.

As indicated in Council's Long Term Financial Plan, Council must continue to develop strategies and make decisions to ensure the reduction of financial deficits and the future sustainability of Council. Such decisions may not provide overnight relief from the currently weak financial position, and as such it is important to take a longer term view of the benefits of such decisions.

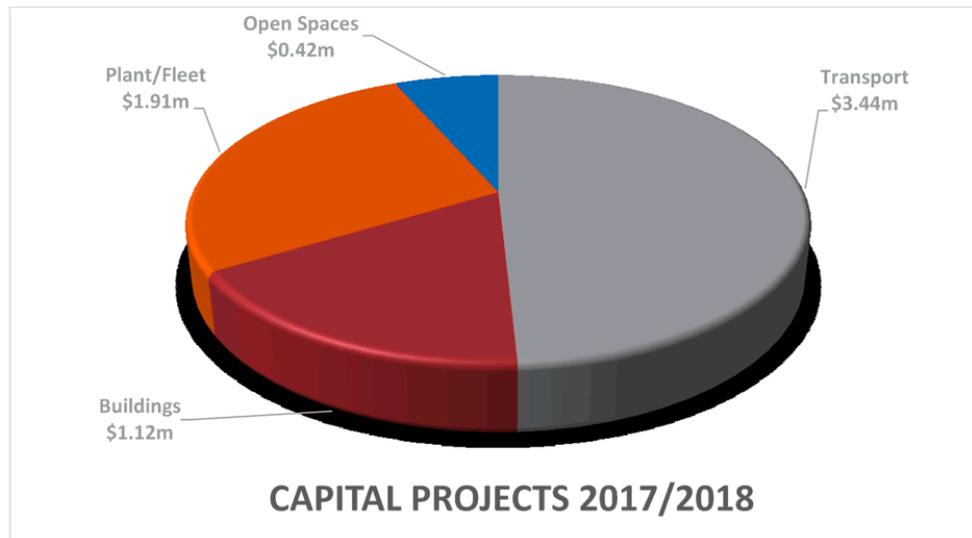
Throughout the year, reviews will be undertaken to measure Council's financial performance against the financial estimates contained within this plan. Any decisions impacting upon Council's financial position for the year will be incorporated into these reviews.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2017/2018 financial year are contained within the Revenue Policy on page 61.

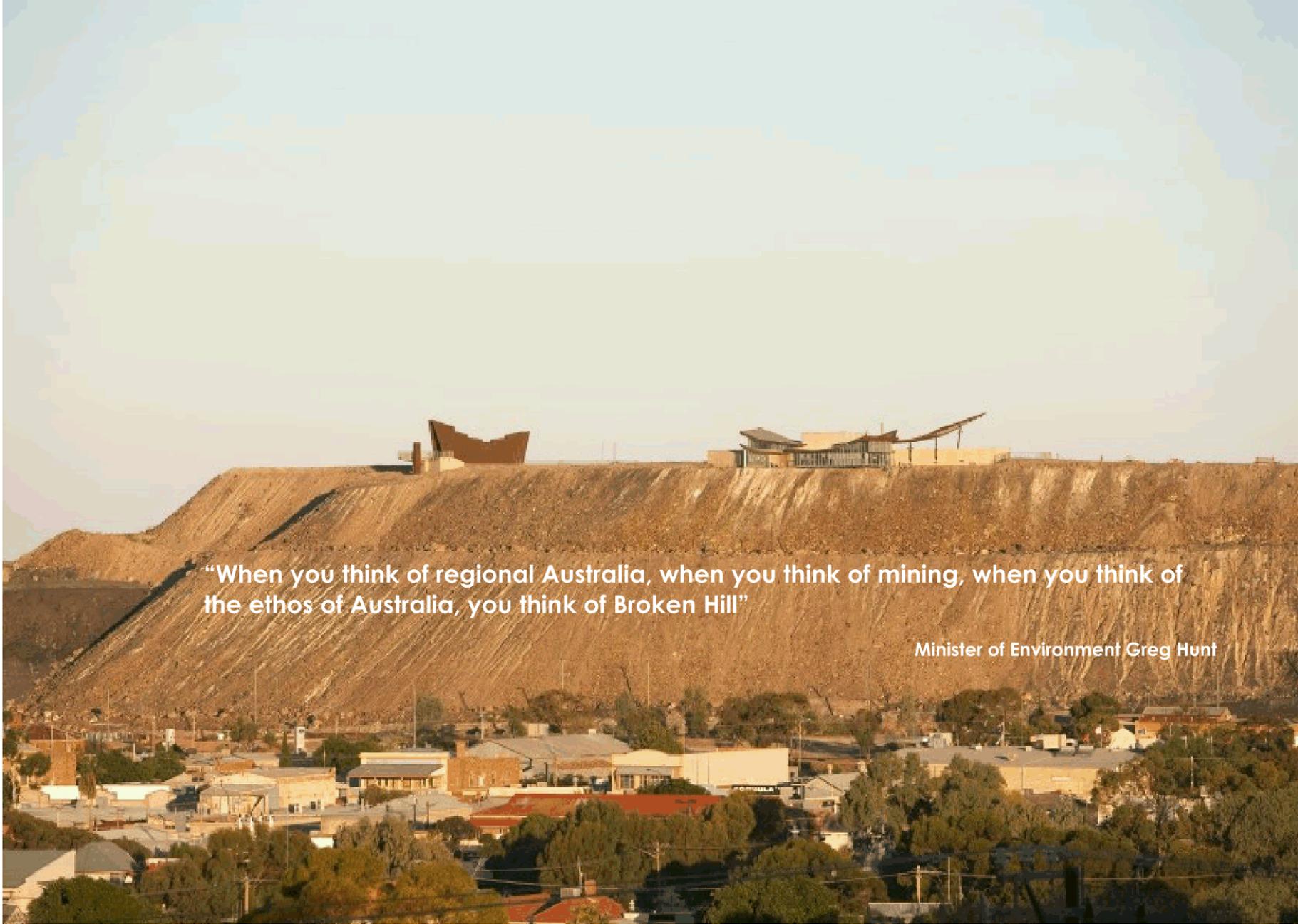
NET COSTS OF COUNCIL SERVICES PROVIDED



CAPITAL PROJECTS



OPERATIONAL PLAN – BALANCED SCENARIO						
INCOME STATEMENT						
\$ '000	2018	2018	2018	2018	2018	2019
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget	TOTAL Forecast
Income from Continuing Operations						
Revenue:						
Rates & annual charges	17,264	14,744	-	18	2,538	17,396
User charges & fees	3,462	228	552	1,141	1,540	3,548
Interest & investment revenue	1,015	981	-	-	34	1,058
Other revenues	504	160	81	255	9	517
Grants & contributions for operating purposes	6,363	4,242	1,350	707	65	6,427
Grants & contributions for capital purposes	3,639	-	3,439	-	200	508
Other Income:						
Net gains from disposal of assets	211	-	211	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	32,458	20,355	5,633	2,085	4,386	29,454
Expenses from Continuing Operations						
Employee benefits & costs	13,958	7,509	2,980	1,506	1,963	13,999
Borrowing costs	504	16	488	-	-	465
Materials & contracts	5,741	1	2,629	1,113	1,997	5,501
Depreciation & amortisation	6,431	862	4,057	1,009	503	6,275
Impairment	-	-	-	-	-	-
Other expenses	4,006	1,839	1,667	428	73	3,810
Net losses from disposal of assets	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	30,640	10,228	11,821	4,056	4,535	30,050
OPERATING RESULT FOR THE YEAR	1,818	10,127	(6,188)	(1,971)	(149)	(596)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,820)	10,126	(9,626)	(1,971)	(349)	(1,104)



“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 BROKEN HILL

“At Broken Hill we’re for real. We believe in real experiences. Real places, real friendships and real values.”

Since its birth as a little mining village in the 1880s, Broken Hill has gone on to be recognised as the boldest place in the Australian outback, a reputation pressure-cooked over decades of hardship and heroic survival in the desert.

The ore body discovered in 1883 immediately made Broken Hill famous - a frontier outpost promising great fortune and luring people from all over the world.

Broken Hill Proprietary (BHP) boomed in the 1880s and the population reached 20,000 by 1891.

There have been periods of boom and bust but in the 70s and 80s something changed. The dominant workers' culture gave way to a local passion for the arts.

Artists like Pro Hart and locally-made films such as *Mad Max 2* and *Priscilla: Queen of the Desert* gave birth to tourism.

Soon, Broken Hill began to be seen through the eyes of the world as a place of beauty and an iconic travel destination.

No longer content with its 2-speed mining economy, Broken Hill began a new era as more than an engine of sweat and stone.

People began to regard the City and its people as a culture in its own right, a place with a definite outback soul that might be exported to the rest of the world.

Through the efforts of community leadership, Broken Hill is a living museum, an artefact that survives in the desert.

Art deco shopfronts petition to customers from a bygone age and there are buildings both grand and made of tin.

Yet there is also a sense of luxury, comfort and sophistication thanks to decades accommodating mining magnates, movie moguls and visitors from around the world.

There literally is nowhere quite like it on earth. Most of all.....there are few places in the world where one can stand in a street at the urban boundary, some 18,000 people and all their dwellings immediately at one's back, and view nothing but red desert in front, as far as the eye can see.

This is the essential experience of Broken Hill.

“We believe in hard work and getting things done. We say what we really think and act on what we really feel. BS, fakes, virtual living and superficiality are our enemies”

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.

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.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

1.1 People in our community are in safe hands				
OP #	Action	Link to Delivery Program	Measure	Function
C01	Implement and promote a voluntary food safety "Scores on Doors" program	1.1.1.01	Program developed and implemented 85% participation	Public Health
C02	Provide education and awareness in relation to the responsibility of pet ownership	1.1.1.02	Undertake two education and awareness programs annually Undertake door knock program Investigate funding for Companion Animal Desexing Program	Public Order
C03	Compliance and promotion of the <i>Swimming Pools Act 1992</i>	1.1.1.03	Number of swimming pools inspected Number of swimming pool safety awareness programs undertaken	Public Order
C04	Review Swimming Pool Barrier Policy	1.1.1.03	Policy adopted by 30 June 2018	Public Order
C05	Partner with the community through participation in the Local Community Safety Precinct Committee (LCSPC) to reduce preventable crime	1.1.1.04	Participation at LCSPC meetings	Public Safety
C06	Review Community Safety Crime and Prevention Plan	1.1.1.04	Plan reviewed by 30 June 2018	Public Safety
C07	Support identified actions within the Community Safety and Crime Prevention Plan	1.1.1.05	Number of objectives supported	Public Safety
C08	Develop a policy for the use of CCTV cameras in public spaces	1.1.1.05	Policy developed by 30 June 2018	Public Safety

1.1 People in our community are in safe hands				
OP #	Action	Link to Delivery Program	Measure	Function
C09	Develop a Memorandum of Understanding with the NSW Police Barrier Local Command dealing with the use of CCTV in Broken Hill	1.1.1.05	Memorandum of Understanding signed	Public Safety
C10	Develop procedures dealing with the use of CCTV cameras in public spaces that comply with legislative requirements	1.1.1.05	Procedures developed	Public Safety
C11	Develop Lighting Strategy in line with the Broken Hill Living Museum + Perfect Light Plan	1.1.1.05	Strategy developed in accordance with Smart Community Framework	Public Safety
C12	Develop a plan for CCTV camera locations	1.1.1.06	Plan developed in accordance with the Smart Community Framework	Public Safety
C13	Compliance inspections of all declared dangerous and restricted dogs within the City to ensure compliance with legislation	1.1.1.07	100% compliance inspections undertaken annually	Public Order
C14	Provide a ranger service to undertake animal control activities	1.1.1.07	% of animal related complaints investigated within service standards 90% of dog attacks investigated within two business days	Public Order
C15	Provide a pound facility in accordance with legislation	1.1.1.07	100% compliance	Public Order
C16	Review Companion Animals Management Plan	1.1.1.08	Plan reviewed by 30 June 2018	Public Order
C17	Inspect and enforce health standards through the Food Regulation Partnership with the NSW Food Authority	1.1.1.10	80% of all "high risk" food premises inspected Number of enforcement actions % of complaints investigated within required timeframe	Public Health
C18	Promote "I'm Alert" online training tool to registered food handlers	1.1.1.10	A minimum of 50 enrolments annually	Public Health
C19	Develop Septic Tank register	1.1.1.10	Register developed Number of annual septic tank inspections carried out	Public Health

1.1 People in our community are in safe hands				
OP #	Action	Link to Delivery Program	Measure	Function
C20	Develop Septic Tank policy	1.1.1.10	Policy adopted by 30 June 2018	Public Health
C21	Cooling towers inspected annually	1.1.1.10	% of cooling towers inspected	Public Health
C22	Public swimming pools inspected twice annually	1.1.1.10	% of public swimming pools inspected twice annually	Public Health
C23	Actively implement "Safer by Design Protocols"	1.1.1.11	Memorandum of Understanding with NSW Police reviewed and signed Number of referrals provided/received for comment	Public Safety
C24	Promote parking compliance	1.1.1.12	Number of parking infringements issued	Public Order
C25	Facilitate the Local Emergency Management Committee	1.1.1.13	Number of meetings facilitated Participation at meetings by agencies	Public Safety
C26	Participate in emergency exercises with other combat and support agencies	1.1.1.13	Number of exercises attended	Public Safety
C27	Support emergency services as required to minimise the risk of combat or recovery from natural, biological or technical disasters	1.1.1.13	Number of support services provided	Public Safety
1.2 Our community works together				
OP #	Action	Link to Delivery Program	Measure	Function
C28	Conduct an official ceremony for Australia Day	1.2.1.01	Numbers attending the ceremony show an increase on previous year	Community Development
C29	Encourage the community to nominate someone for an Australia Day Award	1.2.1.01	Increased number of nominations received compared to previous year	Community Development

1.2 Our community works together				
OP #	Action	Link to Delivery Program	Measure	Function
C30	Facilitate the granting of Australia Day awards through the selection committee	1.2.1.01	Award recipients are chosen within the nominated timeframe	Community Development
C31	Review the Volunteer Unite Strategy	1.2.1.02	Strategy reviewed by 30 June 2018	Community Development
C32	Implement activities in the Volunteer Strategy aimed at increasing volunteering	1.2.1.02	Number of activities implemented	Community Development
C33	Facilitate and participate in a volunteer working group to encourage increased participation in volunteering	1.2.1.03	Number of meetings held Number of actions completed	Community Development
C34	Recognise the contribution of volunteers through an annual event	1.2.1.03	Attendance at volunteer recognition event	Community Development
C35	Encourage the community to nominate someone for a volunteer award	1.2.1.03	Number of communication channels	Community Development
C36	Contribution is made to joint initiatives through attendance at relevant partner meetings and initiatives	1.2.1.04	Number of meetings attended Partnership objectives are progressed and of value	Community Development
C37	Develop and implement a communications strategy	1.2.1.05	Strategy developed and implemented	Community Development
C38	Develop a communications plan as part of the project planning process for any significant activity/project or decision of Council	1.2.1.05	Community satisfaction with Council communications	Community Development
C39	Maintain a community directory	1.2.1.06	Audit of community directory undertaken once annually	Community Development
C40	Participate in initiatives to inform the community about Council's current sustainability challenges including financial and asset management	1.2.1.07	Participation in initiatives	Community Facilities
C41	Review public amenities as part of asset management planning	1.2.1.07	Review scheduled	Community Facilities
C42	Review public halls and community centres as part of asset management planning	1.2.1.07	Review scheduled	Community Facilities
C43	Provide public amenities in key public areas	1.2.1.08	Amenities open and maintained	Community Facilities

1.2 Our community works together				
OP #	Action	Link to Delivery Program	Measure	Function
C44	Provide public halls and community centres through a centralised booking system	1.2.1.08	Utilisation of community centres and halls	Community Facilities
1.3 Our history, culture and diversity is embraced and celebrated				
OP #	Action	Link to Delivery Program	Measure	Function
C45	A calendar of events is available online and promoted to the community	1.3.1.01	Number of events promoted on the calendar	Community Development
C46	Support event organisers in understanding the process for holding events in public spaces	1.3.1.02	Develop a guide to public events	Community Development
			Number of meetings	
			Develop post event customer satisfaction survey	
C47	Event plan developed and implemented for annual Christmas Pageant and After Party	1.3.1.03	Measure satisfaction of event via post event customer survey	Community Development
			Pageant conducted in partnership with South Rotary	
			Minimum of 30 floats entered in pageant	
C48	Develop Heritage Near Me Annual Event Plan	1.3.1.04	Council float entered in pageant	Arts & Culture
C49	Conduct a heritage awards presentation and develop its potential to celebrate the City's built and cultural heritage and National Heritage Listing status	1.3.1.05	Sponsorship secured to hold annual After Party	
C50	Provision of Archives Officer and appointment of Archives Specialist	1.3.1.06	Event held annually	Arts & Culture
			Heritage awards undertaken	Arts & Culture
			Archives Specialist appointed	Arts & Culture

1.4 Our built environment supports our quality of life				
OP #	Action	Link to Delivery Program	Measure	Function
C60	Promote heritage considerations from the Development Control Plan for the City	1.4.1.01	Number of promotional activities/initiatives	Arts & Culture
C61	Maintain and operate the cemetery for the benefit of the City	1.4.1.02	Less than five complaints received annually	Community Facilities
C62	Develop Cemetery Plan of Management	1.4.1.03	Plan developed by 30 June 2018	Community Facilities
C63	Investigate and plan for future demand at the cemetery	1.4.1.04	Expansion plan developed	Community Facilities
C64	Facilitate searches for deceased persons interred in the Broken Hill Cemetery	1.4.1.06	Increase in accurate records	Community Facilities
			Increase in online searches from previous year	
C65	Implement actions in the Pedestrian Access Mobility Plan (PAMP)	1.4.1.08	PAMP reviewed by 30 June 2018	Local Transport
			Number of actions implemented	
C66	Undertake actions within improvement plan in accordance with Asset Management Plan Open Spaces	1.4.1.09	Number of improvement actions undertaken	Open Spaces
C67	Implement actions and projects within Asset Management Plan Open Spaces	1.4.1.09	Pesticide Use Notification Plan reviewed by 30 June 2018	Open Spaces
			Number of actions achieved	
C68	Contract for Broken Hill Regional Aquatic Centre managed effectively	1.4.1.10	Compliance with contract	Community Facilities
C69	Heritage Strategy reviewed	1.4.1.11	Strategy reviewed	Arts & Culture
C70	Promote initiatives from the Heritage Strategy	1.4.1.12	Number of initiatives promoted annually	Arts & Culture
C71	Undertake actions within improvement plan in accordance with Asset Management Plan Transport	1.4.1.13	Number of improvement actions undertaken	Local Transport
C72	Undertake actions and projects included within Asset Management Plan Transport	1.4.1.13	Number of actions achieved	Local Transport
			Parking Strategy reviewed by 30 June 2018	

1.4 Our built environment supports our quality of life				
OP #	Action	Link to Delivery Program	Measure	Function
C73	Identify schedule for service reviews for Council owned assets and fleet, in accordance with the Service Review project plan	1.4.1.14	Number of service reviews scheduled in project	Community Facilities

1.5 Our health and wellbeing ensures that we live life to the full				
OP #	Action	Link to Delivery Program	Measure	Function
C74	Participation in the consideration of healthy and active lifestyles opportunities	1.5.1.01	Number of meetings attended	Community Development
C75	Report on actions of four year Disability Inclusion Action Plan (DIAP) as per the <i>Disability Inclusion Act 2014</i> , Clause 6 of the Regulation	1.5.1.01	Report provided Disability Inclusion Action Plan Monitoring Group established	Community Development
C76	Advocate for quality health, medical and allied services for the City where required	1.5.1.02	Type of representations made where required	Community Development
C77	Advocate for equitable and appropriate access to public transport where required	1.5.1.04	Type of representations made where required	Local Transport
C78	Continue relationships to ensure established water supply for the City	1.5.1.05	Active representation	Community Development
C79	Support Youth Advisory Group	1.5.1.06	Number of support initiatives	Community Development
C80	Support Sister City Committee to identify opportunities for young people	1.5.1.06	Number of meetings attended	Community Development
C81	Host Civic Debutante Ball	1.5.1.06	Debutante Ball held annually	Community Development
C82	Bike Plan reviewed	1.5.1.07	Plan reviewed by 30 June 2018	Local Transport
C83	Existing bicycle lanes maintained	1.5.1.07	No reduction in bicycle lanes	Local Transport

OPERATIONAL PLAN – BALANCED SCENARIO INCOME STATEMENT – OUR COMMUNITY								
\$ '000	2018	2018	2018	2018	2018	2018	2018	2018
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
Income from Continuing Operations								
Revenue:								
Rates & annual charges	-	-	-	-	-	-	-	-
User charges & fees	552	211	-	-	223	-	118	-
Interest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	81	-	-	3	-	-	78	-
Grants & contributions for operating purposes	1,350	-	944	-	-	75	331	-
Grants & contributions for capital purposes	3,439	-	-	-	3,439	-	-	-
Other Income:	-	-	-	-	-	-	-	-
Net gains from disposal of assets	211	-	211	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	5,633	211	1,155	3	3,662	75	527	-
Expenses from Continuing Operations								
Employee benefits & costs	2,980	-	941	686	151	-	1,202	-
Borrowing costs	488	-	-	-	462	-	26	-
Materials & contracts	2,629	12	616	714	925	-	363	-
Depreciation & amortisation	4,057	268	2,676	484	286	9	334	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	1,667	2	-	364	63	851	244	142
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	11,821	282	4,233	2,248	1,886	860	2,170	142
OPERATING RESULT FOR THE YEAR	(6,188)	(71)	(3,078)	(2,245)	1,776	(785)	(1,643)	(142)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(9,627)	(71)	(3,078)	(2,245)	(1,663)	(785)	(1,643)	(142)

CAPITAL BUDGET - OUR COMMUNITY					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Broken Hill Cemetery - rose garden extension	-	-	20,000	20,000	New
Broken Hill Regional Aquatic Centre - construction of cul de sac	-	-	65,000	65,000	New
Fleet - heavy plant	(152,000)	-	1,283,000	1,131,000	Renewal
Fleet - passenger vehicles	(40,000)	-	245,000	205,000	Renewal
Fleet - small plant	(9,000)	-	93,000	84,000	Renewal
High risk infrastructure - insurance reserves	-	(200,000)	200,000	-	Renewal
Kanandah Road reconstruction	(300,000)	-	300,000	-	Renewal
Local road reseals	-	-	600,000	600,000	Renewal
Memorial Oval - judges box reconstruction	-	-	100,000	100,000	Renewal
Memorial Oval - renovation of canteen facilities	-	-	30,000	30,000	Renewal
O'Neill Park Soccer Oval - canteen shade sails	-	-	25,000	25,000	New
Pathway upgrade to information hut at the Living Desert	-	-	25,000	25,000	Renewal
Picton Oval amenities renewal	-	-	18,000	18,000	Renewal
Queen Elizabeth Park carpark upgrade and landscaping	-	-	60,000	60,000	Renewal
Reconstruction Blende Street - Garnet to kaolin (road shoulders)	-	-	90,000	90,000	Renewal
Reconstruction Blende Street - Sulphide to Chloride (road + drainage)	(500,000)	-	600,000	100,000	Renewal
Reconstruction Oxide/Wolfram Street roundabout	-	-	300,000	300,000	Renewal
Redesign and replacement of humidifier system in the Broken Hill Regional Art Gallery	-	-	150,000	150,000	Renewal
Roads and pathway sealing at the Living Desert	-	-	16,600	16,600	Renewal
Skate Park upgrade	(135,000)	-	250,000	115,000	Renewal
Stormwater channel at Waster Management Facility	-	(100,000)	100,000	-	Renewal
Sturt Park outdoor gym	(20,000)	-	40,000	20,000	New
Low interest loan borrowings - additional infrastructure renewal	-	-	1,000,000	1,000,000	Renewal
Various stormwater drainage	-	-	150,000	150,000	Renewal
Total Our Community	(1,156,000)	(300,000)	5,760,600	4,304,600	

KEY DIRECTION 2 – OUR ECONOMY

- 2.1 Our economy is strong and diversified and attracts people to work, live and invest
- 2.2 We are a destination of choice and provide 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



OUR ECONOMY

Our community understands the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013, 2014 and 2017 community consultative processes, further acknowledging that diversification is the 'key' to addressing challenges associated with the contraction of the mining industry.

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.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program for the 'Our Economy' Key Direction. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

2.1. Our economy is strong and diversified and attracts people to work, live and invest				
OP #	Action	Link to Delivery Program	Measure	Function
E01	Provide an online data resource to meet a diverse range of enquiries about Broken Hill and contribute to economic decision making	2.1.1.02	Annual subscription to an online data tool	Economic Development
E02	Support RDA Far West and the local business community in presenting Broken Hill investment opportunities to the NSW Trade and Investment, the Federal Department of Industry and other agencies	2.1.1.03	Four representations to Government/industry per annum	Economic Development
E03	Develop Tourism and Hospitality Investment Opportunities Portfolio	2.1.1.04	Portfolio developed by 30 June 2018	Economic Development
E04	Participate in meetings and projects associated with the Broken Hill Chamber of Commerce, businesses and RDA Far West including the Small Biz Connect service	2.1.1.05	Regularly attend meetings and participate in six monthly reporting against small business support of Council	Economic Development
E05	Advocate to maintain or improve air, rail and road access to the region	2.1.1.06	Number of representations made	Strategic Transport
E06	Determine the main modes of transport used by visitors and their generating regions and monitor change year on year	2.1.1.06	Quarterly data reviewed and reported	Strategic Transport

2.1. Our economy is strong and diversified and attracts people to work, live and invest				
OP #	Action	Link to Delivery Program	Measure	Function
E07	Implement the activation elements outlined in the Broken Hill Living Museum + Perfect Light Plan	2.1.1.07	Measures of success through grants Number of element activations achieved	Economic Development
E08	Develop Broken Hill Attractions and Interpretation Strategy	2.1.1.08	Strategy developed by 30 June 2018	Economic Development
E09	Develop and implement Business Plans for key Council owned tourism related assets to assure their economic viability and business focus	2.1.1.09	Businesses plans developed and implemented: <ul style="list-style-type: none"> • Broken Hill Regional Art Gallery • Albert Kersten Mining & Mineral Museum • Living Desert and Sculptures • Visitor Information Centre • Civic Centre • Memorial Oval 	Economic Development
E10	Develop a program to position the City for High Speed Broadband implementation	2.1.1.10	Program developed	Economic Development
E11	Develop Telstra Smart City Framework	2.1.1.11	Framework developed by 30 June 2018	Economic Development
E12	Support the notion of Broken Hill and Far West NSW as a center for renewable energy	2.1.1.13	Support provided	Economic Development
E13	Support the development of Indigenous tourism product in terms of the arts and culture	2.1.1.14	Participation of Council staff in Indigenous cultural projects resulting in product outcomes MOU implemented with West Darling Arts	Tourism Development
E14	Create art and heritage trails encompassing businesses and community landmarks	2.1.1.15	Implement strategies as identified in the Wayfinding and Whole-of-Destination Interpretive Framework	Tourism Development

2.1. Our economy is strong and diversified and attracts people to work, live and invest				
OP #	Action	Link to Delivery Program	Measure	Function
E15	Community Hub Framework and Active Living Plan developed	2.1.1.16	Framework and Plan developed by 30 June 2018	Economic Development
E16	Develop and maintain City information pack for new and potential residents to promote living in Broken Hill	2.1.1.18	Information pack developed and available in a range of formats	Economic Development
2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP#	Action	Link to Delivery Program	Measure	Function
E17	Participate in Destination Country and Outback NSW, and Destination NSW	2.2.1.01	Active participation and outcomes associated with relevant plan/project implementation	Tourism Development
E18	Contribute data to analysis processes conducted by the industry and industry bodies	2.2.1.02	Data is provided to fulfil information requests and funding acquittals Quarterly updates provided to Council	Tourism Development
E19	Participate in a review to establish an effective industry governance model for tourism in Broken Hill and the Far West	2.2.1.03	Final report	Tourism Development
E20	Conduct an annual audit of tourism product in Broken Hill and assess changes against previous year	2.2.1.04	Annual audit report is produced	Tourism Development
E21	Adopt a customer service approach across all Council owned tourism related facilities	2.2.1.06	Customer satisfaction survey	Tourism Development
E22	Collaborate with businesses to enhance visitors experience and maximise yield	2.2.1.07	Number of participation activities	Tourism Development
E23	Investigate sustainability training and accreditation programs for tourism operators	2.2.1.08	Number of participants	Tourism Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP#	Action	Link to Delivery Program	Measure	Function
E24	Develop Wayfinding and Whole-of-Destination Interpretive Framework	2.2.1.09	Framework developed by 30 June 2018	Economic Development
E25	Investigate opportunities arising from Broken Hill's listing as a heritage city	2.2.1.11	Council owned or controlled art and mineral collections are maintained and accessible to the community	Tourism Development
			Council owned or controlled heritage assets are maintained and accessible to the community	
			Video and editorial content developed and incorporated into Councils tourism website	
E26	Support the Broken Hill Heritage Committee to develop an events calendar to celebrate and commemorate historically significant events	2.2.1.11	Number of events achieved	Tourism Development
E27	Engage the community and local historians in developing materials and interpretation experiences more targeted towards the tourism market and promoting the importance of Broken Hill in history	2.2.1.12	Two new heritage tourism products developed annually	Tourism Development
E28	Relationships are investigated between Broken Hill and other significant heritage mining cities and World Heritage Listing is under consideration	2.2.1.13	Membership of international heritage organisation and application of interest for World Heritage Listing	Tourism Development
E29	Operate the Visitor Information Centre as a hub for the visitor economy	2.2.1.14	Increase in the number of visitors from the previous year	Tourism Development
E30	Develop strategies to increase tourist visitation to the Regional Art Gallery	2.2.1.15	Increase in the number of visitors from the previous year	Tourism Development
E31	Develop strategies to increase tourist visitation to the Albert Kersten Mining and Minerals Museum	2.2.1.16	Increase in the number of visitors from the previous year	Tourism Development
E32	Develop strategies to increase tourist visitation to the Living Desert	2.2.1.17	Increase in the number of visitors from the previous year	Tourism Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP#	Action	Link to Delivery Program	Measure	Function
E33	Operate the Broken Hill Airport	2.2.1.18	Operate the Broken Hill Airport as per CASA requirements	Strategic Transport
			Airport Master Plan reviewed by 30 June 2018	
E34	Consider alternative airport management and operation arrangements via an Expressions of Interest process	2.2.1.19	EOI advertised and report of findings presented to Council	Strategic Transport
E35	Explore funding opportunities and lobby for the upgrade of the Broken Hill Airport in accordance with the Airport Master Plan	2.2.1.20	Number of representations/submissions	Strategic Transport
E36	Develop Business Plan for Memorial Oval	2.2.1.21	Business Plan developed by 30 June 2018	Tourism Development
E37	Integrate the Brand into marketing and communication objectives for the City including external and internal audiences	2.2.1.22	Brand integrated into all relevant programs and communications	Economic Development
E38	Promote Broken Hill as a centre for film and production in Regional Australia and secure film activity for the City and region	2.2.1.23	Number of productions	Tourism Development
E39	Position Civic Centre as a hub for conference and entertainment in Regional Australia	2.2.1.24	15% increase in usage of Civic Centre across all event categories	Economic Development
E40	Provide support to two festivals and/or events per annum	2.2.1.25	Support provided to two festivals and/or events	Tourism Development
E41	Host industry familiarisations to the region for MICE (Meetings, Incentives, Conferences, Events)	2.2.1.26	Four familiarisations hosted per annum	Economic Development
E42	Maintain MICE and entertainment promotion on website and database	2.2.1.26	5% increase in website hits and enquiry levels	Economic Development
E43	Secure MICE and entertainment activity	2.2.1.26	15% increase in conference and entertainment activity	Economic Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP#	Action	Link to Delivery Program	Measure	Function
E44	Promote Broken Hill as a centre for conferences and entertainment in Regional Australia	2.2.1.26	Twelve approaches annually to MICE organisers	Economic Development

2.3 A supported and skilled workforce provides strength and opportunity				
OP #	Action	Link to Delivery Program	Measure	Function
E45	Advocate for funding to enable the completion of a skills audit for the City	2.3.1.01	Funding achieved	Economic Development
E46	Provide relevant information towards the skills audit process where required	2.3.1.01	All functional areas of Council are mapped	Economic Development
E47	Participation on committees and working parties associated with education and training	2.3.1.02	Number of times participated	Economic Development
E48	Develop partnerships with universities that provide value to our local community	2.3.1.03	Number of partnerships developed	Economic Development
E49	Where invited, participate in initiatives to encourage an increase in completed tertiary education in our City	2.3.1.04	Number of invitations received	Economic Development
E50	Provide relevant support for skill development of Indigenous and Non-Indigenous disadvantaged persons, where required	2.3.1.05	Number of initiatives supported	Economic Development
E51	Advocate for additional support and assistance for distance education students completing tertiary education	2.3.1.06	Representations made	Economic Development
E52	Computers with internet access are provided for student use	2.3.1.07	Utilisation rates	Economic Development

OPERATIONAL PLAN – BALANCED SCENARIO INCOME STATEMENT – OUR ECONOMY						
\$ '000	2018	2018	2018	2018	2018	2018
	Our Economy Proposed Budget	Economic Development	Property Development	Strategic Transport	Tourism Development	Film Promotion
Income from Continuing Operations						
Revenue:						
Rates & annual charges	(18)	-	(18)	-	-	-
User charges & fees	1,141	145	55	726	215	-
Interest & investment revenue	-	-	-	-	-	-
Other revenues	255	236	-	4	15	-
Grants & contributions for operating purposes	707	347	-	360	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-
Other Income:	-					
Net gains from disposal of assets	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	2,085	728	37	1,090	230	-
Expenses from Continuing Operations						
Employee benefits & costs	1,506	895	-	318	294	-
Borrowing costs	-	-	-	-	-	-
Materials & contracts	1,113	573	-	382	158	-
Depreciation & amortisation	1,009	495	-	413	102	-
Impairment	-	-	-	-	-	-
Other expenses	428	273	-	65	90	-
Net losses from disposal of assets	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	4,056	2,235	-	1,177	644	-
OPERATING RESULT FOR THE YEAR	(1,971)	(1,507)	37	(87)	(414)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,971)	(1,507)	37	(87)	(414)	-

CAPITAL BUDGET - OUR ECONOMY					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Airport airside lighting defects	-	-	200,000	200,000	Renewal
Broken Hill Regional Aquatic Centre - renovation of party area	-	-	35,000	35,000	Renewal
Broken Hill Regional Aquatic Centre - shade sails	-	-	40,000	40,000	New
Upgrade to Civic Centre change rooms	-	-	50,000	50,000	Renewal
Total Our Economy	-	-	325,000	325,000	

KEY DIRECTION 3 – OUR ENVIRONMENT

3.1. Our environmental footprint is minimised

3.2 Natural flora and fauna environments are enhanced and protected

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



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

OUR ENVIRONMENT

We all depend upon our natural environment. It provides the essentials of life; the air we breathe, the water we drink. It is central to our health and wellbeing and inspires us through the personal and economic benefits derived from its existence.

At the same time we value the natural environment, using it for our social and economic gain, human activity leaves a footprint. Our consumption of resources and raw materials and our subsequent disposal impacts not only our local environment but the greater global environment.

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.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

3.1. Our environmental footprint is minimised				
OP #	Action	Link to Delivery Program	Measure	Function
V01	Waste Management Strategy reviewed	3.1.1.01	Strategy reviewed by 30 June 2018	Waste Management
V02	Continue upgrades of the Broken Hill Waste Management Facility to meet Environment Protection Authority (EPA) requirements	3.1.1.01	% of required upgrades completed	Waste Management
V03	Implement pilot projects in the Regional Litter Management Plan	3.1.1.01	% of reduction in litter per the plan	Waste Management
V04	Develop and implement regional scrap metal tender with NetWaste for the Broken Hill Waste Management Facility	3.1.1.03	Tenders issued and contracts in place	Waste Management
V05	Upgrades to the Waste Management Facility focus on separation of waste	3.1.1.03	Increased tonnage of recycling in accordance with state target	Waste Management
V06	Promote existing local recycling opportunities	3.1.1.03	% of waste recycled	Waste Management
			Two promotional activities undertaken	

3.1. Our environmental footprint is minimised				
OP #	Action	Link to Delivery Program	Measure	Function
V07	Economic analysis for the viability of kerbside recycling	3.1.1.03	Economic analysis completed by 30 January 2018	Waste Management
V08	Develop a business case for the introduction of kerbside recycling; using the results of the economic analysis	3.1.1.03	Kerbside Recycling Business Plan developed by 30 June 2018	Waste Management
V09	Develop options for use of organics waste processed by Council	3.1.1.04	Options developed and meet State Regulation	Waste Management
V10	Undertake energy audit for Council's 10 highest energy consuming assets	3.1.1.06	Audit completed by 30 June 2018	Environmental Footprint
V11	Consider funding opportunities under NSW Government Climate Change Framework	3.1.1.06	Two modification proposals developed for high energy usage areas identified in audit	Environmental Footprint
V12	Continue to monitor energy to ascertain consumption	3.1.1.06	Results from energy consumption monitoring Planet footprint subscription in place	Environmental Footprint
V13	Develop an Energy Management Strategy	3.1.1.06	Strategy developed by 30 June 2018	Environmental Footprint
V14	Undertake an audit of water consumption for Council's 10 highest water consuming assets	3.1.1.07	Audit completed by 30 June 2018	Environmental Footprint
V15	Continue to monitor consumption of water at Council assets	3.1.1.07	Water consumption measured and reported	Environmental Footprint
V16	Consider opportunities for modification of water supply systems to deliver reduced consumption	3.1.1.07	One initiative implemented	Environmental Footprint
V17	Source grant opportunities and apply for funding for water savings projects	3.1.1.07	Grant applications submitted in accordance with submission requirements for agreed funding program	Environmental Footprint

3.1. Our environmental footprint is minimised				
OP #	Action	Link to Delivery Program	Measure	Function
V18	Develop Supplementary State of City Report	3.1.1.09	Report completed	Public Order
V19	Support activities of the Tidy Towns Volunteer Committee	3.1.1.10	Committee members provided with Work Health and Safety inductions, site risk assessments and PPE equipment	Natural Environment
			Support for activities including Clean Up Australia Day and working bees	
			Support provided for preparation of Tidy Towns Awards submissions	
			Entry in annual Tidy Towns Awards submitted	
V20	Grid survey of Airport Road Asbestos Site to identify all surface and near surface throughout the site	3.1.1.10	Survey completed by 30 June 2018	Natural Environment
V21	Participate in Clean Up Australia Day	3.1.1.10	Participation in event	Natural Environment
			Media promotion of event	Natural Environment
V22	Deliver waste education presentations to local high school students annually	3.1.1.11	Minimum of one annual presentation undertaken	Waste Management
V23	Carry out tours of the Broken Hill Waste Management Facility including organics processing, second hand shed and general waste management with local high schools	3.1.1.11	Minimum of two tours undertaken annually	Waste Management
V24	Ensure communication received regarding pipeline development for secure water supply	3.1.1.12	Updates received	Environmental Footprint
V25	Participate in Annual Environmental Management Review (AEMR) meetings	3.1.1.13	Attend meetings annually	Sustainability After Mining

3.1. Our environmental footprint is minimised				
OP #	Action	Link to Delivery Program	Measure	Function
V26	Facilitate Lead Reference Group and support the Broken Hill Environmental Lead Program (EPA)	3.1.1.14	Active participation Undertake lead remediation projects as required, as per Memorandum of Understanding	Sustainability After Mining
V27	Review and provide advice in relation to End of Mine Life Plans including remediation activities for the City	3.1.1.14	Input provided into all Draft End of Mine Life Plans developed Active participation in meetings	Sustainability After Mining
V28	Advocate for a sustainable Darling River system	3.1.1.15	Representations made	Environmental Footprint
3.2 Natural flora and fauna environments are enhanced and protected				
OP #	Action	Link to Delivery Program	Measure	Function
V29	Provide communications and materials to educate the community about our local flora and fauna to increase awareness and understanding of the natural environment	3.2.1.01	Two education initiatives undertaken	Natural Environment
V30	Facilitate an educational tour of The Living Desert for school students	3.2.1.02	Three education tours undertaken annually	Natural Environment
V31	Protect the native flora and fauna of the Living Desert	3.2.1.03	Pest Management Program in place (weeds/goats/cats)	Natural Environment
V32	Maintain and enhance Living Desert facilities for improved visitor experience	3.2.1.03	One upgrade to the Living Desert	Natural Environment
V33	Vegetation surveys as per Animal Management Plan	3.2.1.04	Survey completed annually	Natural Environment
V34	Fencing of the Regeneration Areas repaired and replaced as per capital works programs	3.2.1.04	Kilometres of fencing completed	Natural Environment

3.2 Natural flora and fauna environments are enhanced and protected				
OP #	Action	Link to Delivery Program	Measure	Function
V35	Conduct Fauna (Kangaroo) Surveys as per Animal Management Plan	3.2.1.04	Surveys completed six monthly	Natural Environment
V36	Implement actions from the Willyama Common Plan of Management	3.2.1.05	Kilometres of fencing maintained/repaired One major weed program	Natural Environment
V37	Undertake an annual assessment of identified noxious weeds and implement control measures for all Council owned lands and trustee land, including but not limited to Living Desert, Regeneration Areas, Willyama Common and Riddiford Arboretum	3.2.1.06	Area of land managed for noxious weeds per map (hectares) Noxious weed requirements fulfilled under Noxious Weeds Program	Natural Environment
V38	Encourage volunteers to assist with environmental activities	3.2.1.06	Increase in volunteers undertaking environmental activities from previous year Number of environmental activities completed with volunteers Number of activities/events completed	Natural Environment
V39	Monitor use and bookings of Primitive Camp Ground	3.2.1.07	Number of individual bookings Number of group bookings	Natural Environment
V40	Mapping of noxious weeds completed for local government area (LGA)	3.2.1.08	Map developed by 30 June 2018	Natural Environment

3.3 Proactive and responsible planning supports the community and the environment				
OP #	Action	Link to Delivery Program	Measure	Function
V41	Review heritage items in the Local Environmental Plan	3.3.1.01	Review undertaken	Built Environment
V42	Local Orders Policy reviewed and adopted	3.3.1.02	Policy reviewed by 31 March 2018 Policy adopted by 30 June 2018	Built Environment
V43	Compliance and Enforcement Policy reviewed	3.3.1.03	Policy reviewed by 30 June 2018	Built Environment
V44	Sewerage Management Policy reviewed	3.3.1.03	Policy reviewed by 30 June 2018	Built Environment
V45	Process development applications in accordance with legislation	3.3.1.03	% of development applications processed within legislated timeframes Number of Land and Environment Court listings	Built Environment
V46	Appoint a Heritage Advisor to assist Council, community and owners of heritage items	3.3.1.05	Heritage Advisor appointed in accordance with Council's Procurement Policy	Built Environment
V47	Provide Local Heritage Incentives Fund for small grants to encourage local heritage projects and stone and masonry conservation projects	3.3.1.05	Number of heritage restoration projects undertaken Total amount of funding granted	Built Environment
V48	Present educational and promotional heritage programs	3.3.1.05	Update existing publications/brochures Hold annual heritage awards	Built Environment
V49	Provide a Verandah Restoration Program	3.3.1.05	Number of Verandah Restoration programs undertaken Total amount of loans granted	Built Environment

3.3 Proactive and responsible planning supports the community and the environment				
OP #	Action	Link to Delivery Program	Measure	Function
V50	Promote sustainable development as a tool for heritage conservation	3.3.1.05	Number of media releases	Built Environment
			Symposium investigated	
			Publications reviewed	
V51	Ensure significant heritage asset maintenance in accordance with Asset Management Plan Buildings	3.3.1.06	Number of significant heritage assets maintained	Built Environment
V52	Provide sustainable management of assets in accordance with Asset Management Plan Buildings	3.3.1.06	Number of repurpose/reuse assets determined	Built Environment
V53	Undertake research for funding and promote adaptive reuse as a tool for heritage conversation in the repurposing and/or modification of Council assets	3.3.1.06	Funding research undertaken	Built Environment
V54	Review Asset Management Plan Stormwater Drainage	3.3.1.07	Plan adopted by 30 June 2018	Stormwater Management

OPERATIONAL PLAN - BALANCED SCENARIO								
INCOME STATEMENT - OUR ENVIRONMENT								
\$ '000	2018	2018	2018	2018	2018	2018	2018	2018
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Built Environment	Public Health	Public Order	Stormwater Management
Income from Continuing Operations								
Revenue:								
Rates & annual charges	2,538	2,538	-	-	-	-	-	-
User charges & fees	1,540	917	70	150	259	24	120	-
Interest & investment revenue	34	33	-	-	1	-	-	-
Other revenues	9	-	-	7	1	1	-	-
Grants & contributions for operating purposes	65	-	-	7	58	-	-	-
Grants & contributions for capital purposes	200	200	-	-	-	-	-	-
Other Income:	-	-	-	-	-	-	-	-
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	4,386	3,688	70	164	318	25	120	-
Expenses from Continuing Operations								
Employee benefits & costs	1,963	988	-	156	388	116	315	-
Borrowing costs	-	-	-	-	-	-	-	-
Materials & contracts	1,997	1,749	30	66	42	8	102	-
Depreciation & amortisation	503	48	-	10	2	13	-	430
Impairment	-	-	-	-	-	-	-	-
Other expenses	73	16	-	4	44	-	9	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	4,535	2,801	30	236	476	137	426	430
OPERATING RESULT FOR THE YEAR	(149)	887	40	(72)	(158)	(111)	(306)	(430)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(349)	687	40	(72)	(158)	(111)	(306)	(430)

CAPITAL BUDGET - OUR ENVIRONMENT					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Fencing around regeneration areas and Willyama Common	(90,720)	(15,330)	106,050	-	Renewal
Installation and set up of a Material Recycling Facility	(200,000)	(300,000)	500,000	-	New
Total Our Environment	(290,720)	(315,330)	606,050	-	

KEY DIRECTION 4 – OUR LEADERSHIP

- 4.1 Openness and Transparency in Decision Making
- 4.2 Our Leaders make Smart Decisions
- 4.3 We Unite to Succeed in Australia's First Heritage Listed City
- 4.4 Our Community is Engaged and Informed

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

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. Participants in Broken Hill 2033 consultation activities expressed the need for strong civic leadership using a consultative approach to engaging with the community on decisions impacting the City.

In addition to Broken Hill City Council, there are a number of groups and associations that hold leadership positions within the community. Participants in Broken Hill 2033 Community Strategic Plan believe everyone needs to work together across the various interest groups to achieve an integrated and coordinated approach and better outcomes for the City.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program for the 'Our Leadership' Key Direction. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L01	A public forum is made available at Council meetings	4.1.1.01	Number of participants at public forum	Leadership & Governance
			Information is made available to the public in regards to how to participate in public forum	
L02	Public information and documents are made available	4.1.1.02	Business papers are uploaded to the website in accordance with the Code of Meeting Practice	Corporate Support
			Agency Information Guide is reviewed annually	
			All public policies are available online	
L03	Comprehensive reports are presented to Council	4.1.1.03	Number of reports deferred	Leadership & Governance

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L04	Conflict of Interest declarations are completed and Pecuniary Interest returns are submitted	4.1.1.04	Number of Conflict of Interest submitted	Leadership & Governance
			Pecuniary Interest returns submitted by due date	
L05	Code of Conduct complaints are managed efficiently	4.1.1.05	Number of Code of Conduct complaints finding in breach in conflict of provisions	Leadership & Governance
			Number and cost of Code of Conduct complaints	
L06	Workshops and briefings are provided to Councillors to allow better understanding of issues facing local government and subjects requiring action	4.1.1.06	Number of workshops held each month	Leadership & Governance
			Attendance at workshops each month	
L07	Budget Reviews are completed quarterly in accordance with guidelines	4.1.1.07	100% compliance with guidelines	Financial Management
L08	Half yearly financial results are compared against the Long Term Financial Plan	4.1.1.08	Appropriate action taken for material variances	Financial Management
L09	Annual review of Long Term Financial Plan	4.1.1.08	Review completed and adopted by Council	Financial Management
L10	Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes	4.1.1.09	Unqualified audit opinion from Auditor General annually	Financial Management
			Financial statements are submitted to Office of Local Government by 30 September each year	

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L11	Council complies with risk management principals	4.1.1.10	Fraud and Corruption Control Strategy is reviewed by 30 June 2018	Corporate Support
			Risk Management Strategy is reviewed by 30 June 2018	
L12	Corporate Risk Register is continually updated	4.1.1.10	Register maintained and current	Corporate Support
L13	A Risk Profile Improvement Program is developed	4.1.1.10	Developed by 30 June 2018	Corporate Support
L14	A Business Continuity Plan is developed and implemented	4.3.1.10	Plan revised and adopted by 30 June 2018	Corporate Support
L15	Project Management Framework developed and implemented	4.1.1.11	Project Management Framework developed by 30 June 2018	Corporate Support
			Staff workshops held to provide training on framework	
L16	Six monthly progress report on the Delivery Plan actions is provided accordance with guidelines	4.1.1.13	100% compliance with guidelines	Corporate Support
			Report to Council	
L17	Operational Plan is developed annually	4.1.1.14	Plan adopted by 30 June 2018	Corporate Support
L18	Annual Report is adopted by Council and submitted to the Office of Local Government by 30 November each year	4.1.1.15	Report adopted by 30 November 2018	Corporate Support
			Report uploaded to Council website	
			Council web link directing to Annual Report provided to Office of Local Government by 30 November	

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L19	Update Workforce Management Plan in accordance with IP& R guidelines	4.1.1.18	Update undertaken	Corporate Support
L20	Asset Management Plans are adopted by Council	4.1.1.19	Asset Management Plan Stormwater Drainage adopted by 30 June 2018	Asset Management
			Asset Management Plan Buildings adopted by 30 June 2018	
			Asset Management Plan Fleet adopted by 30 June 2018	
			Asset Management Plan Transport adopted by 30 June 2018	
			Asset Management Plan Open Spaces adopted by 30 June 2018	
L21	Actions from the Disability Inclusion Action Plan 2017-2021 are implemented	4.1.1.20	Number of actions implemented	Corporate Support
			Six monthly progress report provided to Council	
L22	A compliance register is developed	4.1.1.21	Register developed 30 June 2018	Corporate Support
L23	Information and Communications Technology Strategy is reviewed to align with the Smart Community Framework	4.1.1.22	Strategy reviewed by 30 June 2018	Corporate Support
L24	Business plan developed for record management	4.1.1.23	Business plan is developed by 30 June 2018	Corporate Support

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L25	TRIM and record management responsibilities training provided to staff	4.1.1.23	Number and percentage of staff trained	Corporate Support
4.2 Our leaders make smart decisions				
OP #	Action	Link to Delivery Program	Measure	Function
L26	Researched evidence based reports are provided to Council to assist with decision making in a timely manner	4.2.1.01	Number of decisions deferred or amended	Leadership & Governance
L27	Meeting notice, business papers and agendas are provided for meetings in accordance with the Code of Meeting Practice	4.2.1.02	100% compliance with Code of Meeting Practice	Leadership & Governance
L28	Implement changes throughout Council operations in accordance with Local Government Act and Regulations as provided	4.2.1.03	Policies and procedures updated as required	Corporate Support
L29	Seek out opportunities to attend conferences and meetings by teleconference technology that Council would not normally be able to attend otherwise	4.2.1.04	Number of events/training sessions attended	Leadership & Governance
L30	Councillors are delegates for internal and external committees	4.2.1.05	Delegates are appointed and adopted by Council in September each year	Leadership & Governance
L31	Encourage representation on working groups and committees designed to address issues that may impact our local area	4.2.1.05	Number of meetings attended	Leadership & Governance

4.2 Our leaders make smart decisions				
OP #	Action	Link to Delivery Program	Measure	Function
L32	Results of annual assessment of monitoring demographic changes within the community is presented to Council	4.2.1.06	Report to Council	Leadership & Governance
L33	Develop and implement Employee learning and development plans	4.2.1.07	Plans development by 30 June 2018	Corporate Support
L34	Implement priority strategies contained within the Workforce Management Plan	4.2.1.07	Number of actions completed	Corporate Support
L35	Continue implementing financial strategies to support the Long Term Financial Plan	4.2.1.08	Financial Strategy developed by 30 June 2018	Financial Management
L36	Assess transition of staff structure implemented in 2015/16 to ensure alignment with the goals and objectives of the Delivery Program	4.2.1.08	Staff structures are reviewed with service review priorities and Workforce Management Plan	Financial Management
L37	Mining rates are reduced to reduce Council's rate income reliance from the mining industry	4.2.1.09	Transfer of 1% mining rates to other rate categories completed	Financial Management
L38	Actions from the Service Review Framework are carried out	4.2.1.10	Number of service areas reviewed	Corporate Support
L39	Participate in industry benchmarking and comparative activities to inform and guide Council's performance	4.2.1.11	Benchmarking and comparative reports provided	Corporate Support
L40	Implement performance management reporting system for employees in line with corporate performance objectives	4.2.1.11	% of performance reviews completed in Human Resources module of Cambron	Corporate Support
L41	Implement a staff cultural change program aimed at working together for a better community	4.2.1.11	Improved staffing culture demonstrated in climate survey	Corporate Support

4.2 Our leaders make smart decisions				
OP #	Action	Link to Delivery Program	Measure	Function
L42	Develop and implement Councillor learning and development plans	4.2.1.12	Plans developed by 30 June 2018	Leadership & Governance
L43	Develop Leadership Program for Managers in line with Council's succession planning model	4.2.1.12	80% participation in leadership development activities	Leadership & Governance
L44	Local issues addressed with key government departments	4.2.1.13	Number of issues raised	Leadership & Governance
L45	Undertake service reviews as per project plan	4.2.1.14	Number of service reviews completed	Leadership & Governance
L46	Adopted Asset Management Plans are workshopped to staff	4.2.1.15	Two workshops held for staff per year	Asset Management
L47	Provide training and mentoring to staff in relation to Asset Management requirements	4.2.1.15	Training provided annually to staff	Asset Management
L48	Actions within the improvement plans for the Asset Management Plans are progressed	4.2.1.15	Number of actions completed in accordance with the plan	Asset Management
L49	The Asset Management System is implemented to assist with asset management responsibilities	4.2.1.15	System implemented	Asset Management

4.3 We unite to succeed in Australia's First Heritage Listed City				
OP #	Action	Link to Delivery Program	Measure	Function
L50	Identify issues and projects which may benefit from the creation of a Working Party	4.3.1.01	Number of Working Parties	Leadership & Governance
L51	Retain representation on Section 355 Committees	4.3.1.02	Committees adhere to Section 355 Committee Framework	Corporate Support
			Code of Conduct training provided annually	
			Section 355 Volunteers are celebrated in Local Government Week	
L52	Contribute to the Aboriginal Community Working Party	4.3.1.03	Attend meetings at least quarterly	Leadership & Governance
L53	Review, plan and implement a Reconciliation Action Plan (RAP)	4.3.1.03	RAP developed and implemented by 30 June 2018	Leadership & Governance
L54	Represent Council and the community at local events and activities	4.3.1.04	Number of events and activities attended/supported	Leadership & Governance
L55	Utilise a directory of existing and proposed stakeholders and their purpose, to work better together	4.3.1.05	Stakeholder directory developed by 30 June 2018	Leadership & Governance
			Number of Memorandums of Understanding signed	
L56	Facilitate and participate in the Community Strategic Plan Round Table Committee	4.3.1.06	Adherence to Section 355 Committee Framework	Corporate Support
L57	Meet with the local State member	4.3.1.07	Number of meetings held	Leadership & Governance
L58	Meet with the local Federal member	4.3.1.08	Number of meetings held	Leadership & Governance

4.3 We unite to succeed in Australia's First Heritage Listed City				
OP #	Action	Link to Delivery Program	Measure	Function
L59	Meet with the Minister of Local Government and other ministers	4.3.1.09	Number of meetings held	Leadership & Governance
L60	Advocate on behalf of the community to improve or maintain community services	4.3.1.10	Number of representations made	Leadership & Governance
L61	Participate in Local Government reform activities	4.3.1.11	Number of participation activities	Leadership & Governance

4.4 Our Community is Engaged and Informed				
OP #	Action	Link to Delivery Program	Measure	Function
L62	A Communication and Community Engagement Strategy is developed and implemented	4.4.1.01	Strategy adopted by 30 June 2018	Customer Relations
L63	Actions from the Communication and Community Engagement Strategy are implemented	4.4.1.01	Number of actions implemented	Customer Relations
L64	Project specific Communication and Engagement Plans and Strategies are developed	4.4.1.02	Number of plans developed	Customer Relations
L65	A Communications and Engagement Plan is developed and implemented for internal communications	4.4.1.02	Plan adopted by 30 June 2018	Customer Relations
L66	A Corporate Brand and Style Guide is developed and implemented	4.4.1.02	Guide adopted by 30 June 2018	Customer Relations
L67	A Digital Strategy is developed and implemented	4.4.1.02	Strategy adopted by 30 June 2018	Customer Relations
L68	A Customer Service Framework is developed and implemented	4.4.1.04	Framework implemented by 30 June 2018	Customer Relations

4.4 Our Community is Engaged and Informed				
OP #	Action	Link to Delivery Program	Measure	Function
L69	Participation in Local Government Week aimed at increasing community knowledge of Council's role within the community	4.4.1.05	Mayor For The Day conducted each year	Leadership & Governance
			Two programs are achieved per year	
L70	Easy to read and accessible fact sheets on Council services, financial position, asset management and other business are developed and made available to the community in a variety of formats	4.4.1.06	Number of fact sheets available	Customer Relations
			Frequently Asked Questions are promoted on Council's website	
L71	Presentations provided to community groups and associations about Council activities, projects, challenges and opportunities	4.4.1.07	Four presentations undertaken annually	Leadership & Governance

OPERATIONAL PLAN – BALANCED SCENARIO								
INCOME STATEMENT – OUR LEADERSHIP								
\$ '000	2018	2018	2018	2018	2018	2018	2018	2018
	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Customer Relations	Asset Management	Operations Management	Buildings & Property
Income from Continuing Operations								
Revenue:								
Rates & annual charges	14,744	-	14,744	-	-	-	-	-
User charges & fees	228	-	30	-	-	-	198	-
Interest & investment revenue	981	-	981	-	-	-	-	-
Other revenues	160	-	110	30	-	-	20	-
Grants & contributions for operating purposes	4,242	-	4,242	-	-	-	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-	-	-
Other Income:								
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	20,355	-	20,107	30	-	-	218	-
Expenses from Continuing Operations								
Employee benefits & costs	7,509	530	1,657	2,192	329	1,148	718	935
Borrowing costs	16	-	-	16	-	-	-	-
Materials & contracts	1	38	477	1,133	-	51	1,833	135
Depreciation & amortisation	862	-	341	-	-	3	518	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	1,839	282	372	731	5	5	308	136
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	10,228	850	2,848	4,072	334	1,207	289	1,206
OPERATING RESULT FOR THE YEAR	10,127	(850)	17,259	(4,042)	(334)	(1,207)	507	(1,206)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	10,127	(850)	17,259	(4,042)	(334)	(1,207)	507	(1,206)

CAPITAL BUDGET – OUR LEADERSHIP					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Replacement/ Renewal, Upgrade
Broken Hill City Council administration building - lift replacement	-	-	230,000	230,000	Renewal
Replace Broken Hill City Council HP EVA 4400 Fibre Channel SAN	-	-	80,000	80,000	Renewal
Warnock Street Yard lunch room air conditioner	-	-	7,000	7,000	Renewal
Total Our Leadership	-	-	317,000	317,000	

REVENUE

REVENUE POLICY

INTRODUCTION

Council's 2017/18 Revenue Policy has been prepared in accordance with the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*.

The revenue policy includes the following required elements:

- Detailed estimate of Council's income and expenditure.
- Details of each ordinary rate and special rate proposed to be levied.
- Details of each charge proposed to be levied.
- Statement regarding the types of fees proposed to be charged.
- Council's proposed pricing methodology for fees.
- Statement of any proposed borrowings.

In addition to preparing this revenue policy, Council has also recently undertaken a major review of its 10 year Long Term Financial Plan (LTFP). The 2017/18 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

The aim of the LTFP is to guide Council towards achieving a balanced budget on a funding basis, whilst acknowledging that service delivery meets community expectations and urgent asset renewal are the main priorities.

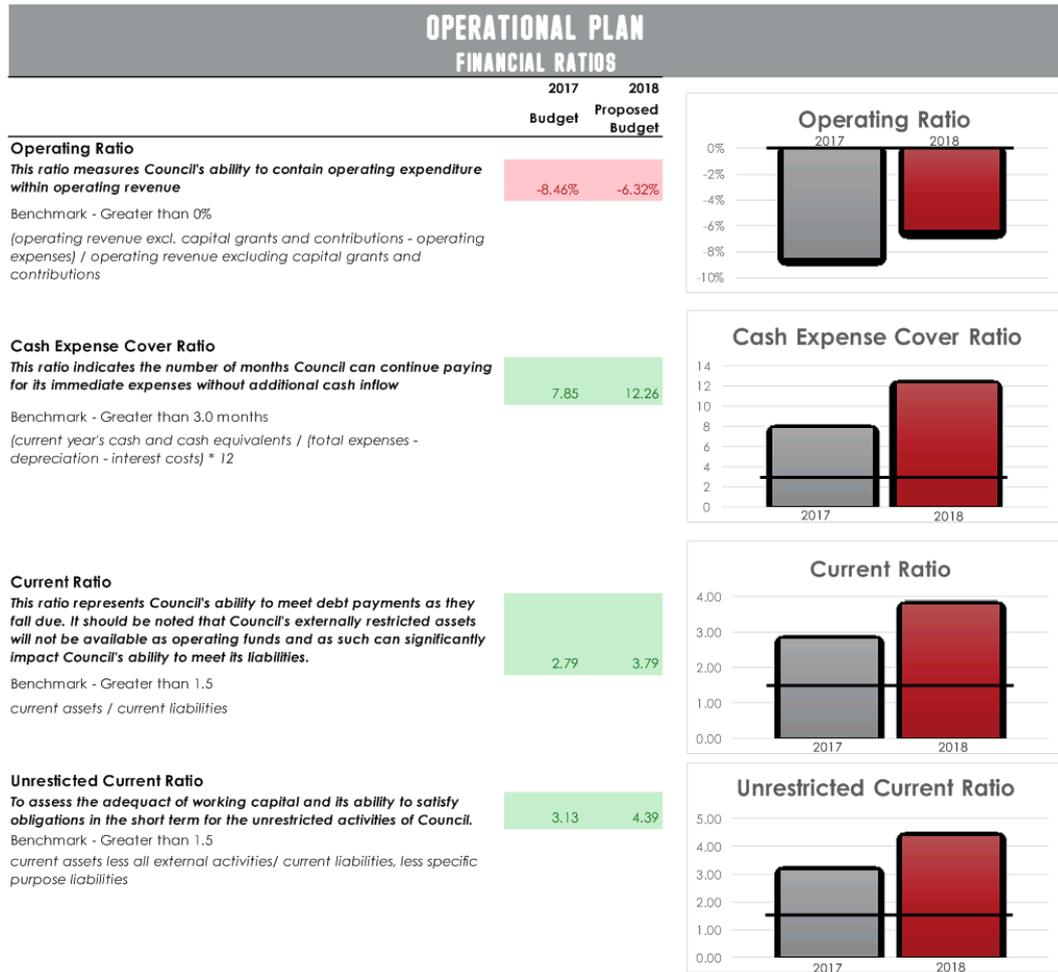
The LTFP also seeks to reduce the current working fund deficits by reducing operating costs in real terms over time, or by expanding the revenue base of Council.

2017/2018 FINANCIAL ESTIMATES

OPERATIONAL PLAN – BALANCE SCENARIO INCOME STATEMENT		
\$ '000	2017	2018
	TOTAL Budget	TOTAL Proposed Budget
Income from Continuing Operations		
Revenue:		
Rates & annual charges	16,699	17,264
User charges & fees	3,637	3,462
Interest & investment revenue	629	1,015
Other revenues	445	504
Grants & contributions for operating purposes	9,637	6,363
Grants & contributions for capital purposes	3,572	3,639
Other Income:		
Net gains from disposal of assets	-	211
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	34,619	32,458
Expenses from Continuing Operations		
Employee benefits & costs	15,198	13,958
Borrowing costs	332	504
Materials & contracts	6,687	5,741
Depreciation & amortisation	6,987	6,431
Impairment	-	-
Other expenses	4,470	4,005
Net losses from disposal of assets	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	33,673	30,639
OPERATING RESULT FOR THE YEAR	945	1,819
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,626)	(1,820)
Assumptions		
Rate Peg	1.80%	1.50%
General Index	2.50%	2.50%
Employee Cost Index	3.00%	2.50%

OPERATIONAL PLAN		
STATEMENT OF FINANCIAL POSITION		
\$ '000	2017	2018
	Budget	Proposed Budget
Assets		
Current Assets:		
Cash & cash equivalents	17,242	9,211
Investments	-	15,000
Receivables	3,029	4,163
Inventories	79	81
Other	338	347
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	20,688	28,802
Non-Current Assets:		
Investments	-	-
Receivables	118	93
Inventories	-	-
Infrastructure, property, plant & equipment	244,472	247,801
Investments accounted for using the equity method	-	-
Investment property	-	-
Intangible assets	-	-
TOTAL NON-CURRENT ASSETS	244,590	247,894
TOTAL ASSETS	265,278	276,696
Liabilities		
Current Liabilities:		
Payables	2,775	2,844
Borrowings	768	783
Provisions	3,873	3,970
TOTAL CURRENT LIABILITIES	7,416	7,597
Non-Current Liabilities:		
Payables	-	-
Borrowings	4,358	13,200
Provisions	1,884	2,016
TOTAL NON-CURRENT LIABILITIES	6,242	15,216
TOTAL LIABILITIES	13,659	22,812
NET ASSETS	251,619	253,883
Equity		
Retained earnings	120,552	119,487
Revaluation reserves	131,067	134,396
Council equity interest	251,619	253,883
Non-controlling interest	-	-
TOTAL EQUITY	251,619	253,883
Assumptions		
General Index	2.50%	2.50%

OPERATIONAL PLAN		
STATEMENT OF CASH FLOWS		
\$ '000	2017	2018
	Budget	Proposed Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	16,698	16,746
User charges & fees	3,528	3,358
Investment & interest revenue received	498	503
Grants & contributions	12,813	9,702
Bonds, deposits & retention amounts received	-	-
Other	432	489
Payments:		
Employee benefits & costs	(14,742)	(13,539)
Materials & contracts	(6,486)	(5,569)
Borrowing costs	(332)	(504)
Bonds, deposits & retention amounts refunded	-	-
Other	(4,336)	(3,885)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	8,071	7,301
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	-
Sale of infrastructure, property, plant & equipment	1,998	211
Deferred debtors receipts	-	-
Other investing activity receipts	-	-
Payments:		
Purchase of investment securities	-	(15,000)
Purchase of infrastructure, property, plant & equipment	(10,402)	(9,760)
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(8,404)	(24,549)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	10,000
Payments:		
Repayment of borrowings & advances	(768)	(783)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(768)	9,217
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(1,101)	(8,031)
plus: CASH & CASH EQUIVALENTS - beginning of year	18,343	17,242
CASH & CASH EQUIVALENTS - end of year	17,242	9,211
Assumptions		
Rates & charges recovery rate	97.00%	97.00%
Debtor recovery rate	97.00%	97.00%
General Index	2.50%	2.50%

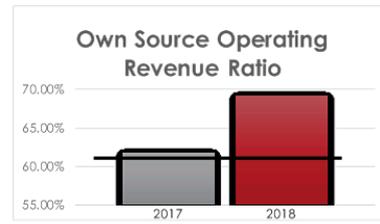
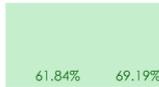


Own Source Operating Revenue

This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue

Benchmark - Greater than 60%

rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)

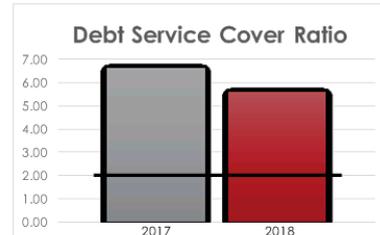
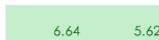


Debt Service Cover Ratio

This ratio measures the availability of cash to service debt including interest, principal, and lease payments

Benchmark - Greater than 2.0

operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs

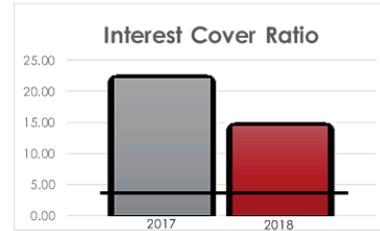
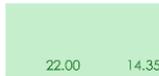


Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash

Benchmark - Greater than 4.0

operating result before interest and depreciation (EBITDA) / interest expense

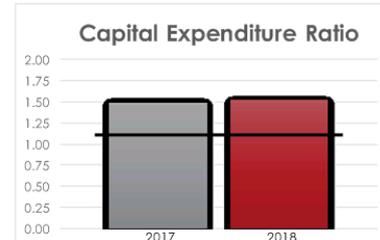
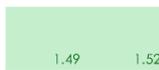


Capital Expenditure Ratio

This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets

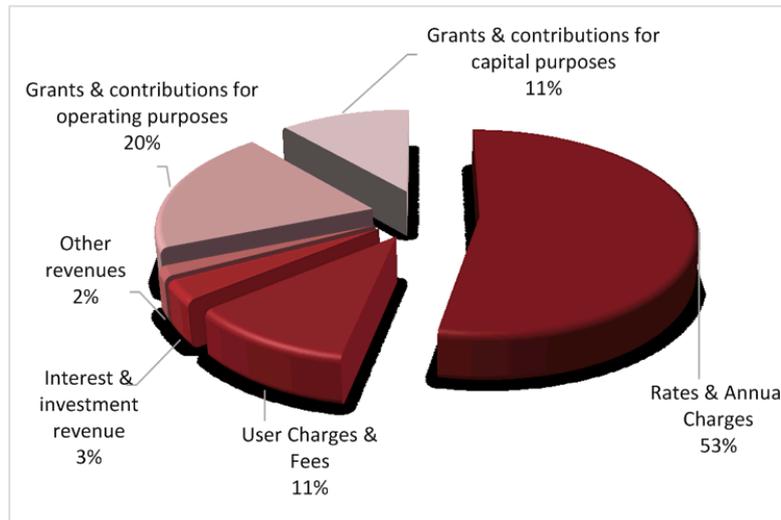
Benchmark - Greater than 1.1

annual capital expenditure / annual depreciation



SOURCES OF REVENUE

Council's revenue is mainly sourced from Rates and Annual Charges (53%), with Operating Grants (20%), and User Charges and Fees (11%) being other key revenue items



RATE REVENUE

Rates are budgeted to increase by the full 1.5% rate peg amount in the 2017/18 year. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

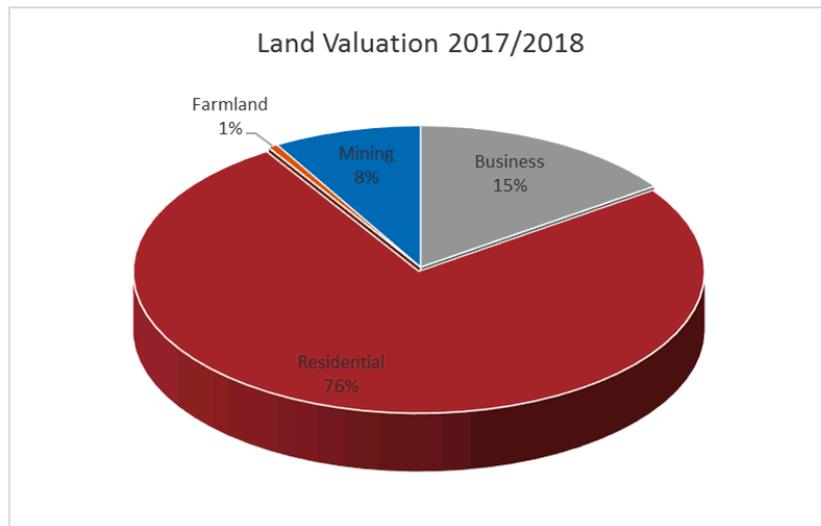
Council is proposing to increase rates by the full amount of the rate peg, which should increase total rate revenue by approximately \$0.235m. Further adjustments resulting from Crown Land previously not rateable, now becoming rateable increases rate revenue by an additional \$0.092m. Council also incurred rates refunds due to mining land valuation objections to the sum of \$213,482. This is subsequently being caught up this year under Section 511A of the *Local Government Act* (catching up of income due to reduction in valuation) and is being added as additional rates due from the mining category. This brings the total rate revenue increase for 2017/2018 to \$0.543m. The Catch-up due to land valuation objections is only for one year and does not increase Council's total permissible income.

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates and subsequently levy rates in proportion to the land value of a rating category. This is the third year of this strategy. A recent report from T-Corp and the Office of Local Government commend Council and strongly recommend that this bold and proactive approach of mitigating the potential risk of the reduction or cessation of mining in Broken Hill is continued for Council and the community to continue on the path towards financial sustainability.

This year, rates paid by the mining properties will be reduced from 16% of the total rates of \$15.030m to 15%, with the re-distributed rates to be allocated to the residential rating category.

However due to the recovery of rates lost through land valuation objections through the mining category in 2016/2017, Council is proposing to catch the amount refunded of \$213,482 up this financial year by increasing the rates due from the mining category by the same, temporarily increasing rates paid by the mining category for the 2017/2018 to 16% and increasing the total rates revenue for the 2017/2018 year to \$15.243m.

The reduction in mining rates from 16% to 15%, with the additional catch-up of mining land valuation objections this year, will see that sector pay \$2.47m, whilst residential properties will pay \$9.308m (61% of total rates) and businesses \$3.456m (23%).

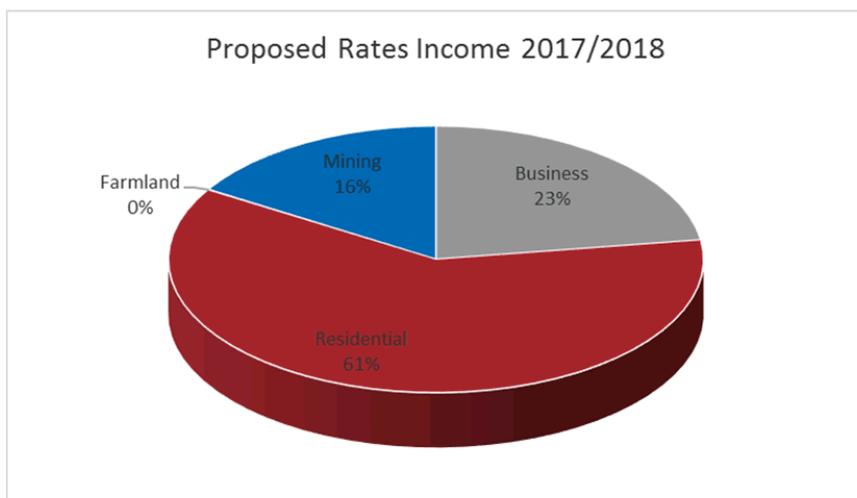


Rating Category	Land Value 2017/18	Total Property Count (2017/18)	2017/18 Financial Year				
			Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income
Business	\$39,355,400	632	\$816	\$515,712	0.07427613	\$2,923,167	\$3,438,879
Residential	\$193,824,880	9481	\$480	\$4,550,880	0.02441994	\$4,733,191	\$9,284,071
Residential 1(a)	\$233,350	9	\$409	\$3,681	0.01643039	\$3,834	\$7,515
Residential Rural	\$1,086,200	12	\$430	\$5,160	0.00493560	\$5,361	\$10,521
Farmland	\$1,446,500	5	\$631	\$3,155	0.00509232	\$7,366	\$10,521
Mining	\$21,600,000	2	\$0	\$0	0.11425888	\$2,467,992	\$2,467,992
Mixed Development Business	\$64,350	4	\$816	\$3,264	0.07427613	\$14,772	\$18,036
Mixed Development Residual	\$68,250	4	\$480	\$1,920	0.02441994	\$4,092	\$6,012
Totals	\$257,678,930	10,149		\$5,083,772		\$10,159,775	\$15,243,547

This is the fourth consecutive year that rates will have been re-distributed from the mining sector. This step is again being taken by Council to further reduce its overall reliance on mine rate income.

The strategy proposes to cap the mining rates at 10% after a period of eight years by progressively transferring 1% of total rates from the mining category to the residential category annually. This will ensure that even if there is a reduction in the land valuation of the mining properties due to the reduction of mining operations in Broken Hill, the impact will be comparatively less significant on Council's revenue stream and on the ratepayers, as compared to total loss of mining rates due to the closure of mining operations.

This strategy also addresses the issue of apportioning the rates revenue to the four rating categories: Residential, Business, Farmland and Mining in proportion of their land valuations. The following graphs highlight the proposed rates levy in comparison to their land values.



CHARGES – WASTE MANAGEMENT

Council proposes to levy domestic waste management charges for the provision of waste management services. These charges are levied in accordance with sections 496, 501 and 502 of *Local Government Act 1993*.

Under the provisions of the *Local Government Act 1993*, Council is only able to charge an amount for domestic waste management services that does not exceed the reasonable cost of providing that service.

The domestic waste management charge comprises two components:

- Domestic waste usage charge
- Domestic waste administration fee

In 2017/2018, the proposed charge is \$258.00 per service and the administration fee is \$44.00 per each serviceable property. The domestic waste user charge is expected to generate \$2.30m and the administration fee \$0.42m, for a combined total of \$2.72m.

Charge	2016/17	2017/18	Increase %	Total Income
Domestic waste usage charge	\$252	\$258	2.5%	\$2.30m
Domestic waste administration fee	\$43	\$44	2.5%	\$0.42m

Council also levies charges under sections 501 and 502 of the *Local Government Act 1993* for the provision of waste management services to commercial customers. In 2017/2018, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$383 or one x 600 litre bin will be set at \$352 per property per annum, which is expected to generate \$160,108. An additional MGB service will be charged at \$136 per annum and an additional 600 litre bin at \$352.

Details of the full range of waste management charges levied under the *Local Government Act 1993* that are applicable to both domestic and non-domestic customers are contained in the fees and charges schedule.

OTHER SERVICES

Fees and charges set by Council for the provision of a range of other goods and services are set out in the Schedule Fees and Charges 2017/2018.

DEBT

DEBT MANAGEMENT

Council intends to borrow a loan for the sum of \$10m in 2017/2018. This loan is intended to be borrowed at record low interest rates and fixed for 20 years. The purpose of this loan is to fund much needed infrastructure renewal throughout the community.

These loans have loan terms spanning 2-20 years and variable or fixed interest rates of between 2.90% - 8.43% per annum.

The amount of debt outstanding at 30 June 2018 is expected to be \$13.32m.

In recent years, Council has borrowed funds for the following key projects:

- Road Projects \$1.5m
- Broken Hill Film Studio \$1m
- Regional Aquatic Centre \$2.5m
- Broken Hill Airport \$0.5m
- Information Technology \$1m
- Art Gallery Storage \$0.573m
- Organisation Restructure \$1m

ANNEXURE 1

SCHEDULE OF FEES & CHARGES 2017/2018



**DRAFT SCHEDULE OF
FEES AND CHARGES
2017/2018**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**



QUALITY CONTROL		
TRIM REFERENCES	D17/12795	
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.1 Openness and Transparency in Decision Making	
FUNCTION	Financial Management and Leadership & Governance	
STRATEGY	4.1.1.9 Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes 4.1.1.10 The Integrated Planning and Reporting Framework is implemented	
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	July 2018	
COMPANY	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
26 April 2017	Public Exhibition	45518
28 June 2017	Adopted by Council	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018-2027 Delivery Program 2017-2021 Operational Plan 2017/2018	



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GST Disclaimer

A goods and services tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services that are subject to GST have been identified in the attached Schedule of Fees and Charges.

Some goods and/or services supplied by Council have been declared GST free or are excluded under Division 81 of the *Goods and Services Tax Act 1999*. Those goods and/or services which are GST free or excluded from GST are identified in the Schedule of Fees and Charges.

Accordingly if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

Pricing Policy	
The following pricing principles have been used by Council as a guide in setting charges. These pricing principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2017/2018.	
Pricing Principles and Bases Used by Council	
Pricing Principle	Pricing Basis
1. Community Service – Service provides a broad community benefit and therefore full cost recovery should not apply. Partial cost recovery could apply in some circumstances	Zero to partial cost recovery
2. Cost Recovery – Service benefits particular users making a contribution to their individual income, welfare or profits generally without any broader benefits to the community	Full cost recovery
3. Market Price – Services that Council operates in a commercial market	Market Price
4. Statutory – Charges set by Federal and State Government	Statutory
5. Third Party – Services provided by another service provider apart from Council	Third Party

Application of Pricing Principles to Goods and Services		
Service	Principle	Basis of Cost
Access to Information (GIPA Act)	Statutory	Statutory
Admission Fees: Broken Hill Regional Art Gallery; Broken Hill Regional Aquatic Centre; Albert Kersten Mining & Minerals Museum; Living Desert; The John Simons Flora and Fauna Sanctuary and Sculpture Site	Community Services	Partial Cost Recovery (except in Broken Hill Regional Aquatic Centre which is set by YMCA)
Airport Landing and Passenger Charges	Cost Recovery	100% (except RFDS and Aero Club, Emergency Services)
Animal Control	Statutory	Statutory (Except fees for Broken Hill Veterinary Clinic)
Carnivals – Swimming Pools	Third Party	Set by YMCA
Cemetery Fees	Cost Recovery	100%
Certificates For Construction/Development Work	Market Price	100%
Chemical Toilet Charges	Cost Recovery	100%
Civic Centre	Cost Recovery	100%
Construction Consents, etc.	Market Price	100%
Contaminated Waste Charges	Cost Recovery	100%
Development Applications	Statutory	Statutory
Driveways	Cost Recovery	100%
Inspections of Premises	Cost Recovery	100%

Library	Cost Recovery	100 % Cost Recovery (except in regard to Sale of Old Books, Internet service and providing Writer's residence on subsidised cost)
Nature Strips and Path Works	Market Price	100%
Permits	Statutory	Statutory
Photocopying	Cost Recovery	100%
Pounds and Impounding	Cost Recovery	100%
Rates Enquiries	Cost Recovery	100%
Rents/Hire Fees	Market Price	100%
Signs – new, maintenance, replacement	Cost Recovery	100 % (except in cases involving benefit to general public)
Subdivision Applications	Market Price	100%
Trade Waste	Cost Recovery	100%
Waste Removal	Cost Recovery	100%
Willyama Common	Cost Recovery	100%
Zoning Certificates (\$149)	Statutory	Statutory

**ADOPTION OF DRAFT BROKEN HILL CITY COUNCIL
OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE
STATEMENT OF REVENUE POLICY AND SCHEDULE OF
FEES AND CHARGES 2017/2018**

**Attachment 1
Draft Operational Plan 2017-2018
inclusive of Schedule of Fees and
Charges 2017-18**

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
Key Direction 1 - Our Community						
LIBRARY SERVICES						
Charles Rasp Memorial Library						
1	Public computers	Community services	Each	No charge	\$ -	No charge
2	Internet usage	Community services	Each	No charge	\$ -	No charge
3	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	\$ 22.73	\$ 2.27	\$ 25.00
4	Photographic reproductions – black and white (various sizes) varies from (\$5.00 to \$50.00 plus GST)	Cost recovery	Each	POA	10%	POA
5	Visitor membership - refundable deposit	Cost recovery	Each	\$ 18.18	\$ 1.82	\$ 20.00
6	Visitor membership - administration fee	Cost recovery	Each	\$ 4.55	\$ 0.45	\$ 5.00
7	Replacement of lost books	Cost recovery	Each	Actual Cost	10%	Actual Cost
8	Replacement DVD/CD case	Cost recovery	Each	\$ 4.55	\$ 0.45	\$ 5.00
9	Replacement talking book case	Cost recovery	Each	\$ 9.09	\$ 0.91	\$ 10.00
10	Replacement Library Card	Cost recovery	Each	\$ 2.73	\$ 0.27	\$ 3.00
11	Historical booklets	Cost recovery	Each	Upon Application	10%	Upon Application
12	Sale of books	Cost recovery	Each	\$0.20 - \$20.00	10%	\$0.20 - \$20.00
13	Computer printout – cemetery record	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
14	Photocopying (A4 - black and white) - self service	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
15	Photocopying (A4 - colour) - self service	Cost recovery	Per page	\$ 1.36	\$ 0.14	\$ 1.50
16	Photocopying (A3 - black and white) - self service	Cost recovery	Per page	\$ 0.91	\$ 0.09	\$ 1.00
17	Photocopying - (A3 - colour) - self service	Cost recovery	Per page	\$ 2.73	\$ 0.27	\$ 3.00
18	Scanning - self service	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
19	Microfiche/film reader - printout	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
20	Facsimile - receiving or sending - first page	Cost recovery	Per page	\$ 1.82	\$ 0.18	\$ 2.00
21	Facsimile - receiving or sending - after first page	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
22	3-D printing - 1-120 minutes	Cost recovery	Per 10 minutes	\$ 1.00	\$ 0.10	\$ 1.10
23	3-D printing - 120-240 minutes	Cost recovery	Per 10 minutes	\$ 2.00	\$ 0.20	\$ 2.20
24	3-D printing - 240+ minutes	Cost recovery	Per 10 minutes	\$ 3.00	\$ 0.30	\$ 3.30
25	Inter library loans (ILL) - fees charged by other library + actual postage - except for special needs services of State Library which are free e.g. foreign languages boxes, textile books.	Cost recovery	Per item	POA	10%	POA
26	Meeting room hire	Community services	Per day	\$ 50.00	\$ 5.00	\$ 55.00
27	Events and workshops	Community services	Per event	POA	10%	POA
ROADS						
Permits – Road / Footpath						
28	Permit fee – road/footpath openings (plus restoration bond)	Statutory	Each	\$100.00 plus Restoration bond	\$ -	\$100.00 plus Restoration bond
29	Permit fee (heavy vehicle national law) - additional \$83 for Escort Fee	Statutory	Each	\$ 72.00	\$ -	\$ 72.00
30	Permit fee – conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration bond)	Statutory	Each	\$27.00 plus Restoration bond	\$ -	\$27.00 plus Restoration bond
31	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	\$ 250.00	\$ 25.00	\$ 275.00
32	Unauthorised openings (additional to permit fee)	Cost recovery	Each	\$ 250.00	\$ 25.00	\$275 plus Restoration bond
33	Administration fee – street closures	Cost recovery	Each	\$ 226.36	\$ 22.64	\$ 249.00
34	Install road closures	Cost recovery	Each	By quotation	10%	By quotation
35	Deposit materials on footpaths	Cost recovery	Sq. M	By quotation	10%	By quotation
36	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m2	Private	Each	\$ 81.82	\$ 8.18	\$ 90.00
37	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m2	Private	Each plus m2	\$ 81.82	\$ 8.18	\$90.00 Plus \$10.00 per additional m2
38	Construction of paving on public footways by cost recovery contractor (including driveways, dish crossings, footpaths)	Community services	Each	\$ 86.36	\$ 8.64	\$ 95.00
Restoration Bond Fees (In addition to Permit Fee)						
39	Heavy duty road pavements (regional roads) – road pavement	Cost recovery	Sq. m	By quotation	10%	By quotation
40	Medium/light duty pavements (local roads) – road pavement	Cost recovery	Sq. m	By quotation	10%	By quotation
41	Medium/light duty pavements (local roads) – unsealed pavement	Cost recovery	Sq. m	By quotation	10%	By quotation
42	Footpath/nature strip (min 1m2) – asphalt / hot mix	Cost recovery	Sq. m	By quotation	10%	By quotation
43	Footpath/nature strip (min 1m2) – plain concrete up to 100mm	Cost recovery	Sq. m	By quotation	10%	By quotation

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44	Footpath/nature strip (min 1m2) – plain concrete over 100mm	Cost recovery	m2	By quotation	10%	By quotation
45	Footpath/nature strip (min 1m2) – Pavers on concrete base	Cost recovery	m2	By quotation	10%	By quotation
46	Footpath/nature strip (min 1m2) – pavers on all other bases	Cost recovery	m2	By quotation	10%	By quotation
47	Footpath/nature strip (Min 1m2) – grass / earth	Cost recovery	m2	By quotation	10%	By quotation
48	Footpath/nature strip (min 1m2) – turf	Cost recovery	m2	By quotation	10%	By quotation
49	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m2	By quotation	10%	By quotation
50	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only.	Cost recovery	m2	By quotation	10%	By quotation
51	Driveways – concrete 120mm	Cost recovery	m2	By quotation	10%	By quotation
52	Driveways – concrete 200mm	Cost recovery	m2	By quotation	10%	By quotation
53	Kerb and gutter including laybacks	Cost recovery	m2	By quotation	10%	By quotation
54	Saw cutting (road or footpath)	Cost recovery	m2	By quotation	10%	By quotation
55	Road surfacing (reinstatements only) jet patching (min 1m2)	Cost recovery	m2	By quotation	10%	By quotation
56	Road surfacing (reinstatements only) emulsion spraying – hand lance (min10m2)	Cost recovery	m2	By quotation	10%	By quotation
57	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m2)	Cost recovery	m2	By quotation	10%	By quotation
Traffic Control						
58	Abandoned vehicles – towing	Market price	Each	Actual Cost plus 15%	10%	Actual Cost plus 15%
59	Abandoned vehicles – storage/impoundment fees	Cost recovery	Day	\$ 10.00	\$ -	\$ 10.00
60	Abandoned vehicles – administration fee	Cost recovery	Each	\$ 231.82	\$ 23.18	\$ 255.00
61	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	\$ 77.27	\$ 7.73	\$ 85.00
62	Equipment for public functions/events – erection and removal of traffic control devices	Cost recovery	Each	By quotation	10%	By quotation
63	Design of traffic control plans – consultation, site inspection and drafting	Cost recovery	Plan	\$ 236.36	\$ 23.64	\$ 260.00
64	Hire of traffic controllers	Cost recovery	Hour	\$ 54.55	\$ 5.45	\$ 60.00
65	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	\$ 16.36	\$ 1.64	\$18.00 plus \$50.00 refundable bond
BUILDINGS AND PROPERTY						
Hire Fees – Parks						
66	Park hire fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Wilyama Common, Gasworks Reserve)	Cost recovery	Hour	\$ 68.18	\$ 6.82	\$ 75.00
67	Park hire fee – consecutive days after initial day (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Wilyama Common, Gasworks Reserve)	Cost recovery	Per day	\$ 59.09	\$ 5.91	\$ 65.00
68	Park – key deposit (refundable)	Cost recovery	Each	\$ 35.00	\$ -	\$ 35.00
69	Duke of Cornwall Park – tennis court – day rate per court	Cost recovery	Hour	\$ 9.09	\$ 0.91	\$ 10.00
70	Duke of Cornwall Park – tennis court – night rate per court	Cost recovery	Hour	\$ 13.64	\$ 1.36	\$ 15.00
71	Dance floor hire fee (day hire)	Cost recovery	Each	\$ 586.36	\$ 58.64	\$ 645.00
72	Dance Floor – erection and dismantle (in addition to hire fee)	Cost recovery	Each	\$ 1,709.09	\$ 170.91	\$ 1,880.00
73	Dance floor – transportation cost	Cost recovery	Each	Actual Cost	10%	Actual Cost
74	Portable outdoor chess set hire (private hire)	Cost recovery	Per day	\$ 54.55	\$ 5.45	\$ 60.00
75	Portable outdoor chess set hire (charities and community events)	Community services	Per day	No Charge	\$ -	No Charge
Hire Fees - Town Square						
76	Town Square hire fee	Cost recovery	Per day	\$ 68.18	\$ 6.82	\$ 75.00
77	Town Square key deposit (refundable)	Cost recovery	Each	\$ 35.00	\$ -	\$ 35.00
Hire Fees - Halls						
78	Aged Persons Rest Centre hire – half day (four hours)	Cost recovery	Half day	\$ 68.18	\$ 6.82	\$ 75.00
79	Aged Persons Rest Centre hire – full day	Cost recovery	Day	\$ 136.36	\$ 13.64	\$ 150.00
80	Aged Persons Rest Centre – regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	\$ 20.00	\$ 2.00	\$ 22.00
81	Aged Persons Rest Centre hire – charitable organisations - half day (4 hours)	Cost recovery	Half day	\$ 45.45	\$ 4.55	\$ 50.00
82	Aged Persons Rest Centre hire – charitable organisations - full day	Cost recovery	Day	\$ 90.91	\$ 9.09	\$ 100.00
Casual Hiring - Risk Assessment Administrative Fee						
83	Casual hiring risk assessment administrative fee (minimum of \$60.00 based on the risk to be assessed by Council's Corporate Risk Officer)	Cost recovery	Each	\$54.55	\$ 5.45	\$ 60.00
BUILDINGS AND PROPERTY						
Cemetery						
84	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	\$ 663.64	\$ 66.36	\$ 730.00
85	Exclusive right and work permit (spare plot)	Cost recovery	Each	\$ 663.64	\$ 66.36	\$ 730.00
86	Exclusive right restoration of old graves (includes work permit) - graves older than 40 years	Cost recovery	Each	\$ 250.00	\$ 25.00	\$ 275.00
87	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,004.55	\$ 100.45	\$ 1,105.00
88	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 318.18	\$ 31.82	\$ 350.00
89	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Subsequent after the first	\$ 159.09	\$ 15.91	\$ 175.00
90	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 318.18	\$ 31.82	\$ 350.00
91	Weekday interment of ashes (adult or child) – new plot	Cost recovery	Each	\$ 436.36	\$ 43.64	\$ 480.00

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92	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) – new plot	Cost recovery	Subsequent after the first	\$ 218.18	\$ 21.82	\$ 240.00
93	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,500.00	\$ 150.00	\$ 1,650.00
94	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 436.36	\$ 43.64	\$ 480.00
95	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) – existing grave or plot	Cost recovery	Subsequent after the first	\$ 218.18	\$ 21.82	\$ 240.00
96	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 436.36	\$ 43.64	\$ 480.00
97	Saturday interment of ashes (adult or child) – new plot	Cost recovery	Each	\$ 613.64	\$ 61.36	\$ 675.00
98	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) – new plot	Cost recovery	Subsequent after the first	\$ 309.09	\$ 30.91	\$ 340.00
99	Outside interment hours interment of casket – additional fee	Cost recovery	Each	\$ 754.55	\$ 75.45	\$ 830.00
100	Outside interment hours interment of ashes – additional fee	Cost recovery	Each	\$ 422.73	\$ 42.27	\$ 465.00
101	Oversize plot requested – additional fee	Cost recovery	Each	\$ 190.91	\$ 19.09	\$ 210.00
102	Pre-selected spare grave – additional fee	Cost recovery	Each	\$ 127.27	\$ 12.73	\$ 140.00
103	Pre-selected spare niche – additional fee	Cost recovery	Each	\$ 127.27	\$ 12.73	\$ 140.00
104	Reopen – slab removal for casket	Cost recovery	Each	\$ 321.82	\$ 32.18	\$ 354.00
105	Reopen – slab removal for ashes	Cost recovery	Each	\$ 159.09	\$ 15.91	\$ 175.00
106	Vault reopen	Cost recovery	Each	\$ 313.64	\$ 31.36	\$ 345.00
107	Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	\$ 159.09	\$ 15.91	\$ 175.00
108	Relocation within cemetery/exhumation	Cost recovery	Hour	\$ 390.91	\$ 39.09	\$ 430.00
109	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour	\$ 390.91	\$ 39.09	\$ 430.00
110	Late interment notice for next day interment (Mon – Fri after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	\$ 181.82	\$ 18.18	\$ 200.00
111	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	\$ 40.91	\$ 4.09	\$ 45.00
PARKS AND RECREATIONAL FACILITIES						
Section 355 Community Committees						
Alma Oval						
112	Alma Oval – day hire (set by S355 Committee)	Third party	Day	(Set by S355 Committee)	10%	(Set by S355 Committee)
113	Alma Oval – season hire – (set by S355 Committee)	Third party	Season	(Set by S355 Committee)	10%	(Set by S355 Committee)
114	Alma Oval – with canteen	Third party	Day	\$ 172.73	\$ 17.27	\$ 190.00
115	Alma Oval – without canteen	Third party	Day	\$ 145.70	\$ 14.30	\$ 160.00
116	Alma Oval – canteen electrical (access canteen electrical appliances)	Third party	Day	\$ 36.36	\$ 3.64	\$ 40.00
117	Alma Public School	Third party	Year	\$ 400.61	\$ 39.39	\$ 440.00
118	Broken Hill Football League	Third party	Year	\$ 704.55	\$ 70.45	\$ 775.00
119	Broken Hill Cricket League	Third party	Game	\$ 50.00	\$ 5.00	\$ 55.00
120	South Football Club	Third party	Year	\$ 1,159.09	\$ 115.91	\$ 1,275.00
121	Alma Oval – soccer training	Third party	Year	\$ 250.00	\$ 25.00	\$ 275.00
Bill Renfrew Sportsground						
122	West Football Club	Third party	Year	\$ 622.73	\$ 62.27	\$ 685.00
123	Broken Hill All Breeds Obedience Dog Club	Third party	Year	\$ 377.27	\$ 37.73	\$ 415.00
124	West Cricket Club	Third party	Year	\$ 313.64	\$ 31.36	\$ 345.00
125	Other organisations / groups	Third party	Day	\$ 54.55	\$ 5.45	\$ 60.00
ET Lamb Memorial Oval						
126	Barrier District Cricket League	Third party	Game	\$ 27.27	\$ 2.73	\$ 30.00
127	Softball Club – training (once per week)	Third party	Season	\$ 72.73	\$ 7.27	\$ 80.00
128	Soccer Club – training (once per week)	Third party	Season	\$ 72.73	\$ 7.27	\$ 80.00
129	Primary hardball cricket	Third party	Game	\$ 13.64	\$ 1.36	\$ 15.00
130	Country Rugby League – junior training	Third party	Session	\$ 9.09	\$ 0.91	\$ 10.00
131	Country Rugby League – senior training	Third party	Session	\$ 13.64	\$ 1.36	\$ 15.00
132	Country Rugby League – juniors competition	Third party	Game	\$ 13.64	\$ 1.36	\$ 15.00
133	Country Rugby League – seniors competition	Third party	Game	\$ 27.27	\$ 2.73	\$ 30.00
Memorial Oval						
134	Broken Hill Harness Racing Club – bar canteen rental	Third party	Month	\$ 281.82	\$ 28.18	\$ 310.00
135	Broken Hill Harness Racing Club – race meetings	Third party	Night	\$ 859.09	\$ 85.91	\$ 945.00
136	Trials – day	Third party	Each	\$ 100.00	\$ 10.00	\$ 110.00
137	Trials – night	Third party	Each	\$ 236.36	\$ 23.64	\$ 260.00
138	Broken Hill Football League	Third party	Year	\$ 609.09	\$ 60.91	\$ 670.00
139	Central Football Club (power additional)	Third party	Year	\$ 2,195.45	\$ 219.55	\$ 2,415.00
140	Combined dog clubs	Third party	Day	\$ 181.82	\$ 18.18	\$ 200.00
141	SCPAA – Silver City Show – pre-show days (4) (power additional)	Third party	Day	\$ 154.55	\$ 15.45	\$ 170.00
142	SCPAA – Silver City Show – show days (4) (power additional)	Third party	Day	\$ 772.73	\$ 77.27	\$ 850.00
SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)						
143	Casual hire	Third party	Each	Set by S355 Committee	10%	Set by S355 Committee
144	School carnivals – full day	Third party	Day	\$ 177.27	\$ 17.73	\$ 195.00

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145	School carnivals – half day (9am-12pm or 12pm-3pm)	Third party	Day	\$ 118.18	\$ 11.82	\$ 130.00
146	Memorial Oval - advertising	Cost recovery	Each/ per year	\$ 559.09	\$ 55.91	\$ 615.00
Norm Fox Sporting Complex						
147	Barrier District Cricket League	Third party	Year	\$ 640.91	\$ 64.09	\$ 705.00
148	Senior and junior baseball (% of power additional)	Third party	Year	\$ 909.09	\$ 90.91	\$ 1,000.00
149	Hockey (% of power additional)	Third party	Year	\$ 909.09	\$ 90.91	\$ 1,000.00
150	Primary hardball	Third party	Year	\$ 640.91	\$ 64.09	\$ 705.00
151	Schools hire fee	Third party	Person	\$ 2.73	\$ 0.27	\$ 3.00
152	Special events – oval hire	Third party	Day	\$ 77.27	\$ 7.73	\$ 85.00
153	Special events – oval and clubrooms	Third party	Day	\$ 231.82	\$ 23.18	\$ 255.00
154	Special events – juniors	Third party	Person	\$ 2.73	\$ 0.27	\$ 3.00
155	Teams training on oval (2hrs one day/week/season)	Third party	Season	\$ 377.27	\$ 37.73	\$ 415.00
156	Bond – all organisations (refundable)	Third party	Season	\$ 104.55	\$ 10.45	\$ 115.00
Picton Sportsground						
157	Oval – Day Hire (Set by S355 Committee)	Third party	Day	Set by S355 Committee	10%	Set by S355 Committee
158	Season Hire (Set by S355 Committee)	Third party	Season	Set by S355 Committee	10%	Set by S355 Committee
BIU Band Hall / Soccer Complex						
159	Broken Hill Soccer Association Inc.	Third party	Year	\$ 590.91	\$ 59.09	\$ 650.00
160	BIU Band Inc.	Third party	Year	\$ 590.91	\$ 59.09	\$ 650.00
161	Broken Hill Civic Orchestra	Third party	Night	\$ 31.82	\$ 3.18	\$ 35.00
162	Hire fee (9am – 12pm)	Third party	Each	\$ 309.09	\$ 30.91	\$ 340.00
163	Deposit (refundable)	Third party	Each	\$ 115.00	\$ -	\$ 115.00
164	Hire fee – prior day access (minimum two hours)	Third party	Hour	\$ 27.27	\$ 2.73	\$ 30.00
Key Direction 2 - Our Economy						
TOURISM						
Visitor Information Centre						
Fees for Service Partners						
165	Vehicle wash bay	Market price	Each	\$ 13.64	\$ 1.36	\$ 15.00
166	Showers (per shower)	Market price	Person	\$ 4.55	\$ 0.45	\$ 5.00
167	Signage – display board (per sign) – large	Market price	Year	\$ 668.18	\$ 66.82	\$ 735.00
168	Signage – display board (per sign) – small	Market price	Year	\$ 227.27	\$ 22.73	\$ 250.00
169	Sales commission (accommodations, tours and attractions)	Market price	Sales	12% Commission on sales	10%	12% Commission on sales
170	Signage – highway bay (per sign)	Market price	Year	\$ 195.45	\$ 19.55	\$ 215.00
171	Signage – display board (per sign) - banner	Market price	Year	\$ 431.82	\$ 43.18	\$ 475.00
Film Broken Hill						
172	Traffic management plan (per plan per location)	Cost recovery	Each	\$ 236.36	\$ 23.64	\$ 260.00
173	Film permit – road closures	Cost recovery	Each	\$ 650.33	\$ 65.03	\$ 715.00
EVENTS AND CONFERENCES						
Civic Centre						
173	Organised conference - full package	Market price	Each	POA	10%	POA
174	Full Civic Centre hire	Market price	8am - 12am	\$ 2,000.00	\$ 200.00	\$ 2,200.00
175	Auditorium per day	Market price	8am - 12am	\$ 1,200.00	\$ 120.00	\$ 1,320.00
176	Auditorium half hall per day	Market price	8am - 12am	\$ 600.00	\$ 60.00	\$ 660.00
177	Auditorium per hour	Market price	Hour	\$ 163.64	\$ 16.36	\$ 180.00
178	Auditorium half hall per hour	Market price	8am - 12am	\$ 150.00	\$ 15.00	\$ 165.00
179	Auditorium per day - government, community, charity, schools and not for profit (includes one staff member)	Market price	8am - 12am	\$ 840.00	\$ 84.00	\$ 924.00
180	Auditorium half hall per day - government, community, charity, schools and not for profit (includes one staff member)	Market price	8am - 12am	\$ 420.00	\$ 42.00	\$ 462.00
181	Auditorium per hour - government, community, charity, schools and not for profit (includes one staff member)	Market price	Hour	\$ 140.00	\$ 14.00	\$ 154.00
182	Auditorium half hall per hour - government, community, charity, schools and not for profit (includes one staff member)	Market price	8am - 12am	\$ 105.00	\$ 10.50	\$ 115.50
183	Ground floor function room one (Chips Rafferty room) per hour	Market price	8am - 12am	\$ 150.00	\$ 15.00	\$ 165.00
184	Ground floor foyer only	Market price	Per day (or part thereof) 8am - 12am	\$ 250.00	\$ 25.00	\$ 275.00
185	Administration office	Market price	Per day - 8am - 6pm	\$ 100.00	\$ 10.00	\$ 110.00
186	Full second floor day rate	Market price	8am - 12am	\$ 1,200.00	\$ 120.00	\$ 1,320.00
187	Function/meeting room upstairs day rate	Market price	8am - 12am	\$ 500.00	\$ 50.00	\$ 550.00
188	Function/meeting rooms upstairs hourly rate	Market price	8am - 12am	\$ 150.00	\$ 5.00	\$ 155.00
189	Upstairs lounge hourly rate	Market price	8am - 12am	\$ 77.27	\$ 7.73	\$ 85.00
190	Change rooms	Market price	Per room	\$ 18.18	\$ 1.82	\$ 20.00
191	Kitchen	Market price	Per day - 8am - 12am	\$ 231.82	\$ 23.18	\$ 255.00
192	Public holiday/weekend/night (6pm - 12am) surcharge	Market price	Per hire fee	25% Surcharge	10%	25% Surcharge
193	Deposit to secure booking	Market price	Each	25% of Quote	10%	25% of Quote
194	Functions extending beyond contracted finishing time (hourly fee plus labour cost and gst)	Market price	Hour	\$ 300.00	\$ 30.00	\$ 330.00
195	Additional staff – Mon – Fri - 8am-6pm (per staff member)	Market price	Hour	\$ 51.82	\$ 5.18	\$ 57.00

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196	Additional staff (per staff member) 6pm-8am, Sat, Sun, public holidays	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
197	Excess cleaning charge - Mon - Fri - 8am-6pm	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
198	Excess cleaning charge 6pm-8am, Sat, Sun, public holidays	Market price	Hour	\$ 104.55	\$ 10.45	\$ 115.00
199	Additional technical staff - Mon - Fri - 8am-6pm	Market price	Hour	\$ 81.82	\$ 8.18	\$ 90.00
200	Additional technical staff - 6pm-8am, Sat, Sun, public holidays	Market price	Hour	\$ 113.64	\$ 11.36	\$ 125.00
201	Setup outside venue	Market price	Per event	\$ 200.00	\$ 20.00	\$ 220.00
202	Setup outside venue (outside business hours)	Market price	Per event	\$ 300.00	\$ 30.00	\$ 330.00
203	Ticket commission	Market price	Ticket	10% of ticket price	10%	10% of ticket price
204	Merchandise sales	Market price	Event	10% Gross	10%	10% Gross
205	Civic centre bar - commercial	Market price	Per event	100% sales to Civic Centre	100% sales to Civic Centre	100% sales to Civic Centre
206	Civic centre bar - not-for-profit	Cost recovery	Per event	50% profit to Civic Centre 50% profit to not-for-profit organisation	50% profit to Civic Centre 50% profit to not-for-profit organisation	50% profit to Civic Centre 50% profit to not-for-profit organisation
207	Breakages	Market price	Each	Actual Cost	10%	Actual Cost
208	Lighting gels (remain property of BHCC)	Market price	Per item	50% cost	10%	50% cost
209	Testing and tagging of equipment	Market price	Per item	\$ 45.45	\$ 4.55	\$ 50.00
210	Three phase power	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
211	Laptop computer	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
212	Data projector and screen	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
213	Special external equipment hire (includes administration fee)	Market price	Per event	Actual Cost plus 12.5%	10%	Actual Cost plus 12.5%
214	Streaming / data upload	Market price	Per day	\$ 300.00	\$ 30.00	\$ 330.00
215	Civic Centre tele-conferencing	Market price	Hour	\$ 50.00	\$ 5.00	\$ 55.00
216	Smoke machine	Market price	Session	\$ 40.91	\$ 4.09	\$ 45.00
217	Steinway piano (includes tuning)	Market price	Booking	\$ 250.00	\$ 25.00	\$ 275.00
218	Tea and coffee service (continuous)	Cost recovery	Per head	\$ 5.45	\$ 0.55	\$ 6.00
219	Tea, coffee and biscuits (continuous)	Cost recovery	Per head	\$ 7.27	\$ 0.73	\$ 8.00
220	Tea, coffee, orange juice and biscuits (continuous)	Cost recovery	Per head	\$ 9.09	\$ 0.91	\$ 10.00
AIRPORT						
Airport Operations						
Landing and Passenger Charges: Regular Passenger Transport (RPT) operators that operate on a set timetable regularly landing in Broken Hill more than twice in one week and where Airport facilities are made available to the operator and its passengers, including counter and baggage handling facilities.						
221	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost recovery	Person	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)
Aviation including but not limited to commercial Cost Recovery or charitable, but excluding RPT operators in general, that utilise general airport facilities						
222	Up to 2500kg Maximum Takeoff Weight - account	Cost recovery	Landing	\$ 18.18	\$ 1.82	\$ 20.00
223	2501kg to 3500kg MTOW - account	Cost recovery	Landing	\$ 31.82	\$ 3.18	\$ 35.00
224	3501kg to 5000kg MTOW - account	Cost recovery	Landing	\$ 63.64	\$ 6.36	\$ 70.00
225	5001kg to 7000kg MTOW - account	Cost recovery	Landing	\$ 122.73	\$ 12.27	\$ 135.00
226	7001kg to 11000kg MTOW - account	Cost recovery	Tonne	\$ 24.55	\$ 2.45	\$ 27.00
227	11001kg to 15000kg MTOW - account	Cost recovery	Tonne	\$ 27.27	\$ 2.73	\$ 30.00
228	15001kg to 40000kg MTOW	Cost recovery	Tonne	\$ 36.36	\$ 3.64	\$ 40.00
229	40001kg plus MTOW	Cost recovery	Tonne	\$ 45.45	\$ 4.55	\$ 50.00
230	Military aircraft	Cost recovery	Tonne	\$ 9.09	\$ 0.91	\$ 10.00
231	Military helicopters	Cost recovery	Landing	\$ 4.55	\$ 0.45	\$ 5.00
232	Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)	Community services	Landing	33% of Fee	10%	33% of Fee
233	Operator offering pilot training as major part of operation	Community services	Landing	33% of Fee	10%	33% of Fee
234	Aircraft performing circuits - one landing fee per three touchdowns or part thereof. Landings must be on the same day	Community services	Three landings	Aircraft performing circuits - one landing fee per three touchdowns or part thereof. Landings must be on the same day	10%	Aircraft performing circuits - one landing fee per three touchdowns or part thereof. Landings must be on the same day
235	Aircraft deployed by Emergency Services responding to emergency	Community services	Landing	No Charge	10%	No Charge
236	Hire of pilots meeting room (Minimum for two hours)	Community services	Hour	\$ 27.27	\$ 2.73	\$ 30.00
237	Airport reporting officer supervision airside	Cost recovery	Hour	\$ 54.55	\$ 5.45	\$ 60.00
238	Royal Flying Doctor Service	Community services	Landing	\$ 63.64	\$ 6.36	\$ 70.00

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Aircraft Parking Area						
239	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	\$ 40.91	\$ 4.09	\$ 45.00
240	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	\$ 68.18	\$ 6.82	\$ 75.00
Car Parking Hire (Secure car park)						
241	Permanent space (per space)	Cost recovery	Month	\$ 59.09	\$ 5.91	\$ 65.00
242	Casual space (per space)	Cost recovery	Day	\$ 9.09	\$ 0.91	\$ 10.00
Car Parking (Unsecured parking in Public car park)						
243	Permanent space	Cost recovery	Month	\$ 45.45	\$ 4.55	\$ 50.00
244	Casual space	Cost recovery	Day	\$ 7.27	\$ 0.73	\$ 8.00
Airport Terminal Building Advertising - External						
245	Signage 2.4m x 1.2m	Cost recovery	Year	\$ 727.27	\$ 72.73	\$ 800.00
Key Direction 3 - Our Environment						
LIVING DESERT: THE JOHN SIMONS FLORA AND FAUNA SANCTUARY AND SCULPTURE SITE						
General Admission						
246	Adult (each)	Cost recovery	Per visit	\$ 5.45	\$ 0.55	\$ 6.00
247	Concession (pensioners, student, seniors card, groups)	Community services	Per visit	\$ 5.45	\$ 0.55	\$ 6.00
248	Child under 5 years	Community services	Per visit	No Charge	\$ -	No Charge
249	Family with children	Cost recovery	Per visit	\$ 20.00	\$ 2.00	\$ 22.00
Annual Passes						
250	Residents pass (each adult)	Cost recovery	Per person per year	\$ 20.00	\$ 2.00	\$ 22.00
251	Residents pass – concession (each)	Community services	Per person per year	\$ 16.36	\$ 1.64	\$ 18.00
Primitive Camping						
252	Site fee – adult (each) per night	Cost recovery	Person	\$ 9.09	\$ 0.91	\$ 10.00
253	Site fee – child under 16 years (each) per night	Community services	Person	\$ 4.55	\$ 0.45	\$ 5.00
254	Entry device deposit (refundable)	Cost recovery	Each	\$ 45.45	\$ 4.55	\$ 50.00
Function Hire						
255	Up to 100 persons	Cost recovery	Function	\$ 104.55	\$ 10.45	\$ 115.00
256	101 – 250 persons	Cost recovery	Function	\$ 259.09	\$ 25.91	\$ 285.00
257	251 persons and above	Cost recovery	Function	\$ 513.64	\$ 51.36	\$ 565.00
258	Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations	Cost recovery	Function	\$ 54.55	\$ 5.45	\$ 60.00
WILLYAMA COMMON						
Pounding and Impounding						
259	Driving fee	Cost recovery	Beast	\$20.00	\$ -	\$20.00
260	Impoundment fee	Cost recovery	Beast	\$30.00	\$ -	\$30.00
261	Release fee	Cost recovery	Beast	\$30.00	\$ -	\$30.00
262	Deterrent fee	Cost recovery	Beast	\$40.00	\$ -	\$40.00
263	Total cost per beast \$110.00 – one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	\$110.00	\$ -	\$110.00
264	Sustenance fee	Cost recovery	Beast	Actual Cost	10%	Actual Cost
Agistment						
265	Agistment Fees – up to three horses / cattle (charge per head)	Cost recovery	Week	\$ 19.09	\$ 1.91	\$ 21.00
266	Agistment Fees – Up to 20 sheep / goats (charge per head)	Cost recovery	Week	\$ 3.64	\$ 0.36	\$ 4.00
Enrolment						
267	Application for enrolment as a commoner	Cost recovery	Each	\$ 14.76	\$ 1.48	\$ 16.00
268	Notice of Appeal – local land board against refusal of application for enrolment	Cost recovery	Each	\$ 54.55	\$ 5.45	\$ 60.00
PLANNING, DEVELOPMENT AND COMPLIANCE						
Development Consent/Development Application (DA)						
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building						
269	DA fee – estimated cost up to \$5,000	Statutory	Each	\$ 110.00	\$ -	\$ 110.00
270	DA fee – estimated cost between \$5,001 and \$50,000	Statutory	Each	\$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost	\$ -	\$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost
271	DA fee – estimated cost between \$50,001 and \$250,000	Statutory	Each	\$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$50,000	\$ -	\$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$50,000
272	DA fee – estimated cost between \$250,001 and \$500,000	Statutory	Each	\$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$ -	\$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000

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273	DA fee – estimated cost between \$500,001 and \$1,000,000	Statutory	Each	\$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$ -	\$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000
274	DA fee – estimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	\$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$ -	\$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000
275	DA fee – estimated cost more than \$10,000,000	Statutory	Each	\$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$ -	\$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
276	DA fee – new dwelling-house (including alterations/additions/manufactured homes, etc.) where estimated cost is \$100,000 or less	Statutory	Each	\$ 455.00	\$ -	\$ 455.00
Development NOT involving the erection of a building, the carrying out of work or a building						
277	DA – development for the purpose of one or more advertisements	Statutory	Each	\$285.00 plus \$93.00 for each advertisement in excess of one; OR as per table above, whichever is greater	\$ -	\$285.00 plus \$93.00 for each advertisement in excess of one; OR as per table above, whichever is greater
278	DA fee	Statutory	Each	\$ 285.00	\$ -	\$ 285.00
Subdivision of Land						
279	DA fee – subdivisions (not strata) - creation of the same or less number of lots	Statutory	Each	\$ 110.00	\$ -	\$ 110.00
280	DA fee – subdivision (not strata) - not involving the opening of a public road	Statutory	Each	\$330.00, plus \$53.00 for each additional lot created by the subdivision	\$ -	\$330.00, plus \$53.00 for each additional lot created by the subdivision
281	DA fee – subdivision (not strata) - involving the opening of a public road	Statutory	Each	\$665.00 plus \$65.00 for each additional lot created by the subdivision	\$ -	\$665.00 plus \$65.00 for each additional lot created by the subdivision
282	DA fee – strata subdivision	Statutory	Each	\$330.00 plus \$65.00 for each additional lot created by the subdivision	\$ -	\$330.00 plus \$65.00 for each additional lot created by the subdivision
Development Application - Additional Fees						
283	DA fee – development requiring neighbour notification and/or local advertising under dcp/epi	Statutory	Each	\$ 300.00	\$ -	\$ 300.00
284	DA fee – advertised/prohibited development advertising fee	Statutory	Each	\$1,105.00 (unspent portion to be refunded)	\$ -	\$1,105.00 (unspent portion to be refunded)
285	DA fee – residential flat development requiring referral to design review panel	Statutory	Each	\$ 760.00	\$ -	\$ 760.00
286	DA fee – lodgement of plans at essential water	Cost recovery	Each	\$81.82 plus Essential Water Fee	\$ 0.10	\$90.00 plus Essential Water Fee
287	DA fee – development which requires concurrence	Statutory	Each	\$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)	\$ -	\$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)
288	DA fee – integrated development	Statutory	Each	\$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)	\$ -	\$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)
289	DA fee – section 94A levy – estimated cost up to \$100,000	Statutory	Each	No Charge	\$ -	No Charge

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290	DA fee – section 94A levy – estimated cost \$100,001 - \$200,000 (maximum percentage of levy)	Statutory	Each	0.5% of Actual Cost	\$ -	0.5% of Actual Cost
291	DA fee – section 94A levy – estimated cost more than \$200,000 (maximum percentage of levy)	Statutory	Each	1% of Actual Cost	\$ -	1% of Actual Cost
292	DA fee – designated development	Statutory	Each	DA Fee, plus \$920.00	\$ -	DA Fee, plus \$920.00
293	DA fee – advertising for designated development (unused portion to be refunded)	Statutory	Each	\$ 2,220.00	\$ -	\$ 2,220.00
294	Amendment of Local Environmental Plan (LEP) (including rezoning)	Statutory	Each	\$5,105.00 plus Actual Cost	\$ -	\$5,105.00 plus Actual Cost
Development Consent - Review of Determination						
295	Review – DA not involving erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	50% of original DA fee	\$ -	50% of original DA fee
296	Review – DA new dwelling development/alterations/additions/(including transportable and removable dwellings) where estimated cost is \$100,000 or less	Statutory	Each	\$ 190.00	\$ -	\$ 190.00
297	Review DA – other development - estimated cost up to \$5,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
298	Review DA – other development - estimated cost between \$5001 and \$250,000	Statutory	Each	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	\$ -	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost
299	Review DA – other development - estimated cost between \$250,001 and \$500,000	Statutory	Each	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$ -	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000
300	Review DA – other development - estimated cost between \$500,001 and \$1,000,000	Statutory	Each	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$ -	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000
301	Review DA – other development - estimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$ -	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000
302	Review DA – other development - estimated cost more than \$10,000,000	Statutory	Each	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$ -	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
Review of Decision to Reject DA						
303	Review decision to reject DA where estimated cost is less than \$100,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
304	Review decision to reject DA where estimated cost is \$100,000 or more, and less than or equal to \$1,000,000	Statutory	Each	\$ 150.00	\$ -	\$ 150.00
305	Review decision to reject DA where estimated cost is more than \$1,000,000	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
Application to Modify Consent - Specified Cases						
306	Modification of consent – S96 (1) - to correct a minor error, incorrect description or miscalculation.	Statutory	Each	\$ 71.00	\$ -	\$ 71.00
307	Modification of consent – S96 (1A) - modification of minimal environmental impact	Statutory	Each	\$645.00 or 50% of original DA fee, whichever is lesser	\$ -	\$645.00 or 50% of original DA fee, whichever is lesser
308	Modification of consent – S96 (2) - modification NOT of minimal environmental impact, original fee was less than \$100	Statutory	Each	50% of original DA fee, plus \$665.00 if notice is required (unused portion of \$665.00 to be refunded)	\$ -	50% of original DA fee, plus \$665.00 if notice is required (unused portion of \$665.00 to be refunded)
309	Modification of consent – S96 (2) - modification NOT of minimal environmental impact, original fee was \$100 or more and development does NOT involve the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	50% of original DA fee, plus \$665.00 if notice is required (unused portion of \$665.00 to be refunded)	\$ -	50% of original DA fee, plus \$665.00 if notice is required (unused portion of \$665.00 to be refunded)

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310	Modification of consent – S96 (2) - modification NOT of minimal environmental impact, original fee was \$100 or more and development involves new dwelling development/alterations/additions/(including transportable and removable dwellings) where estimated cost is \$100,000 or less	Statutory	Each	\$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)	\$ -	\$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)
Application to Modify Consent - Non minimal Impact - Other Development - Original Fee >\$100						
311	Modification of consent – S96 (2) - Estimated cost of development up to \$5,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
312	Modification of consent – S96 (2) - Estimated cost of development between \$5,001 and \$250,000	Statutory	Each	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	\$ -	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost
313	Modification of consent – S96 (2) - Estimated cost of development between \$250,001 and \$500,000	Statutory	Each	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$ -	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000
314	Modification of consent – S96 (2) - Estimated cost of development between \$500,001 and \$1,000,000	Statutory	Each	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$ -	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000
315	Modification of consent – S96 (2) - Estimated cost of development between \$1,000,001 and \$10,000,000	Statutory	Each	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$ -	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000
316	Modification of consent – S96 (2) - Estimated cost of development more than \$10,000,000	Statutory	Each	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$ -	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
Application to Modify Consent - Review						
317	Application under S96AB to review decision regarding modification application	Statutory	Each	50% of original modification application fee	\$ -	50% of original modification application fee
CERTIFICATES						
Construction Certificate (CC) and Complying Development Certificate (CDC)						
318	CC/CDC - estimated cost up to \$5,000	Market price	Each	\$ 45.45	\$ 4.55	\$ 50.00
319	CC/CDC - estimated cost more than \$5,000 up to \$250,000	Market price	Each	\$36.36 plus 0.3% of estimated cost	10%	\$40.00 plus 0.3% of estimated cost
320	CC/CDC - estimated cost more than \$250,000	Market price	Each	\$445.45 plus 0.12% of estimated cost	10%	\$490.00 plus 0.12% of estimated cost
321	Construction inspection fee (applicable to re-inspections and inspections where Council is not Principal Certifying Authority)	Market price	Each	\$ 118.18	\$ 11.82	\$ 130.00
322	Construction certificate – amendment	Market price	Each	50% of original CC fee	10%	50% of original CC fee
323	Administration charge – construction certificate withdrawal prior to assessment completion	Market price	Each	40% of construction certificate fee	10%	40% of construction certificate fee
Principal Certifying Authority (PCA) Fees (Includes Occupation Certificate)						
324	Minor work - Single carport, small veranda development <30m2, aboveground pool, garden shed <20m2, single garage	Market price	Each	\$ 189.10	\$ 18.90	\$ 208.00
325	Inground pool, small additions <30m2 with no wet areas, double garage, shed over 20m2, large veranda >30m2, small commercial development < 50m2	Market price	Each	\$ 286.36	\$ 28.64	\$ 315.00
326	New dwelling, duplex, large additions and wet areas, small industrial development <200m2, commercial development <200m2 and food shops	Market price	Each	\$ 475.45	\$ 47.55	\$ 523.00
327	Three units, medium industrial development <500m2, medium commercial development <500m2, large food shops <500m2	Market price	Each	\$ 618.18	\$ 61.82	\$ 680.00
328	Large industrial and commercial development 500 - 2000m2	Market price	Each	\$ 1,337.27	\$ 133.73	\$ 1,471.00
329	Major industrial / commercial development over 2000m2	Market price	Each	\$ 2,850.00	\$ 285.00	\$ 3,135.00
Subdivision Certificate (SC)						
330	Subdivision certificate (LGA Act) – 1 – 10 lots	Market price	Each	\$ 106.36	\$ 10.64	\$ 117.00

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331	Subdivision certificate (LGA Act) – more than 10 lots	Market price	Each	\$ 147.27	\$ 14.73	\$ 162.00
Compliance Certificates						
332	Compliance certificate (under Part4A of EP&A Act 1979) – per hour (or part hour), min 1 hour	Market price	Hour	\$ 115.45	\$ 11.55	\$ 127.00
Lodgement of Certificate						
333	CDC or part 4A certificate registration fee (cost recovery certifiers)	Statutory	Each	\$ 32.73	\$ 3.27	\$ 36.00
Section 149 Planning Certificates						
334	Section 149 (5)	Statutory	Each	\$ 80.00	\$ -	\$ 80.00
335	Section 149 (2)	Statutory	Each	\$ 53.00	\$ -	\$ 53.00
336	Section 149 urgent fee (additional to normal fee)	Cost recovery	Each	\$ 73.64	\$ 7.36	\$ 81.00
337	Section 149 administration charge (cancellation of application)	Cost recovery	Each	50% of the original fee	10%	50% of the original fee
338	Section 149 certificate – certified copy	Statutory	Each	\$ 53.00	\$ -	\$ 53.00
Section 149B Building Certificates						
339	Building certificate – class 1 building (together with any class 10 buildings on the site) or a class 10 building	Statutory	Per dwelling in building or on allotment	\$ 250.00	\$ -	\$ 250.00
340	Building certificate – part of a building consisting of an external wall only or does not otherwise have a floor area	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
341	Building certificate – class 2-9 building – floor area of building or part not exceeding 200 sq. Metres	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
342	Building certificate – class 2-9 building – floor area between 200m ² and 2,000 m ²	Statutory	Each	\$250.00 plus \$0.50 per square metre over 200	\$ -	\$250.00 plus \$0.50 per square metre over 200
343	Building certificate – class 2-9 building – floor area exceeding 2,000 sq. Metres	Statutory	Each	\$1,165.00 plus additional \$0.075 per square metre over 2000	\$ -	\$1,165.00 plus additional \$0.075 per square metre over 2000
344	Section 149 building certificate – class 2 building that comprises 2 dwellings only	Statutory	Each	As per class one building	\$ -	As per class one building
345	Building certificate where DA/CC/CDC was required for the erection of the building and no such consent or certificate was obtained (where applicant erected the building) – REF C1260 EP&A Reg 2000	Statutory	Each case	Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee	\$ -	Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee
346	Building certificate – additional fee where more than one inspection is necessary	Statutory	Each application	\$ 90.00	\$ -	\$ 90.00
347	Copy of building certificate	Statutory	Each	\$ 13.00	\$ -	\$ 13.00
Certificates as to Notices/Orders						
348	Local Government Act 1993, S735(A) certificate application	Cost recovery	Each	\$ 71.00	\$ -	\$ 71.00
349	Environmental Planning and Assessment Act 1979, S121ZP certificate application	Cost recovery	Each	\$ 71.00	\$ -	\$ 71.00
OTHER - PLANNING, BUILDING AND COMPLIANCE						
Manufactured Homes, Relocatable dwellings and associated structures						
350	Application (under S68 of Local Government Act 1993) to install manufactured home, or associated structure	Cost recovery	Each	140% of CC/CDC fee	\$ -	140% of CC/CDC fee
Fire Safety						
351	Fire safety inspection service (for existing and new buildings) initial inspection	Market price	Hour	\$ 240.91	\$ 24.09	\$ 265.00
352	Fire safety inspection service (for existing and new buildings) additional inspection	Market price	Hour	\$ 118.18	\$ 11.82	\$ 130.00
353	Late fire safety statement processing fee	Cost recovery	Each	\$ 78.18	\$ 7.82	\$ 86.00
Septic Tanks, Aerated Wastewater Treatment Systems, Waste Water/Grey Water Treatment Systems						
354	Application to install septic system (includes registration)	Cost recovery	Each	\$ 280.00	\$ -	\$ 280.00
355	Application to install aerobic wastewater treatment system (includes registration)	Cost recovery	Each	\$ 340.00	\$ -	\$ 340.00
356	Amended application to install septic or AWTS	Cost recovery	Each	\$ 90.00	\$ -	\$ 90.00
357	Onsite sewerage management inspections – low, medium and high categories	Cost recovery	Each	\$ 120.00	\$ -	\$ 120.00
358	Application to register a septic tank AWTS or onsite water treatment	Cost recovery	Each	\$ 40.00	\$ -	\$ 40.00
Swimming Pools						
359	Initial inspection - S22B/22C Swimming Pools Act 1992	Statutory	Each	\$ 150.00	\$ -	\$ 150.00
360	Second inspection - S22B/22C Swimming Pools Act 1992	Statutory	Each	\$ 100.00	\$ -	\$ 100.00
361	Application for exemption - S22 Swimming Pools Act 1992	Statutory	Each	\$ 70.00	\$ -	\$ 70.00
362	Registration - S30B Swimming Pools Act 1992	Statutory	Each	\$ 10.00	\$ -	\$ 10.00
363	Public pool registration fee - S35(2) Public Health Act 2010	Statutory	Each	\$ 100.00	\$ -	\$ 100.00
364	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	\$ 76.00	\$ -	\$ 76.00
365	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	\$ 13.64	\$ 1.36	\$ 15.00
Amusement Devices						
366	Amusement devices – small devices (defined in the Local Government (General) Regulation 2005)	Statutory	Each	Exempt	\$ -	Exempt
367	Amusement devices – application fee for approval	Cost recovery	Each	\$ 50.00	\$ 5.00	\$ 55.00
368	Amusement devices – application fee for approval children's devices <10 seats	Cost recovery	Each	\$ 22.73	\$ 2.27	\$ 25.00
Registered Premises						
369	Food premises inspection	Cost recovery	Hour or part thereof	\$ 90.91	\$ 9.09	\$ 100.00
370	inspection – animal establishments (including pet food shops)	Cost recovery	Each	\$ 113.64	\$ 11.36	\$ 125.00

**ADOPTION OF DRAFT BROKEN HILL CITY COUNCIL
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FEES AND CHARGES 2017/2018**

**Attachment 1
Draft Operational Plan 2017-2018
inclusive of Schedule of Fees and
Charges 2017-18**

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
371	Inspection – boarding and lodging house	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
372	Inspection – hawkers, street vendors	Cost recovery	Each	\$ 150.00	\$ 15.00	\$ 165.00
373	Inspection – skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
374	Inspection – jamboree, pop festival etc.	Cost recovery	Hour or part thereof	\$ 90.91	\$ 9.09	\$ 100.00
375	Inspection – caravan park	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
376	Inspection fee – construction for food premises (where no da required) (hourly rate – minimum fee – pro rata thereafter)	Cost recovery	Hour or part thereof	\$ 109.09	\$ 10.91	\$ 120.00
377	Cooling tower inspection	Cost recovery	Hour or part thereof	\$ 90.91	\$ 9.09	\$ 100.00
378	Inspection – mortuary and crematorium	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
379	Inspection – footpath restaurants (includes administration charges for public liability follow ups)(annual charge per setting)	Cost recovery	Year	\$ 81.82	\$ 8.18	\$ 90.00
Administration Charges						
380	Search of building/development records (minimum fee ½ hour)	Cost recovery	Hour or part thereof	POA	\$ -	POA
381	Copy of building plans (architect consent required)	Cost recovery	Each	POA	\$ -	POA
382	Local Environmental Plan (LEP) (bound copies)	Cost recovery	Each	POA	\$ -	POA
383	Local Environmental Plan maps	Cost recovery	Each	POA	\$ -	POA
Companion Animals: (Exemptions as in Section 9 of the Companion Animals Regulation 2008)						
384	Lifetime registration dog or cat (not de-sexed)	Statutory	Each	\$ 192.00	\$ -	\$ 195.00
385	Dog or cat – de-sexed	Statutory	Each	\$ 52.00	\$ -	\$ 53.00
386	Dog or cat owned by an eligible pensioner –de-sexed	Statutory	Each	\$ 21.00	\$ -	\$ 22.00
387	Dog or cat kept by a recognised breeder for breeding purposes	Statutory	Each	\$ 52.00	\$ -	\$ 53.00
388	Animal kept at the premises of an accredited research establishment under the Animal Research Act 1985 for the purposes of animal research in accordance with the Act	Statutory	Each	\$ -	\$ -	\$ -
389	Greyhound formerly registered under the Greyhound Racing Act 2002	Statutory	Each	\$ -	\$ -	\$ -
390	Animals classified as assistance animal (fees payable on de-classification)	Statutory	Each	\$ -	\$ -	\$ -
391	Animals in service of State instrumentality	Statutory	Each	\$ -	\$ -	\$ -
392	Release of animals from pound facility	Third party	Each	Broken Hill Pound Fee Schedule	\$ -	Broken Hill Pound Fee Schedule
393	Dog offences and penalties	Statutory	Each	As per Regulations	\$ -	As per Regulations
394	Desexed dog or cat sold by eligible pound or shelter - registration fee	Statutory	Each	\$ 26.00	\$ -	\$ 26.00
Dog Pound Facility						
395	Daily sustenance/release fee (not applicable if animal is micro-chipped and registered and collected on the same day)	Cost recovery	Day	\$ 15.00	\$ -	\$ 15.00
396	Daily sustenance/release fee for dangerous/aggressive dogs	Cost recovery	day	\$ 30.00	\$ -	\$ 30.00
397	Microchipping fee	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
398	Adoption fee	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
399	Call out fee for dog attacks after hours to be charged to owner or complainant in the event of false dog attack claim	Cost recovery	Each	\$ 300.00	\$ -	\$ 300.00
CULTURAL SERVICES						
Albert Kersten Mining & Minerals Museum						
Admissions						
400	Adult (each)	Cost recovery	Each	\$ 7.27	\$ 0.73	\$ 8.00
401	Concession (pensioners, student, Seniors Card, groups)	Cost recovery	Each	\$ 5.45	\$ 0.55	\$ 6.00
402	Family with children	Cost recovery	Each	\$ 16.36	\$ 1.64	\$ 18.00
403	Coach groups	Cost recovery	Each	\$ 5.45	\$ 0.55	\$ 6.00
Albert Kersten Mining & Minerals Museum Membership						
404	One year	Cost recovery	Each	\$ 30.00	\$ 3.00	\$ 33.00
405	Family with children membership	Cost recovery	Each	\$ 50.00	\$ 5.00	\$ 55.00
406	Student and concession	Cost recovery	Each	\$ 20.00	\$ 2.00	\$ 22.00
Hire Fees						
407	Albert Kersten Mining & Minerals Museum – exhibition hall	Cost recovery	Day	\$ 113.64	\$ 11.36	\$ 125.00
408	Exhibition hall for community and not for profit groups	Cost recovery	Day	POA	10%	POA
Broken Hill Regional Art Gallery						
409	Admissions - (donation box available)	Community services	Each	No Charge	\$ -	No Charge
Membership (Friends of the Art Gallery)						
410	One year	Cost recovery	Each	\$ 30.00	\$ 3.00	\$ 33.00
411	Family with children membership	Cost recovery	Year	\$ 50.00	\$ 5.00	\$ 55.00
412	Student and concession	Cost recovery	Year	\$ 20.00	\$ 2.00	\$ 22.00
The Pro Hart Outback Art Prize						
413	Entry fee	Community services	Entry	\$ 31.82	\$ 3.18	\$ 35.00
Hire Fees						
414	Gallery for photographic sessions (during business hours)	Cost recovery	Each	\$ 95.45	\$ 9.55	\$ 105.00
415	Piano hire	Cost recovery	Each	\$ 59.09	\$ 5.91	\$ 65.00
416	Artists shed – community groups	Cost recovery	Day	\$ 59.09	\$ 5.91	\$ 65.00
417	Artists shed – commercial	Cost recovery	Day	\$ 140.91	\$ 14.09	\$ 155.00
418	Chair hire – per chair	Cost recovery	Each	\$ 1.82	\$ 0.18	\$ 2.00
419	Tables – per table	Cost recovery	Each	\$ 9.09	\$ 0.91	\$ 10.00
420	Um, crockery and cutlery	Cost recovery	Each	\$ 27.27	\$ 2.73	\$ 30.00
421	Gallery hire (minimum of four hours)	Cost recovery	Hour	\$ 113.64	\$ 11.36	\$ 125.00

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422	Gallery hire package	Cost recovery	Event	POA	10%	POA
Sale of Artwork						
423	Commission on sale of artwork	Market price	Artwork	30%	10%	33%
424	Postage on artwork freight	Cost recovery	Artwork	Actual Cost	10%	Actual Cost
Reproduction of Artists' Work (NB: Two copies of reproduction are to be forwarded to Broken Hill Regional Art Gallery)						
425	Colour digital image	Cost recovery	Each	Actual Cost	10%	Actual Cost
426	Commercial use	Cost recovery	Each	Actual Cost	10%	Actual Cost
Audio Visual Equipment						
427	Use of audio visual equipment	Cost recovery	Each	\$ 86.36	\$ 8.64	\$ 95.00
Exhibitions and Events						
428	Commercial exhibitions	Cost recovery	Each	Commission on Sales	10%	Commission on Sales
429	Artists lectures	Cost recovery	Each	POA	10%	POA
430	Workshops	Cost recovery	Each	POA	10%	POA
431	Music events	Cost recovery	Each	POA	10%	POA
432	Film events	Cost recovery	Each	POA	10%	POA
433	Award presentation and events	Cost recovery	Each	POA	10%	POA
WASTE MANAGEMENT						
Waste Services						
434	Chemical toilet – \$502 annual fee (domestic entitled to one pump service / month)	Cost recovery	Year	\$ 1,181.82	\$ 118.18	\$ 1,300.00
435	Chemical toilet – special pump out services	Cost recovery	Each	\$ 100.00	\$ 10.00	\$ 110.00
436	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	\$ 304.55	\$ 30.45	\$ 335.00
437	Broken Hill Hospital – (GWAHS) – disposal up to 70 x 10 litre bags	Cost recovery	Week	\$ 263.64	\$ 26.36	\$ 290.00
438	Broken Hill Hospital – (GWAHS) – disposal each additional 10 bags or part thereof	Cost recovery	Week	\$ 59.09	\$ 5.91	\$ 65.00
439	Disposal* – commercial/large volumes of general waste/bulky industrial/mining waste (sample test results may be required)	Cost recovery	Cubic metre	Mixed Waste Unsorted \$27.27/m3, Mixed Waste Sorted \$18.18/m3	10%	Mixed Waste Unsorted \$30.00/m3, Mixed Waste Sorted \$20.00/m3
440	Disposal* – commercial/large volumes of general waste/bulky industrial/mining waste (sample test results may be required)	Cost recovery	Tonne	Mixed Waste Unsorted \$50/Tonne, Mixed Waste Sorted \$31.82/Tonne	10%	Mixed Waste Unsorted \$55/Tonne, Mixed Waste Sorted \$35/Tonne
<p>*Note: SORTED Waste loads will be accepted as 'sorted' where at the full discretion of the Weighbridge Attendant the entire load is considered to be sorted into separate categories for recycling, reprocessing or re-use on arrival at the weighbridge and ALL materials are then dropped off to the correct recycling areas/bays. The sorted component for landfill must NOT contain any green waste, recyclables, cardboard, scrap metal, concrete etc.</p> <p>UNSORTED Mixed Waste loads will be considered 'unsorted' where 90% or more of the load has NOT been separated for recycling, reprocessing or re-use on arrival at the weighbridge, and where the majority of the load goes to landfill.</p>						
441	Disposal – Clean rubble or material suitable for cover or recycling	Community services	Each	No Charge	\$ -	No Charge
442	Tyre Disposal** – Passenger Vehicle/Motorcycle/Scooter	Cost recovery	Each	\$ 2.73	\$ 0.27	\$ 3.00
443	Tyre Disposal** – Light Truck	Cost recovery	Each	\$ 3.64	\$ 0.36	\$ 4.00
444	Tyre Disposal** – Truck	Cost recovery	Each	\$ 4.55	\$ 0.45	\$ 5.00
445	Tyre Disposal** – Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)	Cost recovery	Tonne	\$ 166.36	\$ 16.64	\$ 183.00
** Note: No Loader, Tractor or Mining Tyres will be accepted.						
446	Offal/Meat Products/bones	Cost recovery	Tonne	\$ 64.55	\$ 6.45	\$ 71.00
447	Disposal – waste from outside Broken Hill LGA	Cost recovery	Tonne	\$ 145.45	\$ 14.55	\$ 160.00
448	Disposal – waste from outside Broken Hill LG Area	Cost recovery	Cubic metre	\$ 81.82	\$ 8.18	\$ 90.00
449	Disposal – large dead animal	Cost recovery	Per animal	\$ 45.45	\$ 4.55	\$ 50.00
450	Disposal – Contaminated Waste - eg. Soil, (excludes asbestos)	Cost recovery	Tonne	\$ 272.73	\$ 27.27	\$ 300.00
451	Disposal – Contaminated Waste - eg. Soil (excludes asbestos)	Cost recovery	Cubic metre	\$ 109.09	\$ 10.91	\$ 120.00
452	Disposal – Contaminated Waste - asbestos	Cost recovery	Tonne	\$ 395.45	\$ 39.55	\$ 435.00
453	Disposal – Contaminated Waste - asbestos	Cost recovery	Cubic metre	\$ 140.91	\$ 14.09	\$ 155.00
Note: Radioactive material cannot be disposed of in Broken Hill.						
454	Garbage Removal – Domestic Administration Fee \$496	Cost recovery	Year	\$ 44.00	\$ -	\$ 44.00
455	Garbage Removal – Domestic Per Bin \$502	Cost recovery	Year	\$ 258.00	\$ -	\$ 258.00
456	Garbage Removal – Commercial Three MGB'S	Cost recovery	Year	\$ 383.00	\$ -	\$ 383.00
457	Garbage Removal – Commercial 600 Litre Bin	Cost recovery	Year	\$ 352.00	\$ -	\$ 352.00
458	Garbage Removal – Cardboard 600 Litre Bin	Cost recovery	Year	\$ 352.00	\$ -	\$ 352.00
459	Garbage Removal – Commercial (additional MGB)	Cost recovery	Year	\$ 136.00	\$ -	\$ 136.00
460	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	\$ 524.55	\$ 52.45	\$ 577.00
461	Trade Waste – Trade Waste Service Fee (Single Bin) – 1.5m3	Cost recovery	Service	\$ 43.64	\$ 4.36	\$ 48.00
462	Trade Waste – Trade Waste Service Fee (Single Bin) – 2.0m3	Cost recovery	Service	\$ 46.36	\$ 4.64	\$ 51.00
463	Trade Waste – Trade Waste Service Fee (Single Bin) – 3.0m3	Cost recovery	Service	\$ 49.09	\$ 4.91	\$ 54.00
464	Trade Waste – Trade Waste Service Fee (Multiple Bins) – 1.5m3	Cost recovery	Service	\$ 40.00	\$ 4.00	\$ 44.00
465	Trade Waste – Trade Waste Service Fee (Multiple Bins) – 2.0m3	Cost recovery	Service	\$ 43.64	\$ 4.36	\$ 48.00
466	Trade Waste – Trade Waste Service Fee (Multiple Bins) – 3.0m3	Cost recovery	Service	\$ 46.36	\$ 4.64	\$ 51.00
467	Special Trade Waste Service – Single Bin Hire Rate per week or part thereof	Cost recovery	Service	\$ 166.36	\$ 16.64	\$ 183.00
468	Special Trade Waste Service – Single Bin Hire Rate per month or part thereof	Cost recovery	Service	\$ 216.36	\$ 21.64	\$ 238.00
469	Special Trade Waste Service – Single Bin Service Rate – Per Service	Cost recovery	Service	\$ 50.00	\$ 5.00	\$ 55.00
470	Special Trade Waste Service - Cleaning Fee Per Bin	Cost recovery	Service	\$ 59.09	\$ 5.91	\$ 65.00

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471	Green Waste (delivered to the landfill)	Community services	Service	No Charge	\$ -	No Charge
472	Recyclables - Aluminium Cans/Glass Bottles/Paper and Cardboard/White Goods/e-waste (delivered to the landfill)	Community services	Service	No Charge	\$ -	No Charge
473	Household Waste (delivered to the landfill) (under 1 tonne/per load, commercial fees apply for loads above 1 tonne)	Community services	Service	No Charge	\$ -	No Charge
474	Major - Community Events (St Pats, Ag-Fair, etc.) including supply and servicing of up to 10 dumper bins and up to 100 MGB's	Cost recovery	Service	\$ 2,768.18	\$ 276.82	\$ 3,045.00
475	Cardboard Collection/Additional Service/Per service (600 litre bin)	Cost recovery	Service	\$ 27.27	\$ 2.73	\$ 30.00
476	Other Community Events including provision of MGB's and Dumper Bins	Cost recovery	Service	By Quotation	10%	By Quotation
477	Sewerage / Sludge Grease trap Waste/Mud (prior arrangement only)	Cost recovery	Tonne	\$ 18.18	\$ 1.82	\$ 20.00
478	Garden Organics Green Bio Insert MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 60.00	\$ 6.00	\$ 66.00
479	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 57.27	\$ 5.73	\$ 63.00
480	Paper Shredding - Hourly Rate	Cost recovery	Service	\$ 94.55	\$ 9.45	\$ 104.00
481	Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option, Collection is weekly only	Cost recovery	Service	\$ 6.36	\$ 0.64	\$ 7.00
482	Trade Waste - Service Fee (Cardboard collection) - 2m3	Cost recovery	Service	\$ 37.27	\$ 3.73	\$ 41.00
483	Trade Waste - Service Fee (Cardboard collection) - 3m3	Cost recovery	Service	\$ 40.00	\$ 4.00	\$ 44.00
484	Minor - Community Events including supply and servicing of a maximum of 5 dumper bins and 50 MGB's	Cost recovery	Service	\$ 1,655.45	\$ 165.55	\$ 1,821.00
485	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	\$ 18.18	\$ 1.82	\$ 20.00
Key Direction 4- Our Leadership						
POLICY, PLANNING AND ADMINISTRATION						
Access to Information, Government Information (Public Access) Act						
Charges - Formal Access Application						
486	Access to Information - Application Fee	Statutory	Each	\$ 30.00	\$ -	\$ 30.00
487	Access to Information - Processing Fee	Statutory	Hour	\$ 30.00	\$ -	\$ 30.00
488	Access to Information - Processing Fee (non personal affairs)	Statutory	Each	\$ 30.00	\$ -	\$ 30.00
489	Access to Information - Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant)	Statutory	Each	Up to 50% of estimated processing fee	\$ -	Up to 50% of estimated processing fee
490	Access to Information - Internal Review	Statutory	Each	\$ 40.00	\$ -	\$ 40.00
491	Amendment of Records	Statutory	Each	No charge	\$ -	No charge
Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act.						
Facsimile, Photocopier, Printer and Scanner Fees						
492	Fax Received	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
493	Fax Sent (first page)	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
494	Fax Sent (subsequent page)	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
495	Photocopying Fee: A4 - Black and White	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
496	Photocopying Fee: A4 - Colour	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
497	Photocopying Fee: A3 - Black and White	Cost recovery	Page	\$ 2.73	\$ 0.27	\$ 3.00
498	Photocopying Fee: A3 - Colour	Cost recovery	Page	\$ 3.64	\$ 0.36	\$ 4.00
499	Printing Fee: A4 - Black and White	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
500	Printing Fee: A4 - Colour	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
501	Printing Fee: A3 - Black and White	Cost recovery	Page	\$ 2.73	\$ 0.27	\$ 3.00
502	Printing Fee: A3 - Colour	Cost recovery	Page	\$ 3.64	\$ 0.36	\$ 4.00
503	Printing Fee: Micro Film	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
504	Scanning Fee	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
FINANCIAL SERVICES						
Account Fees						
505	Supply copy Tax Invoice / Rates Notice	Cost recovery	Each	\$ 9.09	\$ 0.91	\$ 10.00
506	FESL (Fire Emergency Services Levy) Classification Review Administration Fee. (Fee will be refunded if the council declares the land to be within the property sector nominated by the applicant)	Cost recovery	Each	\$ 45.45	\$ 4.55	\$ 50.00
Rates (Properties)						
507	Section 603 Certificate (additional to normal fee)	Statutory	Each	\$ 80.00	\$ -	\$ 80.00
508	Section 603 Certificate - Urgent Fee (additional to normal fee)	Cost recovery	Each	\$ 50.00	\$ -	\$ 50.00
509	Search Fee - Searching of old records for ownership/location of land for personal records (min 1/2 charge)	Cost recovery	Hour	\$ 63.64	\$ 6.36	\$ 70.00
510	Enquiry - Search of Rights of Way (and ownership of old records and addition to Search Fee)	Cost recovery	Each	\$72.73 plus LPI Search Fee	10%	\$80.00 plus LPI Search Fee
511	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	\$ 60.00	\$ -	\$ 60.00
512	Interest on Unpaid Rates and Charges	Statutory	Year	7.5%	0%	7.5%
513	Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)	Cost recovery	Each	\$ 15.22	\$ -	\$ 15.00
514	Payment Dishonour Fee - direct debit	Cost recovery	Each	\$ 15.22	\$ -	\$ 15.00
515	Payment Dishonour Fee - Australia Post	Cost recovery	Each	\$ 25.37	\$ -	\$ 25.00
516	Payment Dishonour Fee - cheque	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
517	Administration Fee for Sale of Land for Unpaid Rates	Cost recovery	Each	\$ 1,363.64	\$ 136.36	\$ 1,500.00
518	Debt Recovery	Cost recovery	Each	Actual Cost	\$ -	Actual Cost
Hire Fees						
519	Ground Floor Meeting Room - Full Day	Cost recovery	Day	\$ 131.82	\$ 13.18	\$ 145.00
520	Council Chambers - Full Day	Cost recovery	Day	\$ 340.91	\$ 34.09	\$ 375.00

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
521	Additional Service surcharge (Meeting room/Council Chambers) (additional to Hire Fee)	Cost recovery	Each	\$ 50.00	\$ 5.00	\$ 55.00
Subpoenas and Summons						
522	Subpoenas – research and supply of information	Cost recovery	Each	Actual Cost	\$ -	Actual Cost
523	Summons	Cost recovery	Each	Actual Cost	\$ -	Actual Cost
BROKEN HILL REGIONAL AQUATIC CENTRE						
Admission Fees						
Recreational Swimming						
Refer to YMCA Broken Hill Regional Aquatic Centre website: https://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/						



www.brokenhill.nsw.gov.au

ORDINARY MEETING OF THE COUNCIL

May 2, 2017

ITEM 3BROKEN HILL CITY COUNCIL REPORT NO. 109/17

SUBJECT: ADOPTION OF DRAFT LONG TERM FINANCIAL PLAN 2018-2027
16/157

Recommendation

1. That Broken Hill City Council Report No. 109/17 dated May 2, 2017, be received.
2. That Council adopts the Draft Long Term Financial Plan 2018-2027.
3. That Council notes as per the reported financial implications within the report, the adverse impact on the 2016/2017 financial results and 2017/2018 budgeted financials from receiving half of the 2017/2018 allocated Financial Assistance Grant prior to June 30 2017.

Executive Summary:

Broken Hill City Council faces a number of challenges in terms of financial sustainability.

Population decline is a major driver of this challenge as it puts pressure on the affordability of services by the ratepayers. In the 1950's, Broken Hill had a population of over 30,000 and a strong economic profile due to the mining industry. Today our population is projected to be approximately 19,000. Approximately 1,500 unoccupied houses exist within Broken Hill, and with it, public infrastructure still exists to cater for this absent population. Our population has declined, and whilst some changes have occurred over the years, essentially we are still trying to maintain our assets at the same level.

Council has been living well beyond its means for a number of years which has resulted in accumulating more than \$60M in operating deficits (before capital) since 2000. This has meant that Council has not been able to carry out the required asset renewals and asset replacement on public infrastructure that was required to maintain quality infrastructure and assets. However due to the bold decisions of the past few years such as the decision to exit community services, aged care services and the organisational restructure as well as sustainably reducing Council's operating deficit and increasing Council's cash reserves, Council is now in a position to begin renewing infrastructure at an appropriate rate as well as beginning to reduce the backlog that has accumulated.

In this year's review of the Long Term Financial Plan, a focus on asset renewals has been planned. It is forecast that asset renewals will be maintained at a rate equal to or greater than 110% of asset consumption throughout the review period. This is a significant step forward for Council's financial and asset sustainability as it begins to ensure that quality infrastructure is maintained and available for future generations.

To assist in this plan of urgent asset renewal and maintenance on neglected assets. Council has built in a \$10m loan into the Long Term Financial Plan. This is an opportunity of this generation to lock in record low fixed interest rates for a period of twenty (20) years. The intention of this loan will be to draw down annually over the life of the loan to focus on much needed asset renewals within the community such as footpaths and parks. Throughout the

Long Term Financial Plan document, it is demonstrated that Council has the capacity and ability to facilitate the loan.

Council achieved an operating surplus before capital grants and contributions in 2015/2016, this was the first time Council had achieved an operating surplus before capital in this millennia. This was a result of strong decisions and hard work in achieving the outcomes and strategies in the Long Term Financial Plan. However, as highlighted in the Long Term Financial Plan, this hard work needs to continue to ensure Council’s long term financial sustainability and the break-even point is achieved in 2022/2023 as well as maintaining a healthy cash reserve. If the strategies put in place in the Balanced Scenario are not achieved and Council goes back to delivering services without finding efficiencies and increasing revenue, essentially the ‘Business of Old’, Council would be projected to be out of cash by 2024/2025.

There is currently a heavy reliance on the rates revenue generated from the mining sector. To minimise the risk of Council's exposure to a downturn or cessation in the local mining industry, a shift of the percentage allocation from the mining sector to the residential sector has been factored into the rating structure. As Treasury Corporation and the Office of Local Government have highlighted in previous reports, this strategy is an important factor in ensuring the financial future for Council as it mitigates the impact of any sudden mining downturns/cessation, as well as preparing Council and the community for the end of mine life.

Key points Included in the Proposed Long Term Financial Plan

- Surplus projected for 2023
- asset renewals projected at a rate greater than 110% over the planning period
- expectation of continued efficiencies
- record low fixed interest borrowing of \$10m included for additional infrastructure renewal
- sustainable expenditure increases in line with revenue increases

Council considered the Draft Long Term Financial Plan at its meeting held April 26, 2017 and subsequently endorsed the Draft Plan for the purpose of public exhibition (Minute No. 45521).

The Draft Plan was placed on public exhibition along with Council’s other draft Integrated Strategic Plans for a period of 28 days concluding on Tuesday, May 30, 2017. Upon expiry of the public exhibition period Council received zero submissions regarding the Draft Long Term Financial Plan 2018-2027, however there has been three proposed amendments to the plan.

Matter Raised	Management Comment and/or Proposed Amendments
An increase in Community Assistance Grants from \$98K to \$128K. This is due to an increased amount of applicants seeking assistance during round one. The additional funding is to be split equally across the two rounds of Community Assistance Grants.	An Additional \$30K has been added into the 2017/2018 Annual Budget. This has increased Council’s total budgeted expenditure for 2017/2018 by \$30K and increased the operating deficit for this year. It is has not been factored into futures years and currently only effects 2017/2018.
Ability Links have proposed an Access Ramps Program to encourage businesses in the Far West to make their shops and entryways access friendly. This will involve giving each participating business an	Management have proposed a contribution of \$10K for Council’s consideration. This meets key criteria within Council’s Delivery Plan & Operational Plan under ‘Our Community’. The ‘Our Community Working

<p>access ramp to make their shop and entryway access friendly as well as providing training and ongoing access to a Coordinator regarding access questions that the businesses may have.</p>	<p>Group' would be best suited to assist in this program. This one off \$10K contribution, will increase the expenditure for the 2017/2018 by \$10K and effect the operating deficit by the same for the 2017/2018 year.</p>
<p>Council received notification and confirmation in June 2017, that a land valuation objection was successful and would be required to refund \$213,482 by 30 June 2017.</p>	<p>The advice Council received in June 2017, related to a land valuation objection relating to the mining category. Council intends to refund the amount of \$213,482 by 30 June 2017. However due to Section 511A of the <i>Local Government Act 1993</i> (catching up of income due to reduction in valuation), management propose that Council increase rates by this amount \$213,482 for the 2017/2018 financial year so not to affect Council's overall income as well as the LTFFP. This will temporarily increase the mining categories rates paid from 15% to 16% for the 2017/2018 financial year. This is a once off increase and will not affect subsequent rating years.</p>
<p>Letter received from Steve Martin requesting \$250k be put in the 2017/2018 operating budget and ongoing budgets during this term of Council, for marketing Broken Hill and increasing visitor numbers to Broken Hill for a sustainable future. This letter was received outside the public exhibition period, however due to the nature of the request and the dollar value, it has been included for Council's consideration.</p>	<p>Based on the minimal information received in the letter on how the money would be spent, whether the other sources of funding suggested have been guaranteed and the outcome of a meeting between the General Manager and Executive Manager – Strategic City Development, the request for funding has not been included in this year's 2017/2018 Operational Plan until further information can be supplied. The outcome of the meeting also suggested that further information be gained for the proposal and is presented to Council and the Councilors at a briefing session in June.</p>

The matters raised above will increase the operating deficit for the 2017/2018 by \$40K from \$1,780M to \$1,820M. The break-even point in 2023 remains unchanged due to these being one off expenditures occurring in the 2017/2018 financial year.

This plan was presented to Council's Audit, Risk & Improvement Committee at its meeting held 11 May 2017. The committee received and reviewed the report and were satisfied with the contents and recommendations within the Draft Long Term Financial Plan.

During the public exhibition phase, Council held a number of community sessions to present the Annual Budget and Long Term Financial Plan (presentation attached) and answer or explain any queries members of the community may have had. Council held the following sessions:

Date	Session	Number of Attendees
5 May 2017	Media Call	3
8 May 2017	Library Session	1

10 May 2017	South Rotary	25+
16 May 2017	Library Session	4
23 May 2017	Library Session	Cancelled (due to numbers)

Report:

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

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

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

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

The Long Term Financial Plan includes:

- projected income and expenditure
- balance sheet
- cash flow statement
- planning assumptions used to develop the plan
- sensitivity analysis – highlight factors most likely to affect the plan
- financial modelling for different scenarios
- methods of monitoring financial performance

The Long Term Financial Plan contains a core set of assumptions. These assumptions are based on Consumer Price Index forecasts, interest rate expectations, employee award increases, loan repayment schedules, other special income and costs.

On 25 June 2014, Council endorsed a Balanced Scenario Long Term Financial Plan to ensure financial sustainability and strengthen Council to serve the community of Broken Hill into the future. This plan has been reviewed and now covers the period 2018/2027. The plan recognises Council's current and future financial capacity, to continue delivering quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

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

The aims of Broken Hill City Council's Long Term Financial Plan are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.

- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats.
- Achieve a balanced budget on a funding basis over time, acknowledging that financially responsible service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.
- Seek to reduce the current working fund deficits by reducing operating costs in real terms or expanding the revenue base of Council.

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Broken Hill City Council allowing Council to continue to meet the expectations of the community and maintain service levels.

There is currently a heavy reliance on the rates revenue generated from the mining sector. To minimise the risk of Council's exposure to a downturn or cessation in the local mining industry, a shift of the percentage allocation from the mining sector to the residential sector has been factored into the rating structure. As Treasury Corporation and the Office of Local Government have highlighted in previous reports, this strategy is an important factor in ensuring the financial future for Council as it mitigates the impact of any sudden mining downturns/cessation, as well as preparing Council and the community for the end of mine life.

Council must continue to develop and implement strategies during 2017/18 to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Broken Hill City Council remains committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community.

Strategic Direction:

Key Direction:	4. Our Leadership
Objective:	4.2 Our Leaders Make Smart Decisions
Function:	Financial Management
DP Action:	4.2.1.3 Implement strategies to address Council's financial sustainability

Relevant Legislation:

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

Must be used to inform the decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

Must be for a minimum of 10 years

Must be updated at least annually as part of the development of the Operational Plan, and

Must be reviewed in detail as part of the four yearly review of the Community Strategic Plan.

The basic structure of the LTFP is outlined in the IP&R Guidelines at point 2.6 under the section on Resourcing Strategy and must include:

- Projected income and expenditure, balance sheet and cash flow statement;

- Planning assumptions used;
- Methods of monitoring financial performance;
- Sensitivity analysis;
- Financial modelling for different scenarios.

Financial Implications:

A long term financial plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

At the time of writing this report Council received notification that the NSW Government would be releasing half of the 2017/2018 financial assistance grant prior to 30 June 2017. Due to the current accounting standards in relation to receiving these financial assistance grants (income recognised upon receipt as opposed to purpose), it will have an adverse impact on Council's operating income for 2017/2018 financial year. The potential impact will be between \$1.9M - \$2.3M depending on the amount allocated to Broken Hill for the 2017/2018 financial year. Equally, receiving this amount in the 2016/2017 financial year, will artificially inflate Council's operating revenue and therefore operating result for the 2016/2017 year by the same amount. The Responsible Accounting Officer will report to Council adjusted operating results and ratios for information and comparative purposes.

Attachments

1. [↓](#) Draft Long Term Financial Plan 2018-2027
2. [↓](#) Media & Community Budget Presentation

JAY NANKIVELL
FINANCE MANAGER

JAMES RONCON
GENERAL MANAGER



**DRAFT
LONG TERM
FINANCIAL PLAN
2018-2027**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL		
TRIM REFERENCES	D17/17153	
KEY DIRECTION	4 Our Leadership	
OBJECTIVE	4.2 Our Leaders make Smart Decisions	
FUNCTION	Financial Management	
STRATEGY	4.2.1 Support leaders through the process of making difficult decisions	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
April 2017	Document Developed	N/A
April 26 2017	Public Exhibition	45521
June 28 2017	Adopted	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program 2017-2021 Operational Plan 2017/2018 Schedule Fees and Charges 2017/2018	



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INTRODUCTION

MESSAGE FROM YOUR MAYOR

The past few years have seen major changes in the way Council operates, most notably through the restructure of staffing, transitioning away from Community Services through the sale of Shorty O'Neil Village, and the cessation of Council's former Home and Community Care service.

Council's finances have also undergone major reform; from budgeted deficits close to and exceeding \$7m in 2013, 2014 and 2015, to adopting a Balanced Budget Long Term Financial Plan in 2014 which outlines Council's path towards a financially sustainable future.

If the bold decisions of the past few years were not made and the status quo was maintained, Council would be out of cash this budget year. Instead Council is projecting to have Cash reserves in excess of \$18m at the beginning of the 2018 financial year.

While this doesn't mean Council is out of the woods, it does show we are on the right path to a sustainable future, and maintaining services and quality infrastructure for future generations.

As a Council we must also acknowledge the socio-economics of our community. We know expenses are ever-increasing and what we charge needs to be affordable.

Whilst increasing income to ensure financial sustainability was considered, we did not support increasing rates to cover our ongoing deficits without first making a commitment to reduce our own costs.

This need for budget deficits indicated that Council would be required to adjust its approach to staffing, and the subsequent restructure saw Council cut 'back to the bone' in a number of areas.

Moving forward, our job will now be to rebuild the business of Council so it can

Draft Long Term Financial Plan 2018-2027



sustainably deliver on the needs and demands of the community. Our aim is for Council to provide increased levels of services to the people of Broken Hill, while maintaining a responsible financial approach.

This year's review of the Long Term Financial Plan has seen the projected budgeted deficit for 2017/2018 reduced by a further \$806K compared to the 2016/2017 budgeted deficit, with an operating surplus projected for 2023 - one year earlier than last year's plan.

This allows Council to focus further on maintaining and renewing infrastructure assets, with 100 percent asset renewal each year now achievable.

We recognise that the path to sustainability will require continued review, and that is why we are currently undertaking a four-year Service Review process to examine all aspects of Council's operations and make improvements where possible.

I commend this plan to you, and trust you will appreciate not only the progress that has been made, but the financial challenges that remain, and the hard work ahead.

Councillor Darriea Turley
MAYOR

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OVERVIEW

A Long Term Financial Plan (LTFP) is one of the three key Resourcing Strategies required by the NSW Integrated Planning and Reporting legislation. Local Government operations are vital to its community, and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and Annual Operational Plan.

The Integrated Planning and Reporting Guidelines support preparation of the LTFP for Local Government in NSW issued by the Division of Local Government.

The LTFP includes:

- projected income and expenditure
- balance sheet
- cash flow statement
- planning assumptions used to develop the plan
- sensitivity analysis used to highlight factors most likely to affect the plan
- financial modelling for different scenarios
- methods of monitoring financial performance



The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules, and other special income and costs.

Broken Hill City Council's revised LTFP covers the period 2017/18 to 2026/27. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

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

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

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

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

DLG Manual, 2013

The aims of Council's LTFP are to:

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



acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.

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



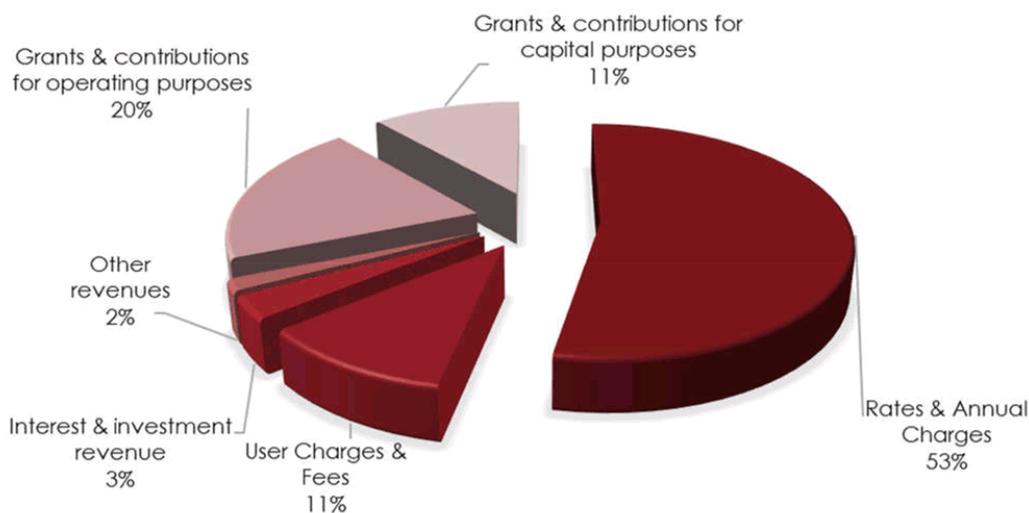
FINANCIAL POSITION

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

As per the 2016 NSW Population Projection, the population of the Far West Region is projected to decrease by 10% between 2016 and 2036. As a result, the Broken Hill Local Government Area's population is

forecast to decrease from 18,700 in 2016 to 16,150 in 2036. This population decline puts pressure on the affordability of services by the ratepayers.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The graph below shows sources of income:



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

The report by TCorp, which considered both historic financial information and a 10-year financial forecast, determined Council to be in a very unstable financial position and unsustainable.

Overall, the financial sustainability of Council was assessed as 'Very Weak'. A rating of 'Very Weak' was given to only five New South Wales councils and can be described as follows:

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

Council has since achieved significant improvement and taken giant leaps towards becoming financially sustainable. 2016 saw Council achieve its first operating surplus in this millennia, as well as having all external and internal restrictions backed by cash. Council's current financial position and projected outlook is now positive and Council can begin to plan for increased levels of services whilst remaining financially sustainable and prudent as well as maintaining current assets and reducing infrastructure backlog.

As detailed throughout the report, Council is now forecasting to meet and exceed all key financial ratios, which highlights the improvements from previous years as well as being well on the way to becoming financially sustainable.

The strength of Local Government is important when considering the quality of life for residents within a community.

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

Both external and internal factors impact the financial position of Council.

Our community cannot afford major revenue adjustments in the form of high rating increases for the purpose of balancing the bottom line. It is therefore important that we only spend what we can afford, what our community can afford.

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

OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

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

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

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

Following an organisational review, in the 2014/2015 financial year, Council implemented a new organisational structure. This structure required significant modification to the way we administer our organisation. Productivity improvements that have allowed the new structure to take form have resulted in efficiencies generating over \$1.5m in ongoing annual savings.

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

Though only in the early stages of service reviews, Council has achieved savings of \$0.46m per year through insurance savings alone. This outcome has allowed Council to increase its cash reserves to reduce the

risk of unforeseen events as well as focussing on maintaining and renewing high risk infrastructure.



IMPROVING ASSET MANAGEMENT

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

During this year's review of the LTFP, Council is budgeting for a greater than or equal to 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place for future generations.

Council has a prime opportunity to take advantage of low interest borrowings given the current economic climate, and Council's improved financial position. Built into the 2017/2018 Operational Plan and proposed LTFP is a \$10m loan that will be fixed for 20 years. The \$10m loan will be drawn down annually to focus on asset renewals that have been neglected over a number of years, due to Council's weak cash and operating position.

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

In December 2013, Council made the decision to close aged care accommodation services provided at Shorty O'Neil Village. This decision was implemented throughout the 2015/2016 financial year and is generating savings in excess of \$1.0M in ongoing annual savings.

Ongoing service reviews will occur throughout the 2017/2018 financial year with consultation with the community. It is expected that a detailed plan of community expectations and priorities will be achieved and factored into service levels and capital expenditure throughout further reviews of the LTFP.

IMPROVING FINANCIAL CONTROL

Improving staffing understanding and capacity, systems controls, procedures and reporting for Council's finance function has been imperative to achieve improvements in Council's financial position.

Savings have been generated throughout the year as a result of a concerted effort by staff to reduce expenditure.

A review of procurement practices has facilitated improved governance resulting in greater value for money.

Improved project management has ensured effective financial management of large projects such as the renovation of the Civic Centre and the move of the Broken Hill Archives through the BHP Foundation funding.

INCREASING INCOME

Throughout the past year, Council has proactively sought private works including Roads and Maritime Services (RMS) contracts. Increasing our income in this area allows more effective use of Council resources, contributing to an improved financial position.

Improved capacity to bid for State and Federal funding has resulted in competitive grants being awarded to

Council. This includes a \$5M grant for the refurbishment of Councils Civic Centre that would otherwise have had to be funded by Council.

CASHFLOW MANAGEMENT

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year has resulted in efficiencies, generating savings. Excluding the additional interest generated from the \$10m low interest loan, investment income for 2017/2018 is expected to increase by 69% compared to the 2016/2017 financial year. This is a direct result from smart investment and cashflow management.

OPPORTUNITY TO BORROW

Council has an opportunity to take advantage of the current economic climate and borrow at record low interest rates. Council's ability to repay debt is strong and this is highlighted in the 2015/2016 financial statements, with Council's debt service ratio of 9x being 4.5 times above the benchmark ratio. This is highlighted throughout the Long Term Financial Plan as well, with this ratio being maintained well above the benchmark. A \$10m loan interest loan fixed for 20 years has been built into the proposed Long Term Financial Plan and highlights Council's ability to not only be able to service the loan, but with the current investment rates and borrowing rates, the loan will become cost neutral to Council. Council will utilise this loan to focus on neglected assets such as footpaths, roads and parks over the life of the loan.

RECRUITMENT SUCCESS

Leadership, experience and technical skills are of shortage across Local Government in general. Throughout the year, Council has been successful in attracting a number of professional staff that have commenced playing a key position in creating efficiencies and continuing to move Council towards financial sustainability.

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

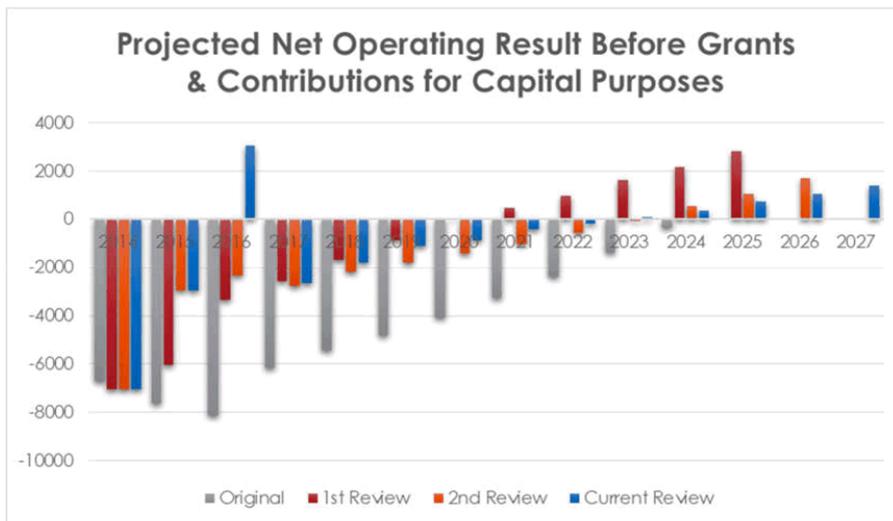
THE BALANCED SCENARIO REVIEWED

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

The Balanced Scenario incorporated organisational efficiencies, decreasing expenditure and increasing revenue to achieve a surplus operating position by the end of the plan.

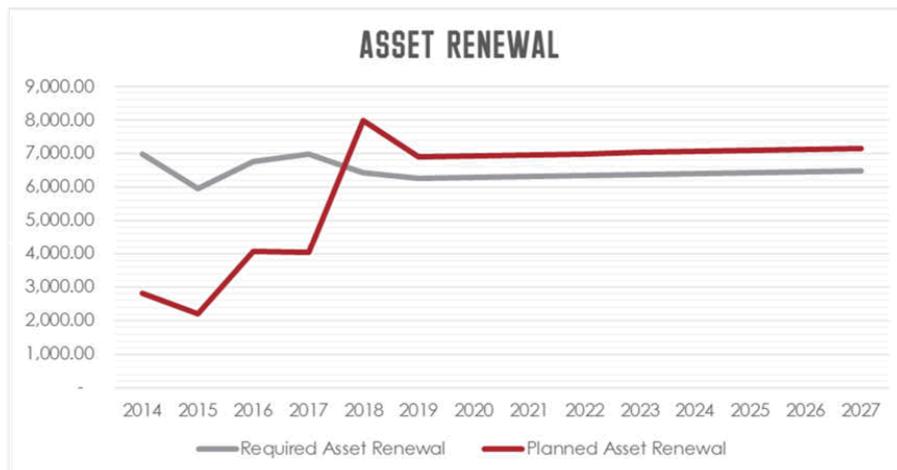
As outlined in this review, significant progress has been made in relation to Council's financial position throughout 2016/2017. This has strengthened Council's financial position.

The chart below demonstrates the improvement in Council's financial position, over the previous three reviews. Council is now anticipating to breakeven in 2023, which is one year earlier than the previous year's review.



Over the 10 year period, Council will spend in excess of \$73m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal from ongoing consumption of assets as well as investing in reducing the Infrastructure backlog due to Infrastructure replacement neglect due to insufficient cash reserves and operating practices

during the past decade. This is a significant step forward for Council in achieving sustainable assets and ensuring quality Infrastructure for future generations. The previous plan had Council achieving Infrastructure renewal at a rate equal to or greater than the benchmark in 2025, this is now being achieved from 2017/2018 onwards.



The Balanced Scenario adopted 25 June 2014 decreases operating expenditure and increases revenue to achieve a surplus operating position by the end of the planning period.

This scenario has now been reviewed taking into account strategies implemented over the past 36 months and Council is now expected to achieve a surplus operating position in 2022/2023. This is two years ahead of the original plan. This positive result also means the number of years projected to require above rate peg increases of 2% has been reduced to zero years (originally 10 years, revised down to four years in the first review). In addition, during the entirety of the planning period, Council's capacity to renew assets is strong.

To achieve these results, the Balanced Scenario assumes that Council;

1. undertakes additional operating changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts;
2. undertakes service level reviews to determine the communities service needs and what they are willing to pay; and

3. undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs.

It is assumed that a 2.0% annual efficiency gain is made for materials, contracts and other expenditure for the planning period. The scenario assumes an underlying CPI index of 2.5% therefore the annual efficiency gain does not completely absorb the indexation.

This is an ambitious plan, requiring savings in operational expenditure and increases in revenue to contribute \$675K in financial improvement in 2018/2019 alone.

If successful, all financial indicators will be maintained within the benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios. Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to over 100% of the rate of asset consumption via depreciation.

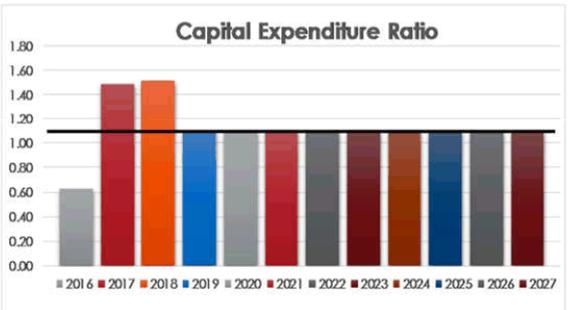
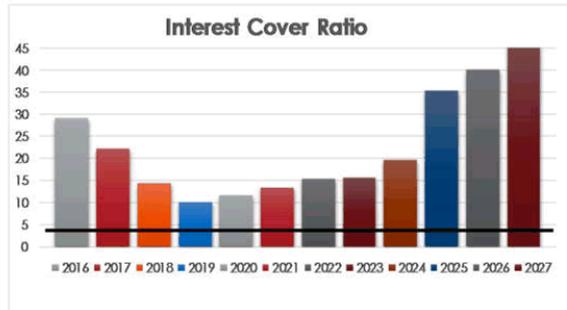
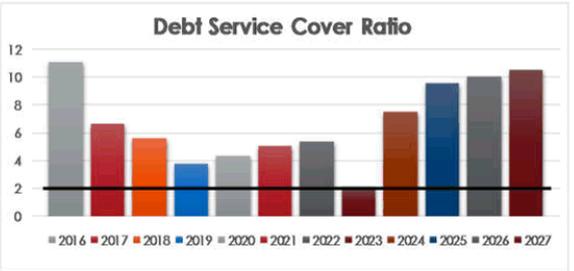
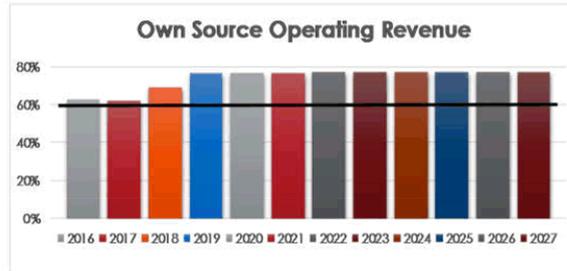
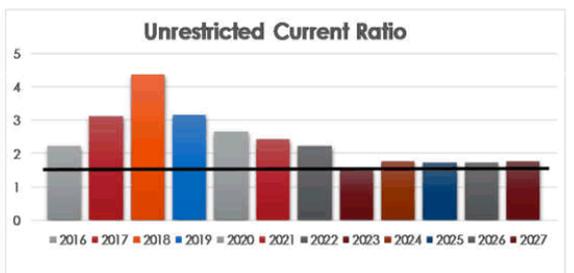
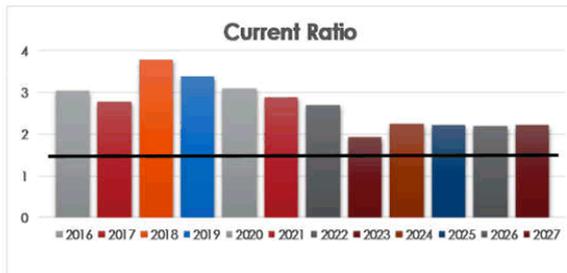
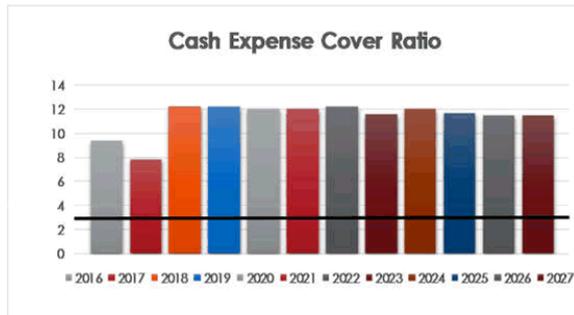
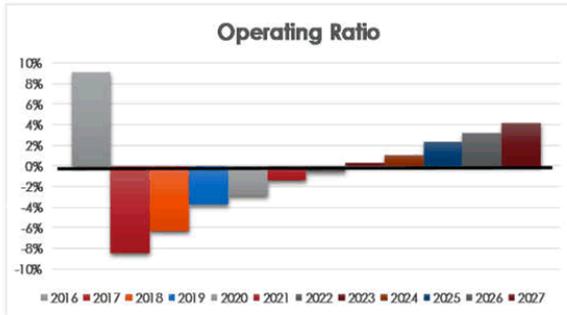
LONG TERM FINANCIAL PLAN - BALANCED SCENARIO														
INCOME STATEMENT														
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations														
Revenue:														
Rates & annual charges	15,517	16,129	16,386	16,699	17,264	17,396	17,744	18,169	18,606	19,052	19,509	19,978	20,457	20,948
User charges & fees	3,829	3,717	3,401	3,637	3,462	3,548	3,637	3,728	3,821	3,917	4,015	4,115	4,218	4,323
Interest & investment revenue	1,010	434	899	629	1,015	1,058	987	1,110	1,032	987	873	816	771	737
Other revenues	483	335	2,535	445	504	517	530	543	557	571	585	599	614	630
Grants & contributions for operating purposes	8,874	9,496	10,459	9,637	6,363	6,427	6,555	6,686	6,572	6,704	6,838	6,975	7,114	7,256
Grants & contributions for capital purposes	527	521	3,537	3,572	3,639	508	518	529	539	550	561	572	584	595
Other income:														
Net gains from disposal of assets	274	-	-	-	211	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	30,514	30,632	37,217	34,619	32,458	29,454	29,971	30,766	31,127	31,780	32,380	33,055	33,758	34,490
Expenses from Continuing Operations														
Employee benefits & costs	17,664	16,024	13,776	15,198	13,958	13,999	14,225	14,524	14,581	14,887	15,200	15,519	15,845	16,178
Borrowing costs	444	416	428	332	504	465	431	400	371	390	331	197	183	169
Materials & contracts	7,383	6,476	5,646	6,687	5,741	5,501	5,526	5,551	5,576	5,601	5,626	5,652	5,677	5,703
Depreciation & amortisation	6,991	5,945	6,767	6,987	6,431	6,275	6,303	6,330	6,358	6,386	6,414	6,443	6,471	6,499
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	4,548	4,166	3,839	4,470	4,005	3,810	3,827	3,844	3,861	3,879	3,896	3,914	3,931	3,949
Net losses from disposal of assets	-	22	154	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	37,030	33,049	30,610	33,673	30,639	30,050	30,312	30,649	30,748	31,143	31,468	31,724	32,107	32,498
OPERATING RESULT FOR THE YEAR	(6,516)	(2,417)	6,607	945	1,819	(596)	(340)	116	379	637	912	1,331	1,651	1,992
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(7,043)	(2,938)	3,070	(2,626)	(1,820)	(1,104)	(859)	(412)	(160)	87	351	759	1,067	1,397
Assumptions														
Rate Peg				1.80%	1.50%	2.00%	2.00%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
General Index				2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Cost Index				3.00%	2.50%	2.50%	2.50%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%
Grant Index				0.00%	0.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate				2.50%	2.70%	3.00%	3.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
Overdue rates interest rate				8.00%	7.50%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	8.50%	8.50%
Efficiency gain on Materials & Contracts							-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

LONG TERM FINANCIAL PLAN – BALANCED SCENARIO														
STATEMENT OF FINANCIAL POSITION														
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast								
Assets														
Current Assets:														
Cash & cash equivalents	6,840	8,153	18,343	17,242	9,211	8,789	8,642	8,956	9,510	8,566	9,777	9,425	9,392	9,700
Investments	2,407	2,500	-	-	15,000	13,000	11,000	9,000	7,000	5,000	3,000	3,000	3,000	3,000
Receivables	3,035	2,754	2,788	3,029	4,163	3,913	4,166	4,625	5,015	5,309	5,482	5,918	6,248	6,533
Inventories	338	86	77	79	81	83	85	87	89	92	94	96	99	101
Other	158	153	330	338	347	355	364	373	383	392	402	412	422	433
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	12,778	13,646	21,538	20,688	28,802	26,140	24,257	23,042	21,997	19,359	18,754	18,851	19,161	19,767
Non-Current Assets:														
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	241	186	143	118	93	68	43	18	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	260,181	236,286	234,070	244,472	247,901	248,435	249,071	249,711	250,353	250,998	251,646	252,297	252,950	253,607
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	260,422	236,472	234,213	244,590	247,894	248,503	249,114	249,729	250,353	250,998	251,646	252,297	252,950	253,607
TOTAL ASSETS	273,200	250,118	255,751	265,278	276,696	274,643	273,372	272,771	272,350	270,357	270,400	271,148	272,111	273,373
Liabilities														
Current Liabilities:														
Payables	3,773	3,217	2,440	2,775	2,844	2,915	2,988	3,063	3,139	3,218	3,298	3,381	3,465	3,552
Borrowings	898	615	731	768	783	749	714	658	685	2,418	531	528	548	568
Provisions	4,870	4,120	3,896	3,873	3,970	4,069	4,171	4,258	4,348	4,439	4,532	4,627	4,724	4,824
TOTAL CURRENT LIABILITIES	9,541	7,952	7,067	7,416	7,597	7,733	7,873	7,979	8,172	10,075	8,361	8,536	8,738	8,944
Non-Current Liabilities:														
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,009	5,940	5,126	4,358	13,200	12,451	11,737	11,142	10,425	8,007	7,476	6,948	6,400	5,832
Provisions	1,605	1,647	1,804	1,884	2,016	2,113	2,233	2,338	2,453	2,562	2,674	2,784	2,896	3,006
TOTAL NON-CURRENT LIABILITIES	6,614	7,587	6,930	6,242	15,216	14,564	13,970	13,480	12,878	10,569	10,150	9,732	9,296	8,838
TOTAL LIABILITIES	16,155	15,539	13,997	13,659	22,812	22,297	21,843	21,459	21,050	20,643	18,512	18,268	18,034	17,782
NET ASSETS	257,045	234,579	241,754	251,619	253,883	252,346	251,529	251,312	251,300	249,713	251,888	252,880	254,077	255,591
Equity														
Retained earnings	116,731	114,314	121,089	120,552	119,487	117,316	115,862	115,006	114,352	112,120	113,648	113,988	114,532	115,390
Revaluation reserves	140,314	120,265	120,665	131,067	134,396	135,030	135,666	136,306	136,948	137,593	138,241	138,892	139,545	140,202
Council equity interest	257,045	234,579	241,754	251,619	253,883	252,346	251,529	251,312	251,300	249,713	251,888	252,880	254,077	255,591
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	257,045	234,579	241,754	251,619	253,883	252,346	251,529	251,312	251,300	249,713	251,888	252,880	254,077	255,591
Assumptions														
General Index				2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

LONG TERM FINANCIAL PLAN - BALANCED SCENARIO														
STATEMENT OF CASH FLOWS														
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast								
Cash Flows from Operating Activities														
Receipts:														
Rates & annual charges	17,432	16,038	16,393	16,698	16,746	16,874	17,211	17,624	18,047	18,481	18,924	19,378	19,843	20,320
User charges & fees	3,810	4,371	3,495	3,528	3,358	3,442	3,528	3,616	3,707	3,799	3,894	3,992	4,091	4,194
Investment & interest revenue received	180	340	740	498	503	767	694	778	716	662	553	527	515	515
Grants & contributions	9,883	10,337	13,996	12,813	9,702	6,727	6,861	6,998	6,898	7,036	7,177	7,320	7,467	7,616
Bonds, deposits & retention amounts received	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	868	871	3,536	432	489	501	514	527	540	553	567	581	596	611
Payments:														
Employee benefits & costs	(16,975)	(17,669)	(14,166)	(14,742)	(13,539)	(13,579)	(13,799)	(14,088)	(14,144)	(14,441)	(14,744)	(15,054)	(15,370)	(15,693)
Materials & contracts	(7,276)	(6,100)	(6,792)	(6,486)	(5,569)	(5,336)	(5,360)	(5,384)	(5,409)	(5,433)	(5,457)	(5,482)	(5,507)	(5,531)
Borrowing costs	(384)	(355)	(362)	(332)	(504)	(465)	(431)	(400)	(371)	(390)	(331)	(197)	(183)	(169)
Bonds, deposits & retention amounts refunded	(27)	-	(21)	-	-	-	-	-	-	-	-	-	-	-
Other	(5,650)	(5,037)	(4,611)	(4,336)	(3,885)	(3,695)	(3,712)	(3,729)	(3,745)	(3,762)	(3,779)	(3,796)	(3,813)	(3,831)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	1,861	2,796	12,208	8,071	7,301	5,236	5,506	5,942	6,239	6,505	6,804	7,269	7,639	8,032
Cash Flows from Investing Activities														
Receipts:														
Sale of investment securities	5,030	4,073	8,500	-	-	2,000	2,000	2,000	2,000	2,000	2,000	-	-	-
Sale of infrastructure, property, plant & equipment	1,368	82	138	1,998	211	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	12	39	46	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:														
Purchase of investment securities	(1,500)	(4,123)	(5,729)	-	(15,000)	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(2,809)	(2,203)	(4,275)	(10,402)	(9,760)	(6,909)	(6,939)	(6,970)	(7,000)	(7,031)	(7,062)	(7,093)	(7,125)	(7,156)
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	2,101	(2,132)	(1,320)	(8,404)	(24,549)	(4,909)	(4,939)	(4,970)	(5,000)	(5,031)	(5,062)	(7,093)	(7,125)	(7,156)
Cash Flows from Financing Activities														
Receipts:														
Proceeds from borrowings & advances	3,982	1,000	-	-	10,000	-	-	-	-	-	-	-	-	-
Payments:														
Repayment of borrowings & advances	(4,499)	(352)	(698)	(768)	(783)	(749)	(714)	(658)	(685)	(2,418)	(531)	(528)	(548)	(568)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(517)	648	(698)	(768)	9,217	(749)	(714)	(658)	(685)	(2,418)	(531)	(528)	(548)	(568)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	3,445	1,312	10,190	(1,101)	(8,031)	(422)	(147)	314	553	(944)	1,211	(352)	(33)	308
plus: CASH & CASH EQUIVALENTS - beginning of year	4,708	6,840	8,153	18,343	17,242	9,211	8,789	8,642	8,956	9,510	8,566	9,777	9,425	9,392
CASH & CASH EQUIVALENTS - end of year	8,153	8,153	18,343	17,242	9,211	8,789	8,642	8,956	9,510	8,566	9,777	9,425	9,392	9,700
Assumptions														
Rates & charges recovery rate			98.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%
Debtor recovery rate			97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%
General Index			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Investment interest rate			0.00%	2.50%	2.70%	3.00%	3.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
Overdue rates interest rate			0.00%	8.00%	7.50%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	8.50%	8.50%

LONG TERM FINANCIAL PLAN - BALANCED SCENARIO														
FINANCIAL RATIOS														
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Forecast										
Operating Ratio														
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-23.49%	-9.76%	9.12%	-8.46%	-6.32%	-3.81%	-2.92%	-1.36%	-0.52%	0.28%	1.10%	2.34%	3.22%	4.12%
Benchmark - Greater than 0%														
<i>(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</i>														
Cash Expense Cover Ratio														
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	2.77	3.67	9.40	7.85	12.26	12.25	12.03	12.02	12.25	11.61	12.03	11.68	11.50	11.48
Benchmark - Greater than 3.0 months														
<i>(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12</i>														
Current Ratio														
<i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i>	1.34	1.72	3.05	2.79	3.79	3.38	3.08	2.89	2.69	1.92	2.24	2.21	2.19	2.21
Benchmark - Greater than 1.5														
<i>current assets / current liabilities</i>														
Unrestricted Current Ratio														
<i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	1.43	1.45	2.23	3.13	4.39	3.15	2.67	2.41	2.22	1.52	1.77	1.74	1.74	1.77
Benchmark - Greater than 1.5														
<i>current assets less all external activities/ current liabilities, less specific purpose liabilities</i>														
Own Source Operating Revenue														
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	63.40%	64.79%	62.39%	61.84%	69.19%	76.46%	76.40%	76.55%	77.15%	77.18%	77.15%	77.17%	77.20%	77.24%
Benchmark - Greater than 60%														
<i>rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</i>														
Debt Service Cover Ratio														
<i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>	-0.11	4.03	11.08	6.64	5.62	3.81	4.34	5.04	5.40	2.15	7.49	9.60	10.06	10.52
Benchmark - Greater than 2.0														
<i>operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</i>														
Interest Cover Ratio														
<i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>	-1.20	7.44	29.15	22.00	14.35	9.94	11.54	13.34	15.38	15.48	19.50	35.32	40.17	45.88
Benchmark - Greater than 4.0														
<i>operating result before interest and depreciation (EBITDA) / interest expense</i>														
Capital Expenditure Ratio														
<i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>	0.40	0.37	0.63	1.49	1.52	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Benchmark - Greater than 1.1														
<i>annual capital expenditure / annual depreciation</i>														

KEY FINANCIAL RATIOS CONTINUED



IMPROVING OUR FINANCIAL POSITION FURTHER

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

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2033 Community Strategic Plan. This includes addressing current goals while planning to meet the requirements for the future. To do this, Council must be strong.

A strong Council is one that has the financial capacity to meet its short and long term needs. A Council that can withstand financial shocks without burdening the community with increased rates or reduced services. Council is carrying out and will continue to review the following initiatives to maximise the ability to meet the community's needs in service provision.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery. This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of new technology and an emphasis on staffing capacity development.

IMPROVING ASSET MANAGEMENT

Council currently manages a large number of assets, some of which may be surplus to community needs. Undertaking a review and possible rationalisation of assets will assist in reducing operational costs.

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.

To ascertain community expectations, service levels reviews are being undertaken.

INCREASING STATE AND FEDERAL FUNDING

Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying Local Members and Government Ministers for additional funding.

INCREASING RATE REVENUE

To maintain services at their expected level, the community may consider an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability. The proposal for Council to lock in a fixed low interest loan for 20 years, will ensure that during the short to medium term that any rate increase above the rate peg can be avoided. This is dependent on the rate peg increasing annually accordingly to planned assumptions.

SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council’s role in infrastructure provision. At Broken Hill, Council manages over \$381m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

When planning for the long term, we rely on assumptions and we rely on strategies being successful. For example, Council is reliant on grants and contributions for 20% of its overall income and our plan assumes that these grants will continue into the future. We assume that we will be successful in our strategies to reduce costs. We assume our rate base will remain the same and we assume that we will not be faced with any financial shocks.

Long term planning provides decision makers and stakeholders in our community with a view how our goals can be achieved, but what if things don’t go as planned?

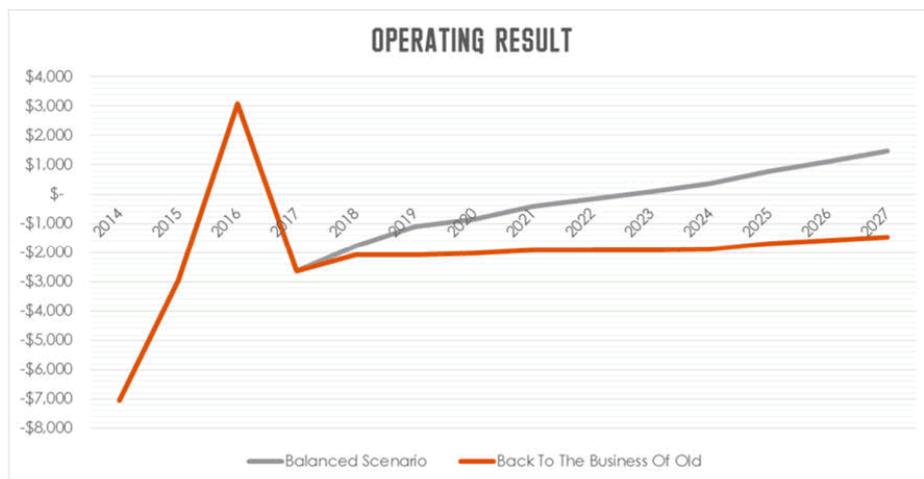
Our plan is sensitive to a number of internal and external drivers including: Council decisions, operational performance, the

external economic environment, State and Federal Government decisions including changes to legislation. The following examples demonstrate some of Councils main sensitivities and outline the impact of various scenarios on Councils long term financial position.

SCENARIO 1 – BACK TO THE ‘BUSINESS OF OLD’

Let’s assume that Council stopped the hard work and strategies in place to increase revenue and reduce expenditure and Council went back to the way the business used to operate and continued to provide services without creating efficiencies, cutting expenditure or increasing income.

The chart below shows Council’s operating losses continuing to increase. Council would be unsustainable and unable to renew assets, resulting in reduced service levels through significant deterioration which may render some assets unusable or unsafe. If capital expenditure is maintained at an acceptable rate, Council under this scenario would be out of cash in 2024/2025.



SCENARIO 2 – MINE CLOSURE IN 2023

Broken Hill's reliance on mines operating within the Local Government Area is significant.

Council and its community are at significant financial risk based upon the reliance of rates from just two ratepayers - the two mines. In recent years, the potential impact of this reliance has been felt with a recent valuation objection placing some uncertainty over a potential for overpaid rates of \$6.8m to be payable by Council, funds that were not available given Council's financial position.

Over the past four years, Council has commenced action towards reducing this reliance and diversifying this income stream to create financial stability. While the move towards rating diversification has provided heated debate in previous financial years, it is important that as a City we reduce our reliance on the mining sector to ensure a sustainable future.

Within the Operational Plan for 2017/2018 Council has considered a longer term

strategy to address this situation. This strategy involves the progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates. 2017/2018 is the third year of this strategy and would see the mines contributing 15% of the total rates revenue levied.

The following chart displays the impact of mines closure on Council's financial position and demonstrates the need for Council to have a strong responsible strategy in place, to mitigate the risk of rates income lost due to mine closures or a downturn in mining operations.

TCorp have advised in their latest draft report on Council's financial sustainability, that the responsible and diligent strategy in place to mitigate the potential risk of mining reduction and/or cessation in Broken Hill is paramount in remaining sustainable and improving Council's outlook if such an event were to take place.



We can see from the chart above that if the mines were to close in 2023 and the mining strategy currently in place was stopped as of this year, the business of Council would be in an unrecoverable position. Conversely if the mining strategy in place is continued until the 10% cap is reached and the mines close in 2023, the impact to Council will still be significant but it will be in a recoverable position for the community and Council. Council could expect to be back in surplus by 2029/2030 without additional rate increases or significant change.

SENSITIVITY ANALYSIS

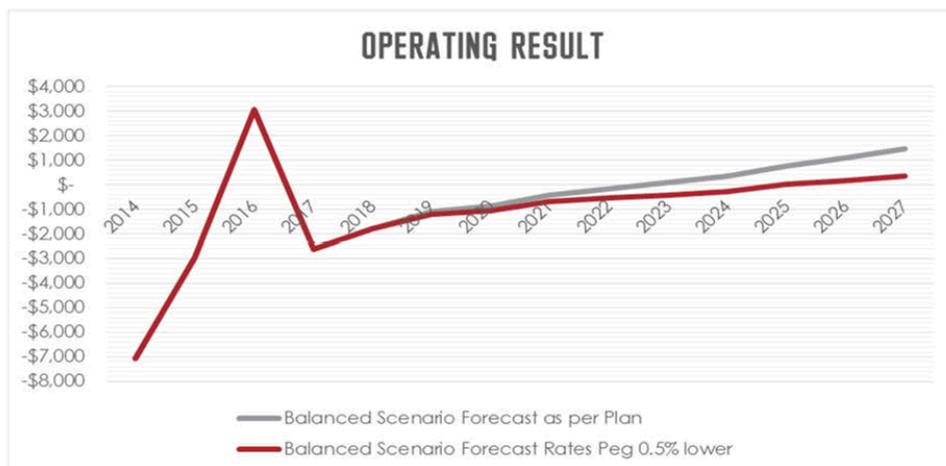
The LTFP Balanced Scenario (proposed) is demonstrated below.



The below section illustrates the financial effect on Council's result if certain assumptions were to change.

Rates

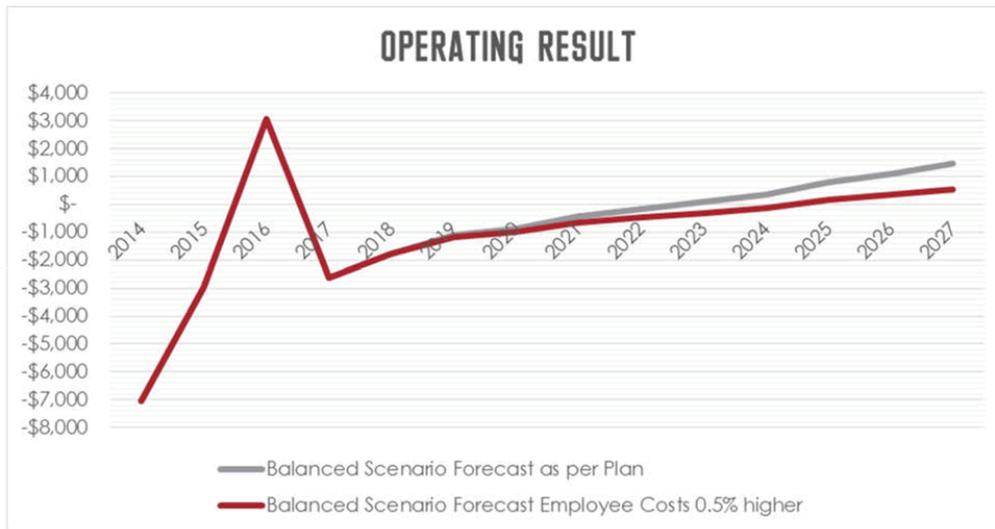
Rate income comprises of 53% of Council's total operating income. Rates are capped by the State Government and Council can only increase rates above the rate pegging percentage if a special rate variation is submitted and approved.



If rates are held 0.5% p.a. below the predicted rate pegging percentage, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.

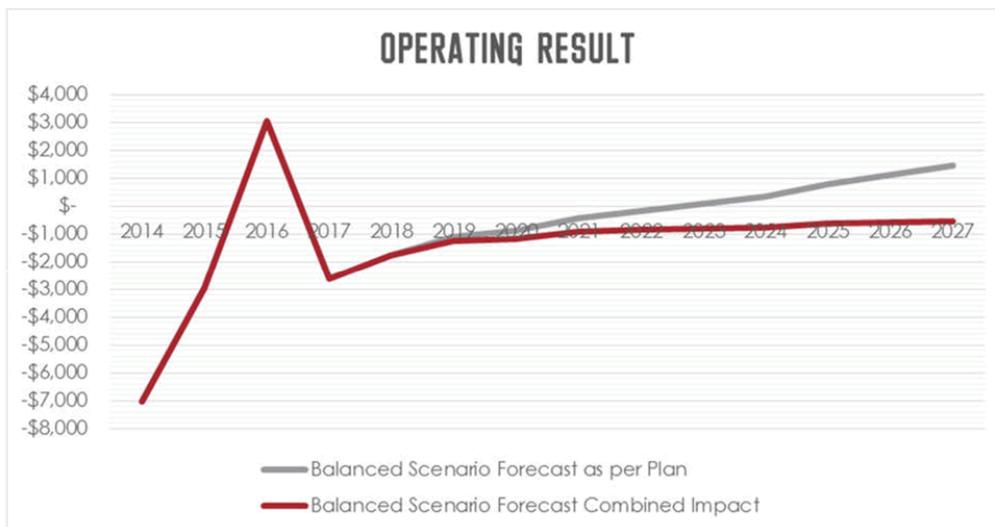
Employee Costs

Employee costs comprise of 46% of Council's operating expenditure. Salary growth is largely subject to the Broken Hill City Council Consent Award. Council has factored in the current award increase annually for employee expenses in the Balanced Scenario. If the award increases by a further 0.5% in future years, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.



Combined Impact

The chart below shows the combined impact of a 0.5% unfavourable variance in our assumptions for both Rates and Employee Costs.



MEASURING PERFORMANCE

Council will continue to report on and monitor its financial performance based on standard financial indicators.

These indicators include:

- Operating Ratio

This measures the capacity of Council to contain its operating expenditure within its operating revenue allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 0%. The current operating ratio based on the proposed 2017/2018 budget is -6.32%. It is forecast that this ratio will be above the benchmark in 2023, when an operating surplus is achieved.

- Cash Expense Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash-flow. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 3 months. The current cash expense ratio based on the proposed 2017/2018 budget is 12.26 months.

- Current Ratio

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 1.5. The current ratio based on the proposed 2017/2018 budget is 3.79.

- Unrestricted Current Ratio

This ratio measures the adequacy of working capital and its ability to satisfy the

obligations in the short term for the unrestricted activities of Council. The minimum benchmark for this ratio as advised TCorp and the Local Government Accounting Code for NSW is greater than 1.5. The unrestricted current ratio based on the proposed 2017/2018 budget is 4.39.

- Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources such as operating grants and contributions to fund its day to day operations. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 60%. The own source operating revenue ratio based on the proposed 2017/2018 budget is 69.19%.

- Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 2. The debt service cover ratio based on the proposed 2017/2018 budget is 5.62.

- Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowing. It measures the burden of the current interest expense upon Council's operating cash. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 4. The interest cover ratio based on the proposed 2017/2018 budget is 14.35.

- Building and Infrastructure Backlog Ratio

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

- Asset Maintenance Ratio

This ratio compares actual vs required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing. Council's ratio based on the proposed 2017/2018 budget is 1.0.

- Building and Infrastructure Asset Renewal Ratio

This ratio is used to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than or equal to 100%. Council's ratio based on the proposed 2017/2018 budget is 124%.

- Capital Expenditure Ratio

This ratio assess the extent to which a Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 1.10. The capital expenditure ratio based on the proposed budget for 2017/2018 is 1.52.

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

QUARTERLY REPORTING

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

ANNUAL REPORTING

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

REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2018/2019 and Delivery Program 2017 - 2021 and financial projections will be revised and updated.

CONCLUSION

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community and maintain service levels.

It is proposed that further community engagement be carried out to discuss service level expectations and affordability to maintain or provide additional services. These reviews began in 2016/2017 and will continue through the current term of Council. It is expected significant efficiencies will be found through this process as well as ensuring service delivery meets community expectations within the financial constraints in which Council operates.

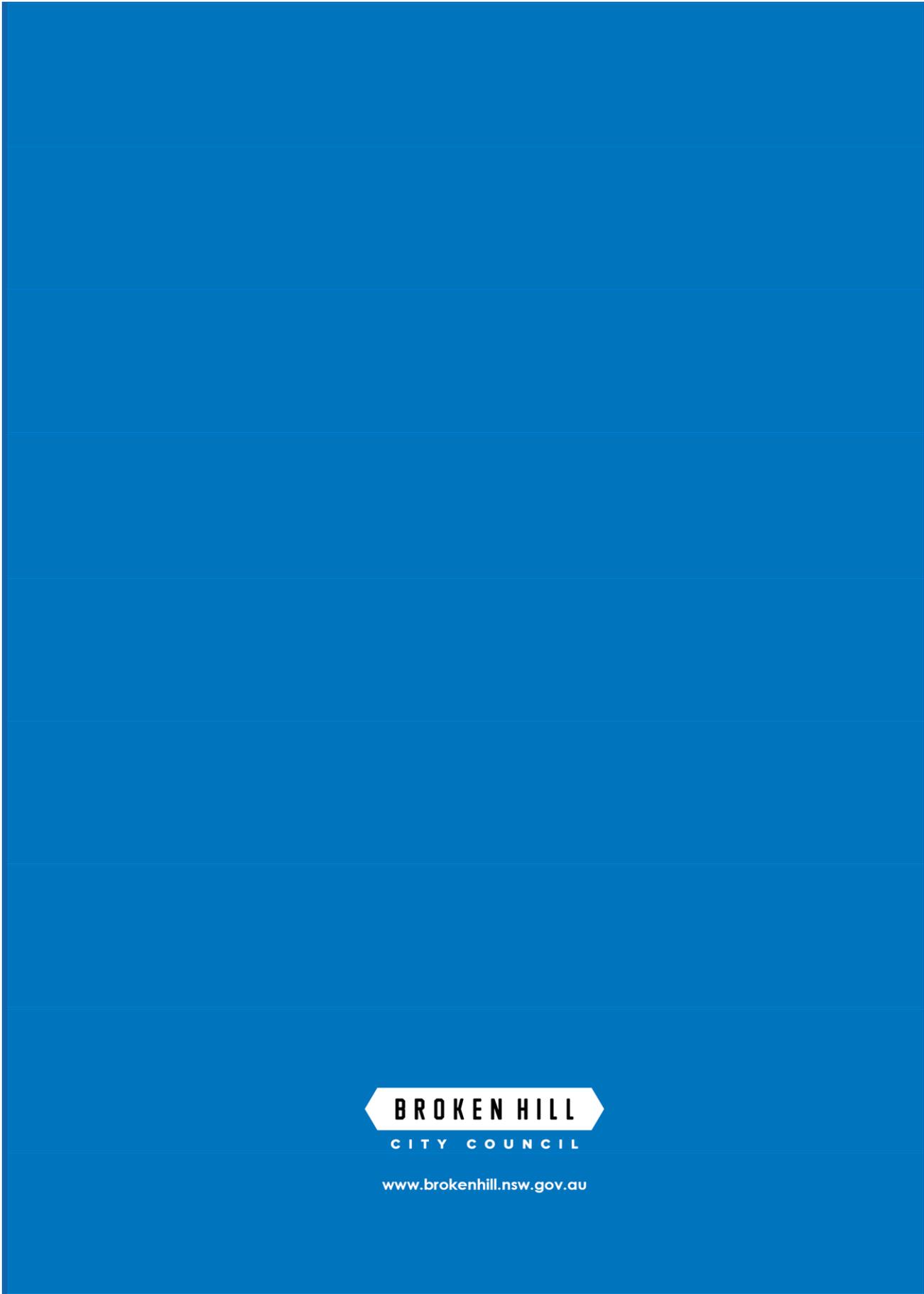
There is currently a heavy reliance on the rates revenue generated from the mining sector. To minimise the risk of Council's exposure to a downturn in the local mining

industry, a shift of the percentage allocation from the mining sector to the residential sector has been factored into the rating structure. As T-Corp and the Office of Local Government have highlighted in previous reports, this is an important factor in ensuring the financial future for Council as it mitigates the impact of any sudden mining downturns/cessations as well as preparing Council and the community for the end of mine life.

Council must develop strategies during 2017/18 to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community.





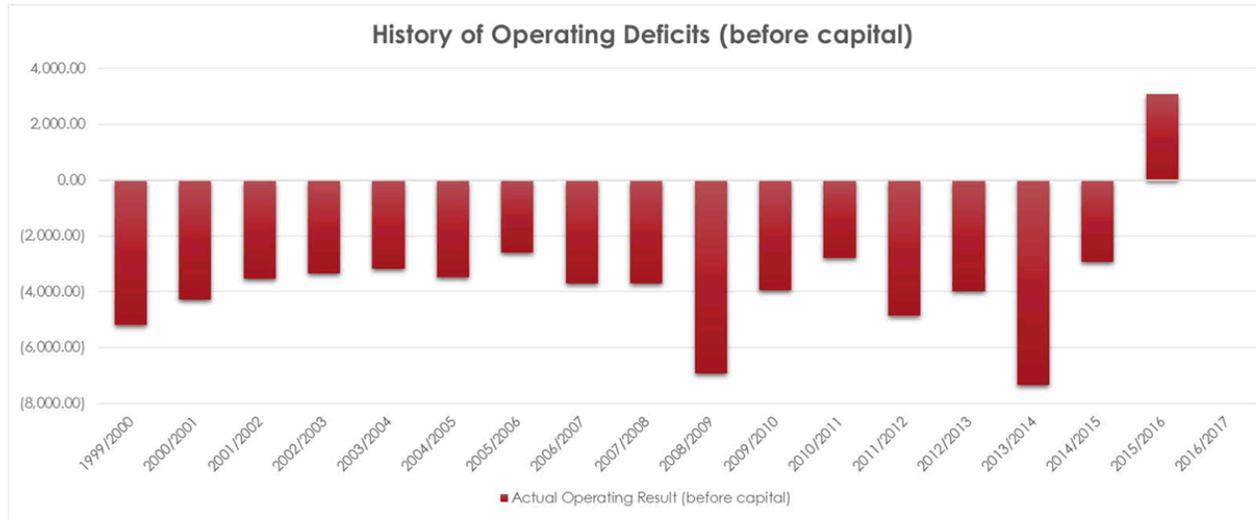
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2017/18 OPERATIONAL PLAN (BUDGET) 1. BUDGET OVERVIEW

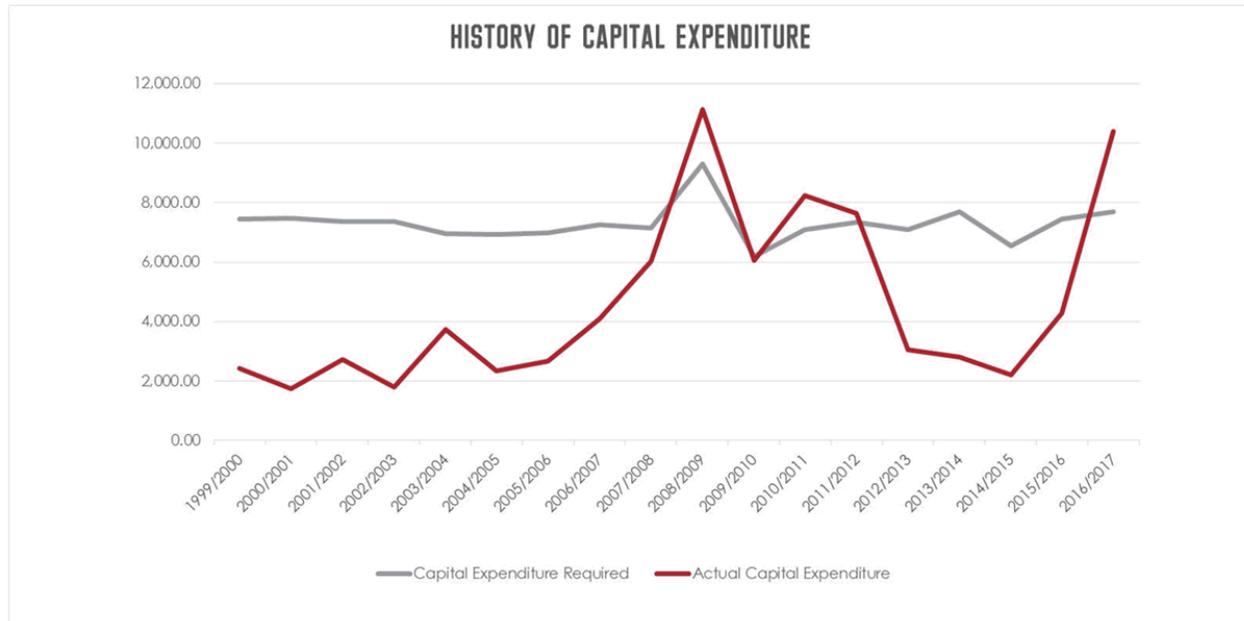
WHERE WE'VE COME FROM



- Out of Cash by 2017/2018
- T-Corp Assessment Very Weak – Negative
- Accumulated Operating Loss (before capital) of about \$65m

2017/18 OPERATIONAL PLAN (BUDGET) 1. BUDGET OVERVIEW

WHERE WE'VE COME FROM



THE JOURNEY SINCE 2013/14

- Organisational Restructure Generating Efficiencies of \$1.5m
- Cessation of operations at Shorty O'Neil Village & Film Studio generating annual operating savings of \$1.3m
- Smarter working generated efficiencies in excess \$1.5m
- Beginning of services reviews – initial insurance saving of \$0.46m

2017/18 OPERATIONAL PLAN (BUDGET)

1. BUDGET OVERVIEW

WHERE WE ARE NOW

Operating revenue \$28.63m

•Operating revenue decrease* \$2.4m (7.8%)

Operating expenses \$30.41m

•Operating expenditure decrease * \$3.3m (9.7%)

Operating deficit \$1.78m

•Deficit decrease* \$0.8m (32.2%)

•Improvement of \$0.38M (17.7%) on the 16/17 LTFP adopted 17/18 projection.

Capital expenditure \$6.96m

*from 2016/17 2nd QBRS

*excluding extraordinary items

WHERE WE ARE HEADING

- Break Even 2023 (1 Year ahead of the 16/17 adopted LTFP plan)
- Accumulated savings of \$2.6m over the next five years (compared to 16/17 adopted LTFP plan)
- More than 100% asset renewal going forward. **What does this mean?**
Council is now budgeting to renew assets at a greater rate than they depreciate, which means the infrastructure backlog can begin to be caught up and Council will continue to increase it's asset base remaining sustainable and ensuring quality infrastructure for future generations. It is also a key performance ratio.

2017/18 OPERATIONAL PLAN (BUDGET)

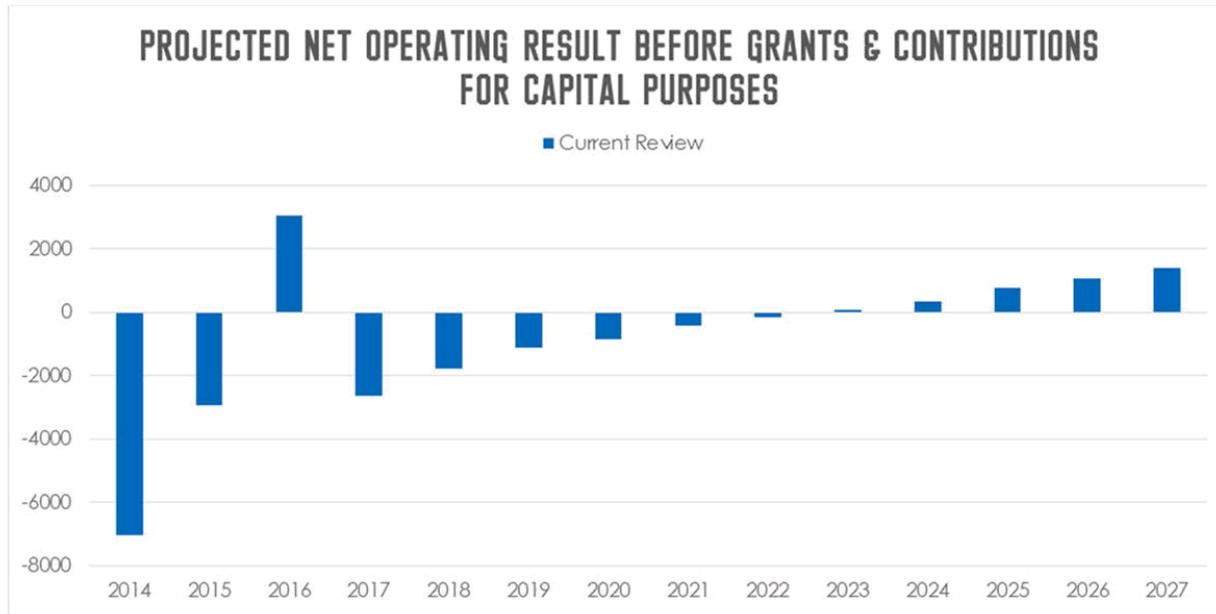
1. BUDGET OVERVIEW

WHERE WE ARE HEADING CONT'D

LONG TERM FINANCIAL PLAN – BALANCED SCENARIO															
INCOME STATEMENT															
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Income from Continuing Operations															
Revenue:															
Rates & annual charges	15,517	16,129	16,386	16,699	17,050	17,391	17,739	18,164	18,600	19,047	19,504	19,972	20,451	20,942	
User charges & fees	3,829	3,717	3,401	3,637	3,487	3,574	3,664	3,755	3,849	3,945	4,044	4,145	4,249	4,355	
Interest & investment revenue	1,010	434	899	629	1,015	1,059	988	1,111	1,033	988	874	817	772	739	
Other revenues	483	335	2,535	445	504	517	530	543	557	571	585	599	614	630	
Grants & contributions for operating purposes	8,874	9,496	10,459	9,637	6,363	6,427	6,555	6,686	6,572	6,704	6,838	6,975	7,114	7,256	
Grants & contributions for capital purposes	527	521	3,537	3,572	3,639	508	518	529	539	550	561	572	584	595	
Other Income:															
Net gains from disposal of assets	274	-	-	-	211	-	-	-	-	-	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	30,514	30,632	37,217	34,619	32,269	29,476	29,994	30,789	31,151	31,804	32,405	33,080	33,784	34,517	
Expenses from Continuing Operations															
Employee benefits & costs	17,664	16,024	13,776	15,198	13,963	14,004	14,231	14,529	14,587	14,893	15,206	15,525	15,851	16,184	
Borrowing costs	444	416	428	332	504	465	431	400	371	390	331	197	183	169	
Materials & contracts	7,383	6,476	5,646	6,687	5,720	5,520	5,545	5,570	5,595	5,620	5,646	5,671	5,696	5,722	
Depreciation & amortisation	6,991	5,945	6,767	6,987	6,431	6,275	6,303	6,330	6,358	6,386	6,414	6,443	6,471	6,499	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other expenses	4,548	4,166	3,839	4,470	3,792	3,809	3,826	3,843	3,860	3,878	3,895	3,913	3,930	3,948	
Net losses from disposal of assets	-	22	154	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	37,030	33,049	30,610	33,673	30,410	30,073	30,335	30,673	30,771	31,167	31,492	31,748	32,132	32,523	
OPERATING RESULT FOR THE YEAR	(6,516)	(2,417)	6,607	945	1,859	(597)	(341)	116	379	637	913	1,332	1,652	1,994	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(7,043)	(2,938)	3,070	(2,626)	(1,780)	(1,105)	(859)	(412)	(160)	87	352	760	1,069	1,399	
Assumptions															
Rate Peg	1.80%	1.50%		1.80%	1.50%	2.00%	2.00%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	
General Index	2.50%	2.50%		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Employee Cost Index	3.00%	2.50%		2.50%	2.50%	2.50%	2.50%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	
Grant Index	0.00%	0.00%		1.00%	1.00%	1.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Investment Interest rate	2.50%	2.70%		3.00%	3.00%	3.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	
Overdue rates interest rate	8.00%	7.50%		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	
Efficiency gain on Materials & Contracts						-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	

2017/18 OPERATIONAL PLAN (BUDGET) 1. BUDGET OVERVIEW

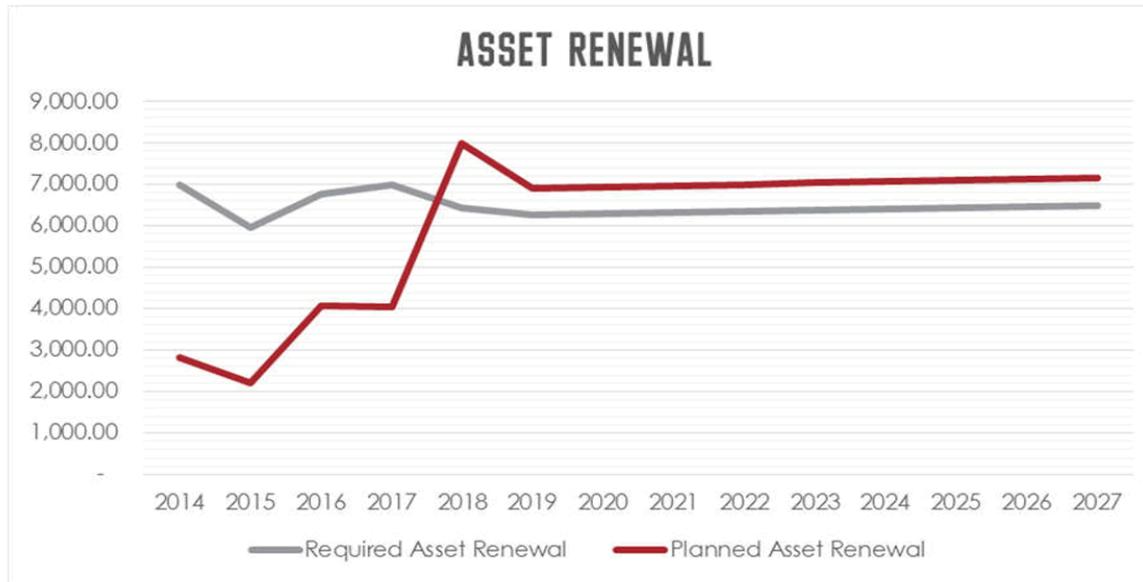
WHERE WE ARE HEADING CONT'D



2017/18 OPERATIONAL PLAN (BUDGET)

1. BUDGET OVERVIEW

WHERE WE ARE HEADING CONT'D

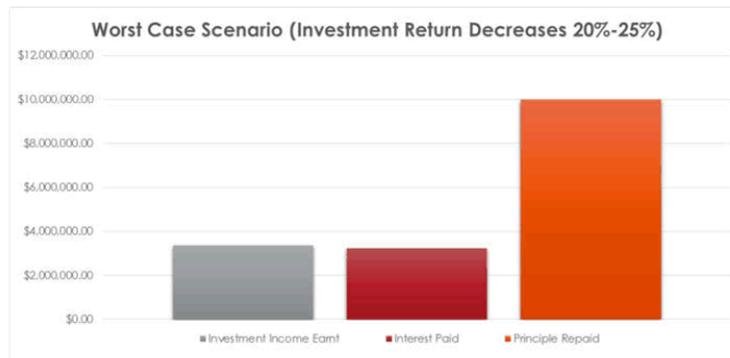
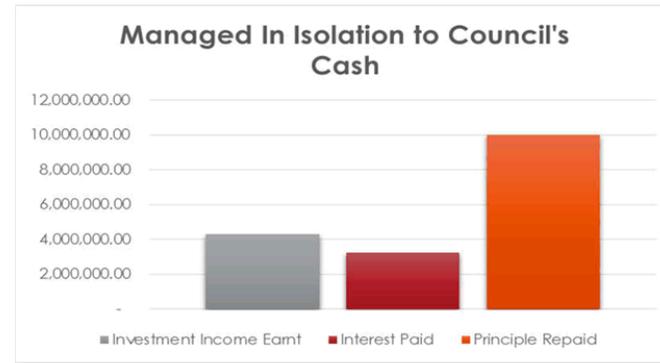
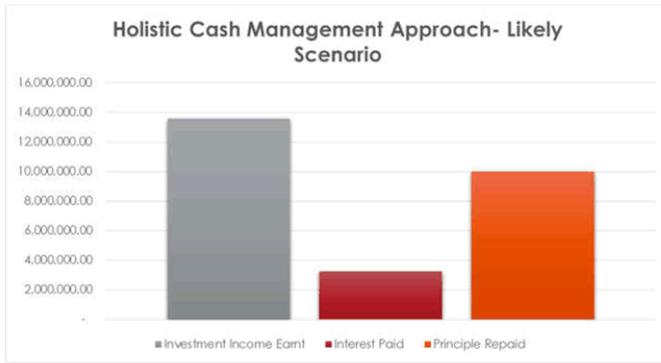


OPPORTUNITIES THIS PRESENTS

- Low Interest Fixed Borrowings – Additional Infrastructure Renewals
- Focus on Neglected Assets (E.G –Parks & Gardens, Accessibility & Footpaths)
- Further Services Reviews to Reflect Community Needs & Expectations
- Fully Fund Asset Renewals & Increase Council's Asset Base (Performance Ratios)

2017/18 OPERATIONAL PLAN (BUDGET) 1. BUDGET OVERVIEW

HOW THE 10M LOAN WILL WORK



2017/18 OPERATIONAL PLAN (BUDGET)

2. OPERATING RESULT

OPERATIONAL PLAN INCOME STATEMENT		
\$ '000	2017	2018
	TOTAL Budget	TOTAL Proposed Budget
Income from Continuing Operations		
Revenue:		
Rates & annual charges	16,699	17,050
User charges & fees	3,637	3,487
Interest & investment revenue	629	1,015
Other revenues	445	504
Grants & contributions for operating purposes	9,637	6,363
Grants & contributions for capital purposes	3,572	3,639
Other Income:		
Net gains from disposal of assets	-	211
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	34,619	32,269
Expenses from Continuing Operations		
Employee benefits & costs	15,198	13,963
Borrowing costs	332	504
Materials & contracts	6,687	5,720
Depreciation & amortisation	6,987	6,431
Impairment	-	-
Other expenses	4,470	3,792
Net losses from disposal of assets	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	33,673	30,410
OPERATING RESULT FOR THE YEAR	945	1,859
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,626)	(1,780)
Assumptions		
Rate Peg	1.80%	1.50%
General Index	2.50%	2.50%
Employee Cost Index	3.00%	2.50%

2017/18 OPERATIONAL PLAN (BUDGET)

2. OPERATING RESULT

WHAT'S CHANGED FROM 16/17 TO 17/18

Key Revenue Movements +(-)

- Community Services Grant - Reduction of \$3.2m
- Civic Centre- \$0.14m
- Rates Revenue - \$0.3m (1.5% Rate Peg)
- Lease of HACC Centre - \$0.18m
- Roads to Recovery- \$0.46m

Key Expenditure Movements

- One Off - Special Projects of - \$0.39m
- Exiting Community Services – Reduction of \$3.2m
- Insurance Savings of - \$0.46m
- Upgrade to IT Infrastructure - \$0.50m

2017/18 OPERATIONAL PLAN (BUDGET)

2. OPERATING RESULT

- Argent Street Sculpture Symposium \$0.76M (Grant Funded \$0.70M)
- Community Satisfaction Survey \$0.03m
- Community Hubs & Active Living Plan \$0.15m
- New Years Eve Party & Fireworks \$0.08m (Pilot Project)
- World Heritage Listing \$0.07m

ONE-OFF SPECIAL PROJECTS

NET OPERATING EXPENSE

ITEMS TOTAL \$0.39M



2017/18 OPERATIONAL PLAN (BUDGET) 3. BUDGET BY KEY DIRECTION

KEY DIRECTION

Key Direction	Our Leadership	Our Community	Our Economy	Our Environment
Functions	Leadership & Governance	Community Services	Economic Development	Waste Management
	Financial Management	Local Transport	Property Development	Sustainability after Mining
	Corporate Support	Open Spaces	Strategic Transport	Natural Environment
	Customer Relations	Community Facilities	Tourism Development	Built Environment
	Asset Management	Public Safety	Film Promotion	Public Health
	Operations Management	Arts & Culture		Public Order
	Buildings & Property Management	Community Development		Stormwater Management

2017/18 OPERATIONAL PLAN (BUDGET)

3. BUDGET BY KEY DIRECTION

TOTAL BUDGET BY KEY DIRECTION

OPERATIONAL PLAN – BALANCED SCENARIO					
INCOME STATEMENT					
\$ '000	2018	2018	2018	2018	2018
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget
Income from Continuing Operations					
Revenue:	1,600				
Rates & annual charges	17,050	14,530	-	18	2,538
User charges & fees	3,487	228	552	1,171	1,536
Interest & investment revenue	1,015	981	-	-	34
Other revenues	504	160	81	255	9
Grants & contributions for operating purposes	6,363	4,242	1,350	707	65
Grants & contributions for capital purposes	3,639	-	3,439	-	200
Other income:					
Net gains from disposal of assets	211	-	211	-	-
Net share of interests in joint ventures	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	32,269	20,141	5,633	2,115	4,380
Expenses from Continuing Operations	6,560				
Employee benefits & costs	13,963	7,514	2,980	1,506	1,963
Borrowing costs	504	16	488	-	-
Materials & contracts	5,720	54	2,636	1,115	2,022
Depreciation & amortisation	6,431	862	4,057	1,009	503
Impairment	-	-	-	-	-
Other expenses	3,792	1,625	1,667	428	73
Net losses from disposal of assets	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	30,410	9,964	11,827	4,058	4,560
OPERATING RESULT FOR THE YEAR	1,859	10,177	(6,195)	(1,943)	(180)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,780)	10,177	(9,633)	(1,943)	(380)

2017/18 OPERATIONAL PLAN (BUDGET)

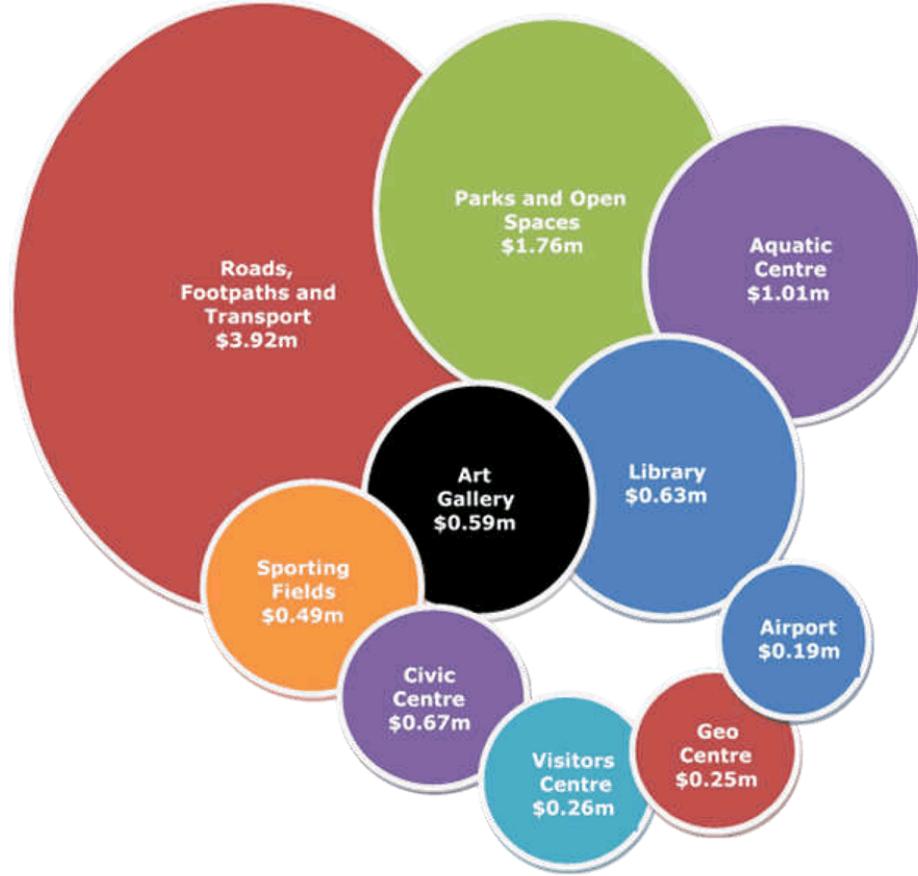
4. KEY SERVICES

•Net cost to Council for key services provided.



	2017/2018	2016/2017
Airport	\$0.19M	\$0.25M
Albert Kersten Mining Museum	\$0.25M	\$0.26M
Aquatic Centre	\$1.01M	\$0.96M
Art Gallery	\$0.59M	\$0.37M
Civic Centre	\$0.67M	\$0.58M
Library	\$0.63M	\$0.82M
Tourist & Travellers Centre	\$0.26M	\$0.27M

2017/18 OPERATIONAL PLAN (BUDGET) 4. KEY SERVICES



2017/18 OPERATIONAL PLAN (BUDGET)

5. CAPITAL PROJECTS

Capital expenditure to focus on high priority & high risk assets.

- Grant funding of \$1.22m
- Reserve transfers of \$0.60m
- Sales/ Trade Ins of \$0.20m
- Net cost to Council \$4.94m

TOTAL CAPEX \$6.96M

TRANSPORT \$3.44M

BUILDINGS \$1.20M

PLANT/FLEET \$1.90M

OPEN SPACES \$0.42M

2017/18 OPERATIONAL PLAN (BUDGET)

5. CAPITAL PROJECTS

Description	Asset Class	Total Expenditure	17/18 Expenditure	Future year expenditure	Grant Income/Sales	Reserve Transfer	Net Expense	New/Renewal
Fencing around Regeneration areas and Willyama Common	Other - Fences	\$ 106,050	\$ 65,520	\$ 40,530	\$ 90,720	\$ 15,330	\$ -	Renewal
Installation and set up of a Material Recycling Facility	Buildings	\$ 500,000	\$ 500,000	\$ -	\$ 200,000	\$ 300,000	\$ -	New
Replace Council HP EVA 4400 Fibre Channel SAN	Plant & Equipment	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000	Renewal
Memorial Oval - Judges Box Reconstruction	Buildings	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	Renewal
O'Neill Park Soccer Oval - Canteen Shade Sails	Buildings	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	New
Warnock Street Yard lunch room air conditioner	Plant & Equipment	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000	Renewal
Administration building - lift replacement	Buildings	\$ 230,000	\$ 230,000	\$ -	\$ -	\$ -	\$ 230,000	Renewal
Airport airside lighting defects	Plant & Equipment	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	Renewal
Memorial Oval - renovation of canteen facilities	Buildings	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	Renewal
Picton Oval Amenities Upgrade	Buildings	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000	Renewal
Upgrade to Civic Centre change rooms	Buildings	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	Renewal
Broken Hill Regional Aquatic Centre - shade sails	Buildings	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000	New
Broken Hill Regional Aquatic Centre - renovation of party area	Buildings	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	Renewal
Redesign and replacement of humidifier system in the Art Gallery	Buildings	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	Renewal
Fleet	Fleet	\$ 245,000	\$ 245,000	\$ -	\$ 40,000	\$ -	\$ 205,000	Renewal
Small Plant	Fleet	\$ 93,000	\$ 93,000	\$ -	\$ 9,000	\$ -	\$ 84,000	Renewal
Heavy Plant	Fleet	\$ 1,283,000	\$ 1,283,000	\$ -	\$ 152,000	\$ -	\$ 1,131,000	Renewal

2017/18 OPERATIONAL PLAN (BUDGET)

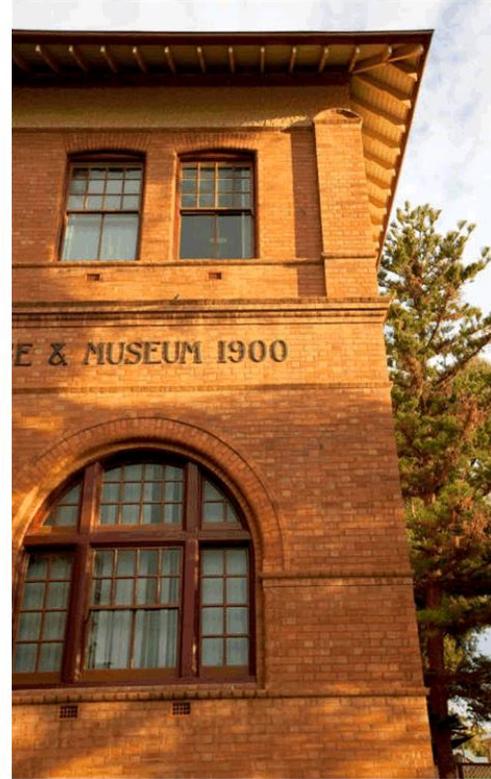
5. CAPITAL PROJECTS – CONT.

Description	Asset Class	Total Expenditure	17/18 Expenditure	Future year expenditure	Grant Income/ Sales	Reserve Transfer	Net Expense	New/Renewal
Sturt Park outdoor gym	Open Spaces	\$ 40,000	\$ 40,000	\$ -	\$ 20,000	\$ -	\$ 20,000	New
Skate Park Upgrade	Open Spaces	\$ 250,000	\$ 250,000	\$ -	\$ 135,000	\$ -	\$ 115,000	Renewal
Cemetery - rose garden extension	Other Structures	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	New
Stormwater channel at Waster Management Facility	Stormwater drainage	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	Renewal
Roads and pathway sealing at the Living Desert	Roads	\$ 16,600	\$ 12,600	\$ 4,000	\$ -	\$ -	\$ 16,600	Renewal
Pathway upgrade to information hut at the Living Desert	Roads	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	Renewal
Reconstruction Blende Street - Sulphide to Chloride (road + drainage)	Roads	\$ 600,000	\$ 600,000	\$ -	\$ 500,000	\$ -	\$ 100,000	Renewal
Kanandah Road - Reconstruction	Roads	\$ 300,000	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	Renewal
Reconstruction Oxide/Wolfram Street roundabout	Roads	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	Renewal
Aquatic Centre - construction of cul de sac	Roads	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	New
Queen Elizabeth Park carpark upgrade and landscaping	Open Spaces	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	Renewal
Local Road reseals	Roads	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000	Renewal
Various stormwater drainage	Stormwater drainage	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	Renewal
Reconstruction Blende Street - Garnet to kaolin (road shoulders)	Roads	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000	Renewal
High Risk Infrastructure - Insurance Reserves	Footpaths	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	Renewal
Low Interest Loan Borrowings - Additional Infrastrucure Renewal	Footpaths	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000	Renewal
Total		\$ 7,008,650	\$ 6,964,120	\$ 44,530	\$ 1,446,720	\$ 615,330	\$ 4,946,600	



Our progress towards financial sustainability so far:

- New organisational structure is generating efficiencies and savings of over \$1.5m per year
- Initial levels of service review conducted to better manage Council's assets in line with Community expectations.
- Further services reviews occurring 2017/2018
- Improved processes and procedures across the organisation has resulted in improved effectiveness and capacity.



2018/27 LONG TERM FINANCIAL PLAN

6. FINANCIAL SUSTAINABILITY – CONT.



**Positive Consequences of our
Diligence & Commitment**

- Improved efficiencies and effective strategic decisions made by Council now allows us to break-even one year earlier in 2023 compared to the 2016/17 adopted LTFP with no above rate peg rises.
- Council has progressed significantly in developing sound asset management plans allowing infrastructure assets to have planned renewal at a rate faster than consumption.

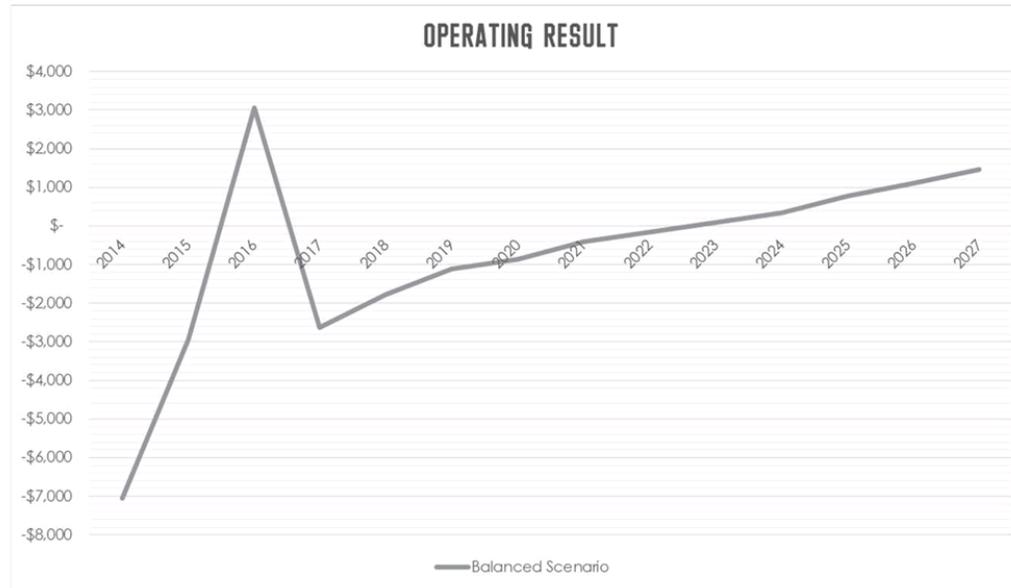
2018/27 LONG TERM FINANCIAL PLAN ➤ **7. BALANCED SCENARIO**

LONG TERM FINANCIAL PLAN – BALANCED SCENARIO															
INCOME STATEMENT															
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Income from Continuing Operations															
Revenue:															
Rates & annual charges	15,517	16,129	16,386	16,699	17,050	17,391	17,739	18,164	18,600	19,047	19,504	19,972	20,451	20,942	
User charges & fees	3,829	3,717	3,401	3,637	3,487	3,574	3,664	3,755	3,849	3,945	4,044	4,145	4,249	4,355	
Interest & investment revenue	1,010	434	899	629	1,015	1,059	988	1,111	1,033	988	874	817	772	739	
Other revenues	483	335	2,535	445	504	517	530	543	557	571	585	599	614	630	
Grants & contributions for operating purposes	8,874	9,496	10,459	9,637	6,363	6,427	6,555	6,686	6,572	6,704	6,838	6,975	7,114	7,256	
Grants & contributions for capital purposes	527	521	3,537	3,572	3,639	508	518	529	539	550	561	572	584	595	
Other Income:															
Net gains from disposal of assets	274	-	-	-	211	-	-	-	-	-	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	30,514	30,632	37,217	34,619	32,269	29,476	29,994	30,789	31,151	31,804	32,405	33,080	33,784	34,517	
Expenses from Continuing Operations															
Employee benefits & costs	17,664	16,024	13,776	15,198	13,963	14,004	14,231	14,529	14,587	14,893	15,206	15,525	15,851	16,184	
Borrowing costs	444	416	428	332	504	465	431	400	371	390	331	197	183	169	
Materials & contracts	7,383	6,476	5,646	6,687	5,720	5,520	5,545	5,570	5,595	5,620	5,646	5,671	5,696	5,722	
Depreciation & amortisation	6,991	5,945	6,767	6,987	6,431	6,275	6,303	6,330	6,358	6,386	6,414	6,443	6,471	6,499	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other expenses	4,548	4,166	3,839	4,470	3,792	3,809	3,826	3,843	3,860	3,878	3,895	3,913	3,930	3,948	
Net losses from disposal of assets	-	22	154	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	37,030	33,049	30,610	33,673	30,410	30,073	30,335	30,673	30,771	31,167	31,492	31,748	32,132	32,523	
OPERATING RESULT FOR THE YEAR	(6,516)	(2,417)	6,607	945	1,859	(597)	(341)	116	379	637	913	1,332	1,652	1,994	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(7,043)	(2,938)	3,070	(2,626)	(1,780)	(1,105)	(859)	(412)	(160)	87	352	760	1,069	1,399	
Assumptions															
Rate Peg					1.80%	1.50%	2.00%	2.00%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
General Index					2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Cost Index					3.00%	2.50%	2.50%	2.50%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%
Grant Index					0.00%	0.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate					2.50%	2.70%	3.00%	3.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
Dividend rates interest rate					8.00%	7.50%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	8.50%	8.50%
Efficiency gain on Materials & Contracts							-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

2018/27 LONG TERM FINANCIAL PLAN

7. BALANCED SCENARIO

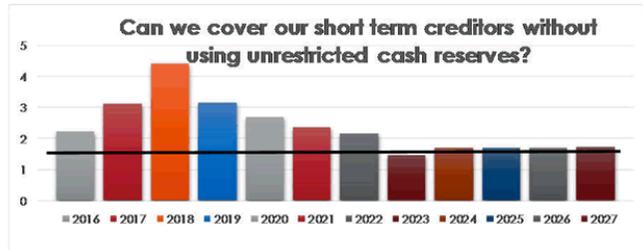
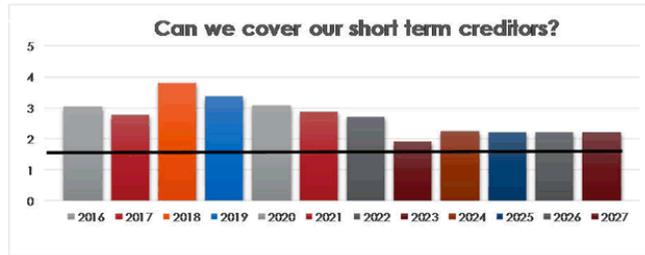
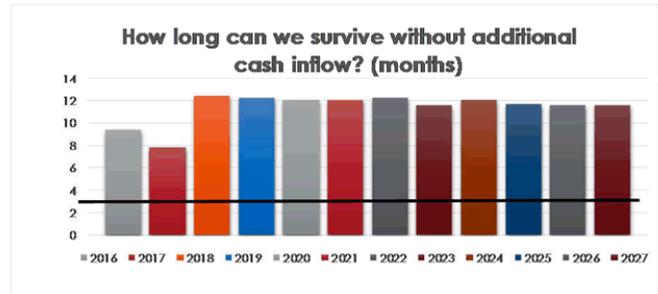
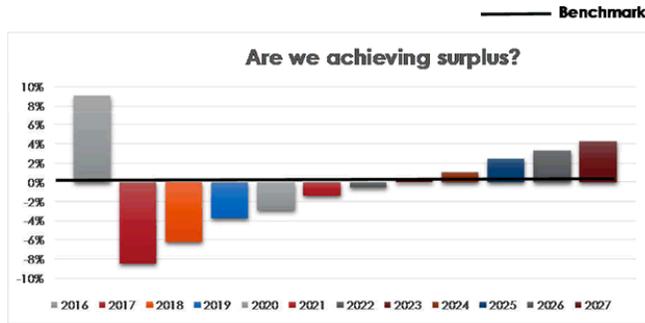
- No additional revenue raising above rate peg (rate rising)
- Surplus generated in 2023
- Greater than 100% Asset Renewal



2018/27 LONG TERM FINANCIAL PLAN 7. BALANCED SCENARIO

- Key Financial Ratios

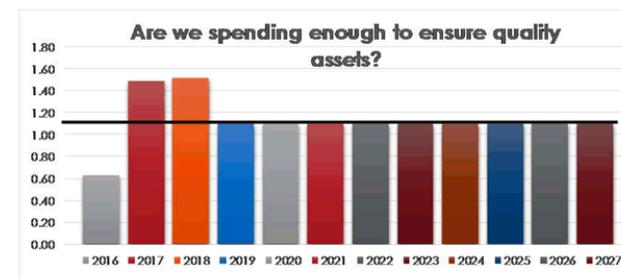
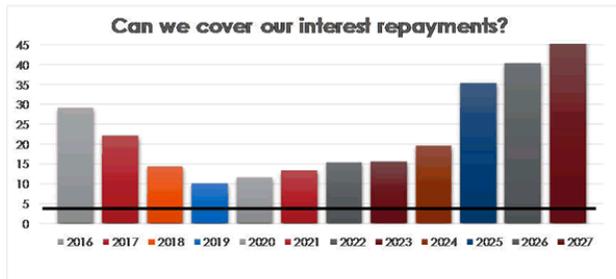
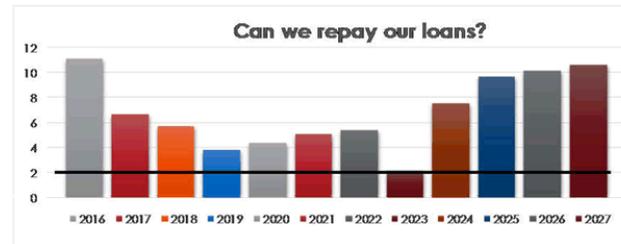
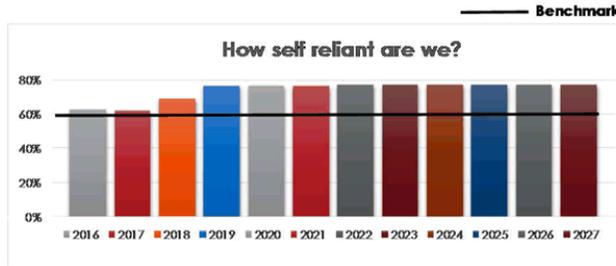
WHAT DOES OUR FINANCIAL FUTURE LOOK LIKE?



2018/27 LONG TERM FINANCIAL PLAN 7. BALANCED SCENARIO

- Key Financial Ratios cont.

WHAT DOES OUR FINANCIAL FUTURE LOOK LIKE?



2018/27 LONG TERM FINANCIAL PLAN

8. IMPROVING FINANCIAL POSITION

Where do we want to be?

- Commitment to achieve the objectives in the Community Strategic Plan
- Reduced operational deficits over the planning period
- Increase cash reserves to better respond to community expectations
- Renew Assets at a greater rate than they are depreciated

How are we going to get there?

- Improving the efficiency of Council operations
- Improving asset management
- Review service levels
- Increase state & federal funding
- Increase revenue



Scenarios & Sensitivity

- Considered 3 scenarios
- Balanced Scenario – models operational efficiencies/savings aimed for & asset sustainability
- Mine Closure – models the closure of the local operating mines
- Back To...– models the operating results if Council was to cease all cost reducing and revenue increasing strategies that have been implemented

2018/27 LONG TERM FINANCIAL PLAN
9. SCENARIOS

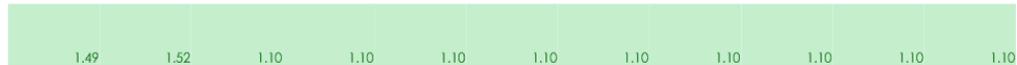
Balanced Scenario

- Results in a balanced operating position by the end of 2022/2023
- No rate increase above rate peg
- Achieves a greater than 100% asset renewal over the planning period



2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Forecast										

Asset Renewal Ratio

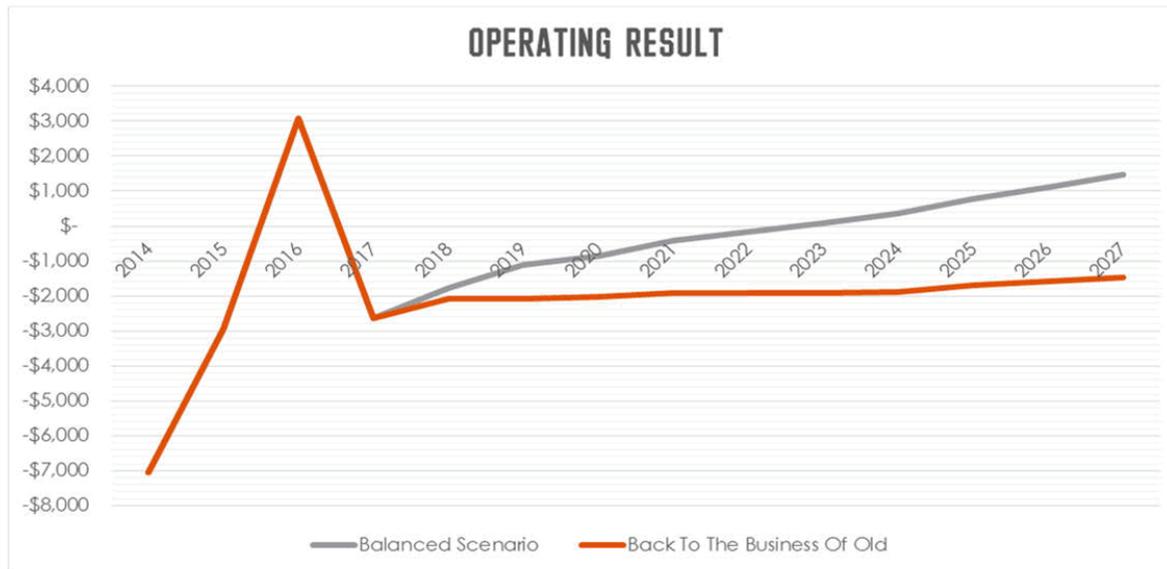


Benchmark - Greater than 1.1
annual capital expenditure /
annual depreciation

2018/27 LONG TERM FINANCIAL PLAN **9. SCENARIOS**

Back To The 'Business of Old'

- Without further achievable efficiency gains BHCC will be financially unsustainable and not reach breakeven point over the planning period
- This model predicts with further achievable efficiency gains, Council will be out of cash in 2030-2031



2018/27 LONG TERM FINANCIAL PLAN **9. SCENARIOS**

Mine Closure

- This scenario highlights the significant impact that mine closure would have on our revenue base and our ability to reach a breakeven point
- The strategy of apportioning mine rates to residential rates will help offset some of this risk.



Conclusion

- The balanced Scenario is achievable, affordable and improves the financial position of the Council over the planning period.
- The balanced scenario ensures quality infrastructure and services to be delivered to all stakeholders over the planning period and into the future.
- Strategies must be continually developed and implemented to further increase the efficiency gains already made.
- Risks must be addressed as, or before they impact Council e.g. the decline of mining industry, further mine valuation objections.
- Broken Hill City Council must be committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community



RATES MODELLING

1. INFORMATION

KEY INFORMATION FOR 2017/2018 RATES

- Number of rateable properties 10,083
- Rates Levied in 2016/2017 - \$14,703,208
- Rate Peg set at 1.5% - this is down from 1.8% in 2016/2017
- Rates Catchup from 2016/2017 - \$14,233
- Crownland Adjustment - \$92,076
- Total Permissible Income for 2017/2018 - \$15,030,065
- Increase in Rates Income - \$326,857

RATES MODELLING

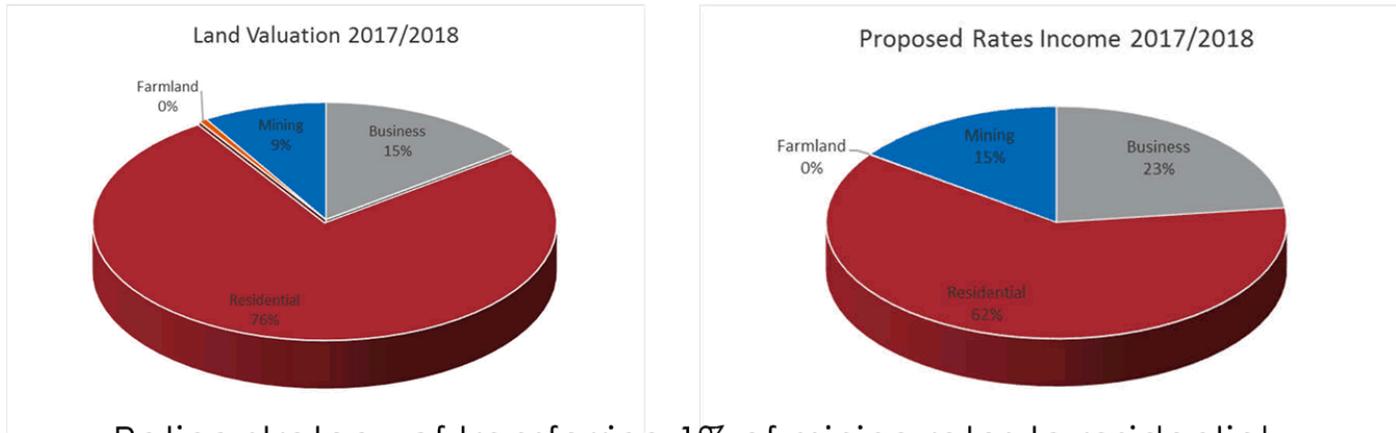
1. INFORMATION

POINTS WORTH CONSIDERING

- **Rates are pegged at a 1.5% increase for 2017/2018**
 - Council's employees costs are indexed at 3.0%
 - Materials & Contracts are indexed at 2.5%
- **What does this mean?**
 - Council is having to work harder at achieving efficiencies, reduce expenditure and increase user fees & charges revenue to ensure financial sustainability and the goals of the LTFP are met.
 - Unless the rate peg begins to increase in future years, closing the gap between revenue & expenses will become increasingly harder and potentially delay Council's breakeven point.
 - A special rate increase may need to be considered in future years to fund core infrastructure renewal if the rate peg doesn't increase, or if low interest borrowings are not taken advantage of.

RATES MODELLING 3. SCENARIOS

PROPOSED RATING STRUCTURE



- Rating strategy of transferring 1% of mining rates to residential properties for 8 years, capped at 10%. This is the third year of this strategy and mines will be contributing 15% of total rates income.
- Rates levy becoming proportionate to the land values of a rating category. Mining and Business categories maintained at a slightly inflated proportion due their increased capability to pay rates.

RATES MODELLING

3. SCENARIOS

PROPOSED RATING STRUCTURE CONT'D

Rating Category	Land Valuation 2017/2018	Rates Income 2017/2018	Total % Rates Income	Total % Land Valuation
Business	\$37,942,700	\$3,456,915	23.00%	14.84%
Residential	\$194,208,300	\$9,308,119	61.93%	75.97%
Farmland	\$1,446,500	\$10,521	0.07%	0.57%
Mining	\$22,050,000	\$2,254,510	15.00%	8.62%
Total	\$255,647,500	\$15,030,065	100%	100%

RATES MODELLING **3. SCENARIOS**

PROPOSED RATING STRUCTURE CONT'D

How This Changes From 2016/2017

Scenario 1 - Proposed					
	Categories	Rates Levied 2016/2017	Rates Levied 2017/2018	Variance from 17/18	Variance % from 17/18
Business	Low	892.00	907.87	15.87	1.78%
	Average	5,670.00	5,808.38	138.38	2.44%
	Median	4,142.00	4,118.28	- 23.72	-0.57%
	High	206,642.00	204,614.91	- 2,027.09	-0.98%
Mine	Low	662,230.00	337,409.62	- 324,820.38	-112.96%
	High	1,690,430.00	1,917,100.13	226,670.13	13.87%
Residential	Low	471.00	485.83	14.83	3.18%
	Average	937.00	977.25	40.25	4.71%
	Median	838.00	859.31	21.31	2.80%
	High	4,192.00	5,169.06	977.06	23.42%

RATES MODELLING

3. SCENARIOS

SUMMARY

- **The proposed scenario (scenario 1), is the preferred option for the following reasons:**
 - **Prepares Council and the Community for end of mine life and reduces the impact if the mines were to suddenly cease or reduce operations in Broken Hill.**
 - **A higher proportion of rates are distributed across the business and mining categories as opposed to residential properties as these categories have a higher income potential and therefore ability to contribute more in rates.**
 - **Minimal increases to the average ratepayer are achieved.**

QUESTIONS?

ORDINARY MEETING OF THE COUNCIL

June 16, 2017

ITEM 4BROKEN HILL CITY COUNCIL REPORT NO. 110/17

SUBJECT: ADOPTION OF DRAFT DISABILITY INCLUSION ACTION PLAN
2017-2021 16/82

Recommendation

1. That Broken Hill City Council Report No. 110/17 dated June 16, 2017, be received.
2. That Council adopts the Draft Disability Inclusion Action Plan.
3. That Council issue a copy of the adopted Disability Inclusion Action Plan to the Disability Council.
4. That a copy of the adopted Disability Inclusion Action Plan be placed on Council's website.
5. That the Terms of Reference of the Disability Inclusion Action Plan Monitoring Group be endorsed.

Executive Summary:

The *NSW Disability Inclusion Act (2014)* aims to achieve the goal of ensuring people with disability achieve full inclusion in community life. Under the Act, the NSW Government requires all councils to implement a Disability Inclusion Action Plan (DIAP) by July 2017. Council's Draft DIAP, has been developed according to the legislative requirements described in this Act.

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

DIAP sits within the Community Strategic Plan. Links between the DIAP and the Community Strategic Plan, Delivery Program and Operational Plans will enable Council to track where we are up to in putting the plan into action.

Council will integrate DIAP into the Integrated Planning and Reporting Framework. Measures will be collected every six months, with progress reported to the community via Council's Annual Report.

Council considered the Draft Disability Inclusion Action Plan at its meeting held April 26, 2017 and subsequently endorsed the Draft Plan for the purpose of public exhibition (Minute No. 45519).

The Draft Plan was placed on public exhibition along with Council's other draft Integrated Strategic Plans for a period of twenty eight days concluding on Tuesday, May 30, 2017.

Whilst nil submissions were received during the exhibition period, staff comment has resulted in minor changes to the document. These minor changes include formatting and grammatical improvements, together with one added action as follows:

A1.2.06

Expand awareness and/or training programs for Council staff across the organization to ensure all services can be delivered in an inclusive manner.

Report:

Following the Ordinary Council Meeting on 29 June 2016, expert advice was sought to support the development of the DIAP. Jenny Bray Consulting was engaged. Jenny already had familiarity with the disability sector in Broken Hill and was able to mobilise the action plan within her engagement strategy quite rapidly.

The development of the DIAP required a whole of Council approach. An 'Inclusive' approach to Council planning will be demonstrated throughout Council's integrated documents, from the Community Strategic Plan through to the Operational Plan.

Consultation strategies for the DIAP included:

- Two face to face community consultation sessions
- An online and paper based survey (adults)
- An online and paper based survey (addressing issues of families with children with disability)
- Internal (Council) consultations
- Interaction by the consultant with agencies involved in the provision of disability services

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

All surveys were enabled for use by persons with a disability.

DIAP Working Party:

Following the Ordinary Council Meeting held 29 June 2016 a Working Party was established to support the DIAP development.

The Working Party attended three meetings on 26 July 2016, 26 October 2016 and 8 February 2017 with Council staff, industry contacts and the DIAP consultant. The Working Party provided guidance on how to engage people with a disability in the consultation and survey process. The Working Party also gave detailed information on barriers that currently exist to full inclusion, as well as ideas and strategies to address them.

The Working Party's role in the creation of the DIAP is now complete. In accordance with the legislation a Monitoring Group will be established with members of the Working Party invited to be founding members.

DIAP Monitoring Group:

Council will monitor the implementation of the DIAP via reporting from the Disability Inclusion Plan Monitoring Group. The re-tasking of the Disability Inclusion Action Plan Working Party to form a new Disability Inclusion Plan Monitoring Group and calling for nominations for the Monitoring Party will ensure a broad range of input, as well as representation of key partner agencies.

The Terms of Reference for the Disability Inclusion Plan Monitoring Group are attached for endorsement.

Strategic Direction:

Key Direction:	Our Leadership
Objective:	4.1 Openness and transparency in decision making
Function:	Leadership and Governance
DP Action:	4.1.1.10 The Integrated Planning and Reporting Framework is implemented

Relevant Legislation:

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

Financial Implications:

The implementation of the DIAP will be budgeted and included in the Delivery Program.

Attachments

1. [↓](#) Draft Disability Inclusion Action Plan 2017-2021
2. [↓](#) Terms of Reference DIAP Monitoring Group

RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON
GENERAL MANAGER



**DRAFT
DISABILITY INCLUSION
ACTION PLAN
2017-2021**

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	
FUNCTION	Leadership & Governance	
STRATEGY	4.1.3 Decision-makers provide accountability through planning and reporting frameworks	
FILE REFERENCE No	16/82	TRIM No D17/14963
RESPONSIBLE OFFICER	Corporate Responsibility Officer	
REVIEW DATE	2021	
DATE	ACTION	MINUTE No
April 2017	Document Developed	N/A
26 April 2017	Public Exhibition	45519
28 June 2017	Adopted	
NOTES	Images sourced from Council's Image Library © Broken Hill City Council 2017	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program 2017-2021 Operational Plan 2017/2018	

DOCUMENT PURPOSE

Broken Hill City Council's Disability Inclusion Action Plan 2017-2021 outlines Council's commitment to improving opportunities for people with a disability of all ages to access the full range of services and activities available in the community.

ACKNOWLEDGEMENTS

Preparation of this document would not have been possible without the ideas and input of the Disability Inclusion Action Plan Working Party 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.

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INTRODUCTION

MESSAGE FROM YOUR MAYOR

On behalf of the Broken Hill City Council, it is my honour to introduce our City's inaugural Disability Inclusion Action Plan (DIAP) 2017-2021.

Council's DIAP sets out the vision of Broken Hill City Council, which is to engage people with disability, their families and supporters, to join with us to improve opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community.

The Plan was developed in consultation with people with disabilities, and its strategies are based on the information and ideas they provided. I would like to thank the members of the Working Party who supported the development of this plan, and to each person who took the time to complete one of the surveys seeking input.

The DIAP provides strategies, actions and performance measures designed to address the specific issues raised by people with disability. Strategies and actions are divided into four Focus Areas, as follows:

- Attitudes and Behaviours
 - This includes fostering positive attitudes and behaviours towards people with disability, and removing attitudinal barriers that people with disability have told us get in the way of their full enjoyment of activities, services and opportunities in our local area.
- Liveable Communities
 - Strategies in this area address the ongoing challenge of ensuring Council's built environments become accessible to all. A key strategy is to more actively involve people with disability in decision making about priorities for footpath maintenance and upgrades.
- Encouraging accessible and inclusive activities, events and businesses also appear in Council's strategies in this area. Council plans to highlight and promote the economic benefits of inclusion to businesses, and tourism.
- Improving access to mainstream services through better Council systems and processes
 - Council is committed to making Council information more accessible to all, and providing information in an increasing number of formats
 - Our Customer Service Framework will be reviewed to enable our staff to be more responsive to the



needs of people with disability,
thus supporting independent
access to all Council services and
processes.

- Supporting access to meaningful employment
 - This involves ensuring Council's job design, recruitment and employment processes reflect best practice with regards to

enabling people with disability to
join our workforce.

Thank you again to all who assisted in this process and I look forward to working with the whole community to achieve greater levels of access and inclusion for all.

Councillor Darriea Turley
MAYOR

DEFINITIONS

INCLUSION

Inclusion is about ensuring people with disability can participate fully in the community. Inclusion happens when every person who wishes to can access and participate fully in all aspects of an activity or service in the same way as any other member of the community.

DISABILITY

The definition of disability applied in this document includes both definitions provided by the *Disability Inclusion Act (NSW) 2014* and the *Disability Discrimination Act (Commonwealth) 1992*.

The *Disability Inclusion Act (NSW) 2014* defines disability as including a:

long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others.

The *Disability Discrimination Act (Commonwealth) 1992* defines disability as:

- The total or partial loss of the person's body or mental functions
- The total or partial loss of a part of the body
- The presence in the body of organisms causing disease or illness
- The presence in the body of organisms capable of causing disease or illness
- The malfunction, malformation or disfigurement of a part of the person's body
- A disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction

FOCUS AREAS¹

The NSW Government has identified four focus areas where significant barriers to access and inclusion will be addressed. These are:

Attitudes and Behaviour – under this focus area the NSW Government aims to “build community awareness of the rights and abilities of people with disability, and to support the development of positive attitudes and behaviour towards people with disability.”

Liveable Communities – the aim under this focus area is to “increase participation of people with disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health and wellbeing.”

Systems and Processes – the aim under this focus area is to “ensure that people with disability are able to easily and efficiently access mainstream government services and other opportunities in the community.”

Employment - the aim under this focus area is to “increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future and exercise choice and control as a result of economic security.”

EXECUTIVE SUMMARY

OVERVIEW

Broken Hill City Council is committed to working with the community to achieve an increasingly inclusive and accessible local government area (LGA). The strategies within the Disability Inclusion Action Plan (DIAP) seek to create improved and equitable opportunities for all persons living with disability to access the full range of services and activities available in the community and to participate fully in the community.

VISION FOR THE DOCUMENT

Council is committed to creating 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.

PRINCIPLES

The DIAP is based on the principles outlined in the *Disability Inclusion Act 2014 (NSW)*. The strategies and actions listed in the DIAP seek to give practical expression to these principles:

- People with disability have the same inherent rights to respect for their worth and dignity as individuals
- People with disability have the right to participate in and contribute to social and economic life and should be supported to do so
- People with disability have the right to realise their capacities and potential and to contribute these to the community
- People with disability have the same rights as other members of the community to be consulted about decisions that affect their lives
- People with disability have the right to access information in a way that

is appropriate for their disability and enables them to make informed choices

- The needs of children with disability as they mature, and their rights as equal members of the community, are to be respected.

COMMUNITY INVOLVEMENT

The DIAP is based on the input provided by people with disability, their families and supporters. A Working Party, consisting of people with disability, as well as key Council staff was developed to guide the process. The Working Party provided guidance to the Project Team on how to engage people with disability in the consultation and survey process. The Working Party also gave detailed information on barriers that currently exist to full inclusion, as well as ideas and strategies to address them.

Consultation strategies for the DIAP included:

- Two face to face community consultation sessions – 11 participants
- An online and paper based survey (adults) – 16 responses
- An online and paper based survey (addressing issues of families with children with disability) – 12 responses
- Internal (Council) consultations – six sessions
- Interaction by the consultant with agencies involved in the provision of disability services
- The consultant also provided resources and links to resources throughout the project for ongoing use by Council staff.

**FOCUS AREAS, COMMUNITY OUTCOMES,
STRATEGIES AND ACTIONS**

The DIAP is required by the *Disability Inclusion Act 2014 (NSW)*, and to be aligned to the four Focus Areas of the NSW Government's Disability Action Plan, being:

- Attitudes and Behaviours
- Liveable Communities
- Systems and Processes
- Employment.

Under each Focus Area the DIAP names the community outcomes that the plan seeks to achieve. They are:

COMMUNITY OUTCOMES

1. People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community
2. People with disability and their families and supporters have greater access to Council community places, buildings and events
3. People with disability can more easily and efficiently access Council services and engage in the decision making of Council
4. People with disability have greater access to employment opportunities with Council.

Starting with the feedback that the community gave about what barriers to full participation they are experiencing in that focus area, Council then lists strategies and actions to address those barriers. Strategies are another way of saying an over-all approach to how Council will address the barrier. Some strategies will take longer than four years to achieve, and others may be achieved within this four year plan. Each strategy is put into effect by actions. An action is a specific task, or what Council will do this year, and over the next four years. Council's aim is to make practical

changes that make a positive difference to the lived experience of people with disability.

**IMPLEMENTATION, MONITORING AND
EVALUATION**

Throughout the four years that this plan is being implemented, Council wants to engage and involve people with disability to help us monitor the progress. Council will achieve this by reporting to a Disability Inclusion Action Plan Monitoring Group made up of people with disability that will be formed biennially, to ensure the broadest range of input possible, as well as representatives of key partner agencies and staff from within Council. At the end of the four year DIAP, we will consult broadly with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist.

Council will also require Senior Managers to make sure the plan is being implemented. Links between the DIAP and the Community Strategic Plan, Delivery Program and Operational Plans, will enable Council to track exactly where we are up to in putting the plan into action. This will enable Council to give a clear picture in the Annual Report, of what has been completed, and what is still to happen.

STRATEGIC CONTEXT

DIAP sits within a bigger, 10 plus year plan called the Community Strategic Plan (CSP)ⁱⁱ. The CSP was based on broad community input, and it names the long term vision that the community has for their Broken Hill. It has four Key Directions being: Our Community; Our Economy; Our Environment; Our Leadership. DIAP contributes to three of the four Key Directions of the CSP in the following ways:

OUR COMMUNITY

Council will enhance the accessibility of services and programs in Council and encourage inclusive social and recreational opportunities for the enjoyment of all.

OUR ECONOMY

People with disability and seniors are the fastest growing sections of the consumer market in Broken Hill. DIAP will support Broken Hill to stimulate the local economy by assisting to develop more inclusive businesses, tourism, accommodation, events and activities.

OUR ENVIRONMENT

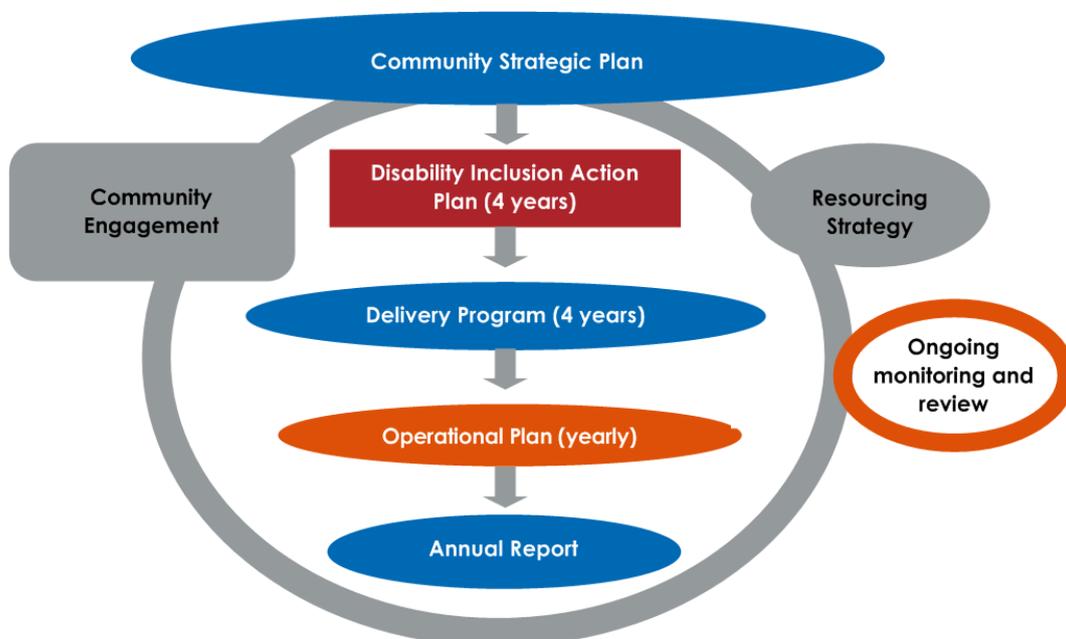
Whilst preserving the heritage and streetscapes of Broken Hill, DIAP will focus on also working towards accessibility in the city.

OUR LEADERSHIP

Council will champion the development of positive attitudes and behaviours; the engagement of people with disabilities in decision making; and support and promote increased inclusion in events, buildings and activities in Broken Hill.

Council will integrate DIAP into the Integrated Planning and Reporting Framework. Measures will be collected every six months, with progress reported to the community via Council's Annual Report.

The diagram below shows how DIAP relates to other key plans/documents within the Council structure.



POLICY CONTEXT

The policy context for the DIAP is one in which all levels of government in Australia are working in concert to ensure the rights of people with disability are actively promoted and upheld.ⁱⁱⁱ New laws are in place to ensure people with disability are consulted about how, together, we can make practical changes to how services are delivered so that they can be accessed equally by all Australians, regardless of disability status. In New South Wales (NSW), plans for these practical changes will be driven by the development of DIAPs.^{iv}

This section sets out the policy and legal context for disability inclusion action planning in NSW.

Disability Inclusion Action Plans are driving agencies in NSW to make practical steps to ensure their services can be equally accessed by all.

UNITED NATIONS CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES

In 2008, the Australian Government signed the United Nations Convention on the Rights of Persons with Disability (Convention). In doing so, Australia has committed to ensuring the articles of the Convention are reflected in policy so that the human rights of persons with disabilities can be effectively exercised, and not exist only on paper.^v

Some key areas of the Convention relevant to Council's DIAP include:

- Access to community life, including cultural events such as museums, libraries, tourism services and other sites of cultural importance
- Raising awareness for, and actively upholding, the rights of people with disability
- Making sure people with disability

have access to the physical environment as well as access to information and communication

- Ensuring work environments are inclusive and accessible
- Providing opportunities for people with disability to vote and to be representatives in all levels of government.

By signing the UN Convention of the Rights of Persons with Disability, Australia has committed to changing policies so that people with disability can effectively exercise their human rights.

NATIONAL DISABILITY STRATEGY (2010-2020)

The National Disability Strategy is a 10 year plan that coordinates the actions of state and territory governments around Australia towards common outcomes. The overall objective of the National Disability Strategy is to enable people with disability to fulfil their potential and participate in society as equal citizens.^{vi}

The six policy areas of the National Disability Strategy are:

- Inclusive and accessible communities
- Rights protection, justice and legislation
- Economic security
- Personal and community support
- Learning and skills
- Health and wellbeing.

The National Disability Strategy coordinates the actions of Australian governments towards a common vision of supporting people with a disability to fulfil their potential and participate in society as equal citizens.

NSW NATIONAL DISABILITY STRATEGY IMPLEMENTATION PLAN (2012-2014)

The National Disability Strategy will be implemented in NSW via the NSW National Disability Strategy Implementation Plan 2012-2014.^{vii}

The NSW National Disability Implementation Strategy addressed each of the six National Strategy policy areas, and allocated strategies and actions to NSW government agencies (including local government), setting out how NSW will work towards the outcomes of the strategy. The specific elements of the Implementation Plan was to describe the key role that local governments will play in achieving meaningful change in local communities. Some areas relevant to Council's DIAP are:

- Supporting local governments to build inclusive environments and to encourage the development of more accessible buildings
- Assisting local government to make online information more accessible
- Ensuring NSW Government agencies work in partnership with local governments, to achieve meaningful change in local communities
- Encouraging more people with disability to stand for local elections
- Supporting councils to employ people with disability.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

The National Disability Insurance Scheme (NDIS) is a national insurance system that supports people with disability to enhance the social and economic independence of people with disabilities and their carers.^{viii} The NDIS seeks to achieve this by three broad strategies:

- Providing individualised funding to people with permanent and significant disability so that they can arrange flexible services geared towards achieving the life goals set by the person
- Funding Local Area Coordinators, whose role it is to link individuals with disability (whether or not they have an NDIS package of funding) to community supports and
- Providing project based grant funding to agencies in order to progressively make "mainstream" community life more accessible and inclusive (this is called Information, Linkages and Capacity Building funds).

Local government can support the objectives of the NDIS by:

- Ensuring built environments become progressively more inclusive and accessible
- Providing access to Council information in a range of formats
- Ensuring access to Council services are barrier free
- Promoting positive community attitudes and behaviour towards people with disability

NSW DISABILITY INCLUSION ACT (2014)

The *NSW Disability Inclusion Act (2014)*^{ix} aims to achieve the goal of ensuring people with disability achieve full inclusion in community life. Under the Act, the NSW Government and all of its agencies (including local governments) are required to develop four year DIAPs. Council's DIAP, has been developed according to the legislative requirements described in this Act.

The requirements of the Act with regards to DIAP are that the Plan must:

- address how the principles of the *NSW Disability Inclusion Act (2014)* will be addressed
- specifically address issues such as access buildings, events, information and employment opportunities
- describe how the plan was developed
- describe how the plan supports the NSW Government's plans to build inclusion
- be available to the public to see and read
- be reviewed every four years in consultation with people with disability
- be reported annually in Council's Annual Report.

NSW DISABILITY INCLUSION PLAN

The NSW Disability Inclusion Plan is a requirement of the *NSW Disability Inclusion Act 2014*.^x

The NSW Disability Inclusion Plan is the NSW Government's step-by-step plan for how the *Principles Act* will be put into practice. In the Plan, the NSW Government sets out a vision for long term change in four policy areas. These policy areas, called 'Focus Areas', were identified in consultation with people with disability, as being areas where significant barriers to inclusion currently exist. All Plans developed under the *NSW Disability Inclusion Act (2014)* must be aligned to the NSW Disability Inclusion

Plan by way of addressing the four Focus Areas, being:

- Attitudes and behaviour toward people with disability
- Creating liveable communities
- Improving access to mainstream services through better systems and processes
- Supporting access to meaningful employment

Council's DIAP must address these four focus areas:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Improving access to mainstream services
- Supporting access to meaningful employment

DISABILITY DISCRIMINATION ACT 1992 AND AMENDMENTS 2009 (COMMONWEALTH)

The *Disability Discrimination Act 1992 (Commonwealth)* exists to provide legal protection against discrimination for people with disability (and carers, co-workers or associates of a person with disability).^{xi} The Act also requires Australian governments to actively guard against discrimination by developing Disability Action Plans.

Council's DIAP has incorporated the requirements of Section 61 of the *Disability Discrimination Act 1992 (Commonwealth)*, which includes the requirement to:

- Review practices with a view to identifying discriminatory practices
- Set goals and targets to measure the success of the Plan
- Communicate these to persons within the Council
- Appoint persons within the Council to implement the Plan

BROKEN HILL LOCAL GOVERNMENT AREA – A SNAPSHOT

Broken Hill LGA is located in the Far West region of New South Wales (NSW). In 2015 the estimated resident population of Broken Hill was 18,856 people. Covering an area of 4,531 square kilometres it has a population density of 1.11 persons per hectare. Not only is Broken Hill LGA sparsely populated, it is also one of the most isolated population centres in the state.^{xii}

Population decline is a significant factor for Broken Hill LGA. Although NSW has led the Australian states and territories in population growth, Broken Hill LGA has experienced ongoing declines. Most recent data (ABS, June 2015) shows that Broken Hill LGA had the largest decline of population in NSW for the 2014-2015 period (down by 180 people). The Australian Bureau of Statistics (ABS) notes that this trend is in line with many of NSW's predominantly rural areas, particularly in the Far West.^{xiii}

Health care and social assistance is the main employing industry in Broken Hill LGA, employing 16.2% of the workforce. In fact, more Broken Hill residents worked in health care and social assistance than any other industry in 2011.^{xiv} This is of significance to the DIAP as strategies to improve inclusion and access in Broken Hill LGA will encourage people with disability (which includes seniors with disability) to live in, or visit the town, thus supporting or even boosting local employment opportunities.^{xv}

PEOPLE WITH DISABILITY

Information about the number of people with disability living in Australia is gathered from a number of sources and none can be considered a precise measurement. The main source of information is the Survey of Disability, Ageing and Carers (SDAC),^{xvi} which is based on a person's self-reported need for assistance. Some of the difficulties associated with statistics and the prevalence of disability have been

identified by the ABS and include:

- The ABS defines disability as relating to people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a long-term health condition (lasting six months or more), disability (lasting six months or more), or old age.^{xvii} The ABS data is likely to count only those people whose disability impacts more on their need for care, whilst people with disability who manage without as much or any assistance in core activity areas, may not be represented in the census data. They are however, included in the definition of the *NSW Disability Inclusion Act 2014*
- People can vary in their perception of the impact of the disability on their daily activities. This means people with similar assistance needs could report their needs differently
- Some people may be uncomfortable with reporting their disability because of concern about negative community attitudes. This is often the case for example, for people who experience mental ill health, dementia, or acquired brain injury. Others may not report their disability because it is episodic in nature, such as epilepsy, or certain types of mental illness.

Census information is often reported by one person for the entire household. The individual completing the survey may or may not know about the disability status of other persons living in the house. The person completing the survey could answer it differently to how the person with disability may have.

Census data does not count all people with a disability.

The ABS Survey of Disability Ageing and Carers definition of disability is "needing assistance in one or more of three core activity areas of self-care." The DIAP includes people who are self-caring.

HOW MANY PEOPLE IN BROKEN HILL HAVE A DISABILITY?

Information from the ABS and the Far West NSW Medicare Local, has provided the following information:^{xviii}

- Broken Hill City LGA has an exceptionally high proportion of people of all ages (7.5%) with a profound or severe disability (1,394 people)
- 1,357 (7.2% of the population) receive the Disability Support Pension. This is higher than the NSW percentage (5.7%)^{xix}
- 1,878 (12.4 % of the population) provided unpaid assistance to a person with disability
- The Far West NSW Medicare Local has the third highest percentage (6.1%) of people having profound or severe disability. For NSW as a whole this is 4.9%.

Broken Hill has an exceptionally high proportion of people of all ages (7.5%) with a profound or severe disability.

WHY INCLUSION IS IMPORTANT

The 2015 Survey of Disability, Ageing and Carers highlighted a number of key factors relating to the impact of disability and caring which provide a powerful reminder as to why, as a caring community, we need to address disability inclusion.^{xx}

These factors include:

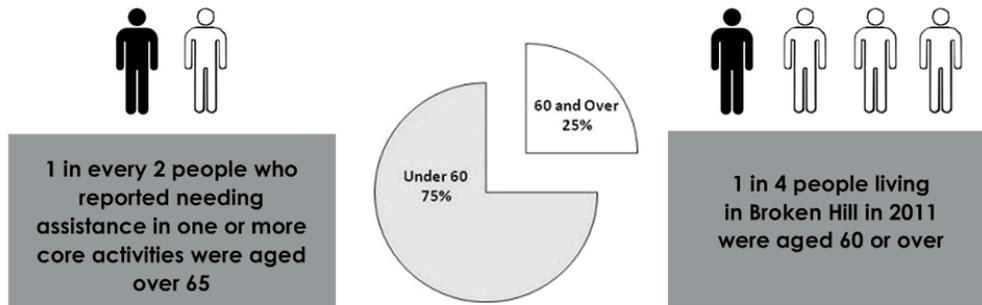
- Almost one in 12 Australians with disability (or 8.6%) reported they had experienced discrimination or unfair treatment because of their disability. Young people with disability are more likely to report the experience of discrimination (20.5%) than those aged over 65 years (2.1%)
- More than one in three women and more than one in four men aged 15 years and over reported that they avoided situations because of their disability
- More than half those with disability aged 15 to 64 years participated in the labour force (53.4%) which is significantly less than those without disability (83.2%).

People with disability are more likely to face considerable social exclusion, particularly in the areas of education and employment. This is also true for those who provide care.

(ABS Survey of Ageing, Disability and Carers, 2015)

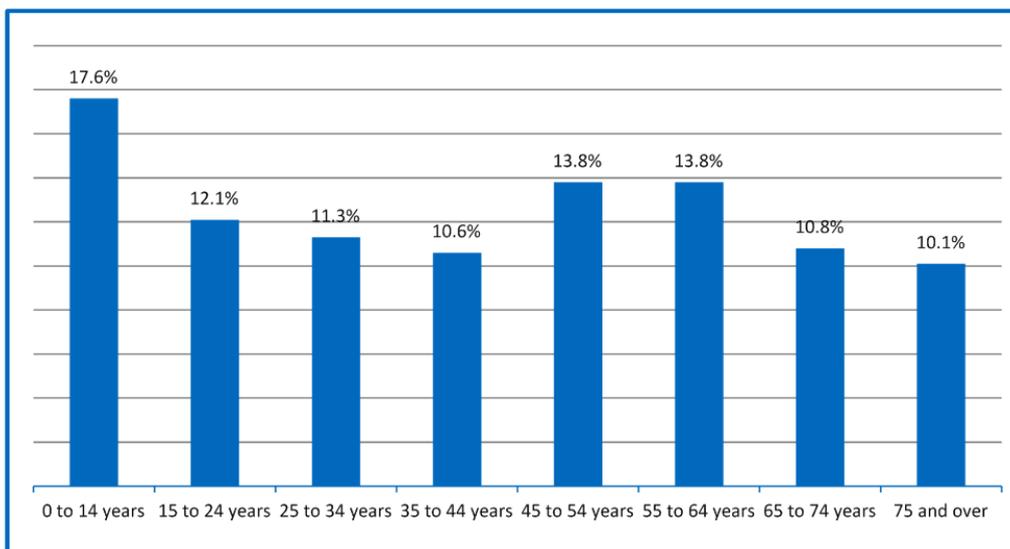
AGE PROFILE^{xxi}

The 2015 Survey of Disability, Ageing and Carers identified that in Broken Hill, one in two people reporting the need for assistance in one or more core activities were aged 65 or over.^{xxii} This is because as we reach old age and very old age, we are all very likely to need assistance in core activities of living. As the population of Broken Hill ages (particularly if there is continued population decline in the under 65 year age group), then the proportion of the population needing assistance in one or more core activities (i.e. with disability) is likely to increase significantly.



In 2011,^{xxiii} Broken Hill had a higher proportion of persons at post retirement age than Regional NSW. Overall, 26.8% of the population of Broken Hill were aged 60 years and over, compared with 24.5% for Regional NSW. A breakdown of Broken Hill LGA by age group is set out in the figure below.

BROKEN HILL LOCAL GOVERNMENT AREA POPULATION BY AGE (2014)



ABORIGINAL AND/OR TORRES STRAIT ISLANDER COMMUNITIES

The ABS Survey of Disability, Ageing and Carers identified that Aboriginal people are 1.7 times more likely to have disability.^{xxiv} For this reason, it is important to specifically consider the Aboriginal and Torres Strait Islander (ATSI) residents of Broken Hill, and to include strategies in the DIAP that considers the specific needs of ATSI residents and visitors who may have a disability.

In 2011 there were 1,398 ATSI residents in the Broken Hill LGA. They represent 7.5% of the total population or about 1 in 13 people. This is an increase of just over 1% or approximately 200 indigenous residents since 2006.^{xxv}

Areas	Aboriginal and/ or Torres Strait Islander Persons	% of total population
Broken Hill LGA	1,398	7.55
New South Wales	548,368	2.5

[Source: Australian Bureau of Statistics, Census (2011), Population and Housing]

The Australian Institute of Health and Welfare has identified a strong correlation between socio-economic status and disability in capital cities.^{xxvi} Median household income data shows that the Broken Hill Indigenous community is economically disadvantaged when compared with Indigenous groups as a whole in NSW and Australia. While mortgage repayments in Broken Hill are slightly lower than the NSW and Australia-wide averages for Indigenous people, rental rates are higher.^{xxvii}

ATSI people are 1.7 times more likely to be living with disability. (Survey of Disability, Ageing and Carers, 2012)

CULTURAL DIVERSITY

The ABS Survey of Disability, Ageing and Carers identified that people from Culturally and Linguistically Diverse (CALD) backgrounds who have disability are less likely to access services than people of non-CALD backgrounds. In 2011, 2.3% of the total population of Broken Hill LGA were identified as speaking a language other than English at home. The most commonly spoken non-English languages spoken are Italian, Greek, Filipino/Tagalog and Australian Indigenous Languages (each language group being less than 0.1% of total population).

THE ACTION PLAN

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.'

Administrative Centre, Civic Centre and Visitor Information Centre, including better way finding

- 2.6 Encourage, support and promote accessible businesses and tourism in Broken Hill.

SUMMARY OF OUTCOMES AND STRATEGIES

Focus Area 1: Attitudes and Behaviours

Outcome: People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community. Strategies to achieve these outcomes are:

- 1.1 Support positive attitudes towards inclusion amongst our staff
- 1.2 Train our staff to respectfully, confidently and effectively communicate with people with disability
- 1.3 Contribute positive media stories about what Council is doing to build inclusion with people with disability
- 1.4 Contribute to creating positive attitudes towards inclusion in Broken Hill community.

Focus Area 2: Liveable Communities

Outcome: People with disability, their families and supporters have greater access to community places, buildings and events. Strategies to achieve these outcomes are:

- 2.1 Progressively improve the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities
- 2.2 Plan to progressively improve the accessibility of public toilets (including way finding)
- 2.3 Increase accessibility and inclusion of events held in Broken Hill and of Council meetings
- 2.4 Progressively increase accessibility and inclusion of places of recreation, learning and leisure
- 2.5 Improve access to Council

Focus Area 3: Systems and Processes

Outcome: People with disability can more easily and efficiently access Council services and engaged in the decision making of Council. Strategies to achieve these outcomes are:

- 3.1 Update the Customer Service Framework to provide guidance to staff on how to make information more accessible
- 3.2 Progressively improve accessibility of Council websites
- 3.3 Progressively incorporate accessibility and inclusion considerations in procurement decisions and contracts
- 3.4 Review the Community Engagement Strategy (Round Table or equivalent body) to improve representation of people with disability, their families and supporters
- 3.5 Review reference groups, or advisory bodies relating to PAMP; Traffic Safety; Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people with disability
- 3.6 Ensure Council's emergency evacuation procedures specifically consider the needs of people with disability
- 3.7 Progressively review the procedures supporting access to all Council services and processes (such as making a complaint etc) to ensure improved access.

Focus Area 4: Employment

Outcome: People with disability have greater access to employment opportunities with Council. Strategies to achieve these

outcomes are:

- 4.1 Review Council recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability.

FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

Community Outcome 1: People with a disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community.

What the Community Told Us

- Respondents to the Survey said that changing Council and community attitudes to disability should be the number one priority for action.
- Some people have disabilities that aren't obvious. A person may not look like they have disability, but they do. Don't make assumptions about what a person can or can't do. Ask, "How you can assist you?" and please don't judge when I give you the answer.
- There is a need for more awareness about the different needs of people with disability in the town generally. Can Council help to inform the community of the rights of people with disability and the benefits of being inclusive?

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

S1.1 Support positive attitudes towards inclusion amongst our Council staff								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O1.1.1	All Council staff have an awareness of what inclusion means	X	X	X	X	Council training course materials incorporate the topic of disability inclusion		
						Number of induction or refresher sessions delivered that encompass disability inclusion as a topic		
						Customer Service Framework incorporates the topic of disability awareness and person centred communication		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.1.01	Develop in-house training materials on inclusion of people with disability	X				O1.1.1	Finalise awareness training materials for inclusion in induction and/or refresher courses	Human Resources
A1.1.02	Deliver induction sessions that encompass the topic of inclusion of people with disability	X	X	X	X	O1.1.1	All new employees receive inclusion awareness training	Human Resources
A1.1.03	Develop and implement an annual training program that promotes inclusivity		X	X	X	O1.1.1	80% targeted attendance rate	Human Resources
A1.1.04	Incorporate disability awareness and person centred communication in the Customer Service Framework	X				O1.1.1	Customer Service Framework includes guidelines on communicating effectively with customers who may have disability (person centred communication)	Corporate Services

S1.2 Train Council staff to respectfully, confidently and effectively communicate with people with disability								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O1.2.1	Council staff are confident and skilled in communicating with people who have disability	X	X	X	X	Number and type of training programs relating to inclusion or disability confidence/awareness delivered or that Council staff are sent to		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.2.01	Provide key Council staff in Corporate Services, Human Resources and Planning, Development & Compliance training in creating alternative document formats in Word, PDF, PowerPoint (as a minimum)	X	X			O1.2.1	80% targeted attendance and type of training programs relating to creating documents that are provided for staff	Human Resources
								Corporate Services
								Planning, Development & Compliance
A1.2.02	Provide Information Services, Digital Officer and other staff who may be required to update web pages with training in web content and design compatible with Web Content Accessibility Guidelines (WCAG) 2.0	X	X			O1.2.1	80% targeted attendance and type of training programs relating to web content and design	Human Resources
								Information Services
								General Manager's Office

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.2.03	Support the Assets & Infrastructure team to enhance disability confidence and communication skills in order to effectively engage people with disability in the Pedestrian Access Mobility Plan (PAMP) and the Traffic Committee	X	X			O1.2.1	Meeting Evaluation Sheet data indicates that people with disability feel that Council staff are increasing their skill in addressing access and inclusion in meetings	Human Resources
								Assets & Infrastructure
A1.2.04	Provide Council staff from Library, Events, GeoCentre and Art Gallery with opportunities to gain awareness of the needs of children with autism (and the needs of their parents, caregivers and siblings)	X	X	X	X	O1.2.1	80% attendance by targeted group in autism awareness activities or training attended by O1.2.1 Council staff from Library, Events, GeoCentre and Art Gallery	Human Resources
								Library
								Tourism and Events
								GeoCentre
								Art Gallery
A1.2.05	Provide GeoCentre, Library, Events and Art Gallery staff with skills (via training or partnership with parents and/or experienced professionals) to create Social Stories that will assist children with autism, or children who experience anxiety, to be involved in groups or formal program activities		X			O1.2.1	80% targeted attendance at education/training sessions in relation to autism/social anxiety	Human Resources
								GeoCentre
								Library
								Tourism and Events
						Art Gallery	Survey of Council staff attending the autism awareness activities indicates an increase confidence developing Social Stories relating to their programs and events	Human Resources
						GeoCentre		
						Library		
						Tourism and Events		
				Art Gallery				

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.2.06	Expand awareness and/or training programs for Council staff across the organisation to ensure all services can be delivered in an inclusive manner		X			O1.2.1	80% attendance by targeted group in activities or training attended by Council staff	Human Resources Planning, Development & Compliance

S1.3 Contribute positive media stories about what Council is doing to build inclusion with people with disability

Outcome #	Outcome	Timeline				Outcome Measure
		17/18	18/19	19/20	20/21	
O1.3.1	The community is aware of the activities Council is undertaking to progressively build greater inclusion of people with disability	X	X	X	X	Number and topic of media releases relating to DIAP

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.3.01	Provide regular media stories (including on social media) on the progress of the implementation of the DIAP	X	X	X	X	O1.3.1	Minimum four per year and topic of media releases relating to DIAP	General Manager's Office
A1.3.02	Source and provide stories to media on the experiences and/or opinions of people with disability with regards to the effectiveness of Council's strategies to build inclusion	X	X	X	X	O1.3.1	Minimum four per year and topic of media releases relating to DIAP	General Manager's Office

S1.4 Contribute to creating positive attitudes towards inclusion in Broken Hill community								
Outcome #	Outcomes	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O1.4.1	The community has a greater awareness of disability inclusion and the benefits of inclusion to the broader community	X	X	X	X	Number of disability or inclusion awareness campaigns that Council contributes to or partners with other agencies to promote		
Action #	Actions	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.4.01	Support disability awareness campaigns by displaying promotional posters in Council buildings and facilities (e.g. Autism Awareness, Mental Health Month, International Day of People with Disability and National Relay Service)	X	X	X	X	O1.4.1	Minimum of five disability or inclusion awareness campaigns that Council supports	Tourism and Events
A1.4.02	Extend an invitation to YMCA staff, to join the autism awareness session and/or training provided to Library, Events, GeoCentre and Art Gallery staff	X	X			O1.4.1	80% targeted attendance at education/training sessions by YMCA staff	Human Resources
							Evaluation by Council and YMCA staff attending autism awareness training indicates an increase in confidence in meeting the needs of children with autism and their families	Human Resources
								Library
								Tourism and Events
								GeoCentre
Art Gallery								

Action #	Actions	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A1.4.03	Extend an invitation to YMCA staff, to join the professional development opportunities relating to creating Social Stories for children with autism or who experience anxiety		X			O1.4.1	80% targeted attendance at education/training sessions by YMCA staff	Human Resources
							Survey of YMCA staff attending indicates an increase in confidence in creating Social Stories	Human Resources
A1.4.04	Library, GeoCentre and/or Art Gallery host programs and/or events that include disability as being part of the human experience and/or reflected in cultural artefacts	X	X	X	X	O1.4.1	Minimum of five programs and/or events including disability as part of the human experience and cultural expression	Library
								GeoCentre
								Art Gallery

FOCUS AREA 2: LIVEABLE COMMUNITIES

Community Outcome 2: People with disability and their families and supporters have greater access to community places, buildings and events.

What the Community Told Us

- Physical access is getting better in places, but the footpaths kerbs and ramps need a lot more work. Weeds growing on footpaths are a big problem for people who use a wheelchair, walking frame, walking stick or prams.
- Not enough accessible public toilets available in Broken Hill; no adult change tables available and no toilet facilities for young people and adults with profound disability.
- Argent Street does not have many crossings that people with disability find easy to use. Would like more crossings, particularly for people with vision impairment.
- Accessible car parks need to be wide enough for people to transfer safely out of their car into their wheelchair. And more accessible parking is needed in the centre of town.
- Shop owners, we want to spend money in your shop but we need to be able to get into your shop and to move around your displays. Thank you to those shop owners who go out of their way to make us welcome, sometimes even when the building is old and hard to get into.
- Families and supporters of children and young people with autism would like to work with you to make more activities and places less stressful for children and young people with autism. Without suitable activities the whole family misses out and can be isolated.
- People of all ages and abilities want to join the community in fun activities and celebration events (like Arts Programs, Christmas Pageant or Carols in the Park).

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

S2.1 Progressively improve the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O2.1.1	People with disability are consulted about the priority maintenance and upgrade of footpaths, kerbs, crossings and ramps in Broken Hill	X	X	X	X	Two PAMP Reference Group meetings per year on footpath maintenance/upgrade completed PAMP reviewed to include PAMP Reference Group input on priorities for increasing continuous paths of accessible travel		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.1.01	Write Terms of Reference for a PAMP Reference Group that includes purpose, duration, frequency, representation across Broken Hill and representational of various mobility types and parents/guardians of school aged children	X				O2.1.1	PAMP Reference Group Terms of Reference written and approved	Assets & Infrastructure Human Resources (supporting skills)
A2.1.02	Advertise for PAMP Reference Group members, and use contacts from industry and Government services to assist to fill all required representation positions		X		X	O2.1.1	List of advertisements published for PAMP Reference Group members, and copy for future PAMP Reference Group recruitment is on file	Assets & Infrastructure General Manager's Office

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.1.03	Conduct meetings (using Accessible Meeting Guidelines) and report on PAMP progress and asking the PAMP Reference Group to provide feedback on the priorities listed in the PAMP		X	X	X	O2.1.1	Two PAMP Reference Group meetings per year on footpath maintenance/upgrade completed	Assets & Infrastructure Corporate Services (Accessible Meeting Guidelines)
A2.1.04	Review the PAMP priorities and assessments based on input from the PAMP Reference Group		X	X	X	O2.1.1	PAMP reviewed to include PAMP Reference Group input on priorities for increasing continuous paths of accessible travel	Assets & Infrastructure
A2.1.05	Inform the public of the consultation with the PAMP Reference Group and the priority list for maintenance or upgrade of PAMP related infrastructure		X	X	X	O2.1.1	Media release prepared for each consultation phase	Assets & Infrastructure General Manager's Office

S2.2 Plan to progressively improve the accessibility of public toilets (including way finding)							
Outcome #	Outcome	Timeline				Outcome Measure	
		17/18	18/19	19/20	20/21		
O2.2.1	People with disability are directly consulted about the priorities for enhancement of Council public toilets			X		One community consultation on Council public toilet maintenance, modification or replacement priorities completed	PAMP reviewed to include community input on priorities for maintenance and upgrade and way finding of accessible Council toilet facilities

S2.2 Plan to progressively improve the accessibility of public toilets (including way finding)						
Outcome #	Outcome	Timeline				Outcome Measure
		17/18	18/19	19/20	20/21	
O2.2.2	Council public toilets are increasingly modified or replaced by accessible toilets in line with the PAMP priorities			X	X	List of Council toilets that have been modified or upgraded (including way finding changes)
O2.2.3	Current and accurate information on the location of Council accessible toilets is available to residents and visitors		X	X	X	Information sheet on each Council public toilet listing access features and including a picture of the toilet (to enable families to decide on suitability of access for their needs) are completed
						National Public Toilet Map is reviewed annually
						Map of accessible Council public toilets of Broken Hill completed
O2.2.4	Suitable sites for the potential installation of adult change tables identified in consultation with people with disability and included as an addendum to the PAMP				X	PAMP amended to include recommendations for suitable sites to install adult change tables (should grant funding become available)

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.2.01	Write a Consultation Plan for a community consultation on Council public toilet maintenance and upgrade, and way finding priorities including: <ul style="list-style-type: none"> • Purpose and aim of consultation • Promotional plan to engage a broad range of relevant stakeholders (particularly mobility and vision related disability) • Draft consultation questions 			X		O2.2.1	Consultation Plan for accessible Council public toilets consultation complete	Assets & Infrastructure
								General Manager's Office
A2.2.02	Advertise community consultation on accessible Council public toilets (maintenance and upgrade and way finding priorities), using industry and government contacts to assist to reach target audience			X		O2.2.1	List of advertisements published for community consultation on accessible Council public toilets, and copy for future similar consultations kept on file	Assets & Infrastructure
								General Manager's Office

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.2.03	Conduct community consultation on accessible Council public toilets (maintenance and upgrade and way finding priorities) using Accessible Meetings Guidelines			X		O2.2.1	Community consultation on accessible Council public toilets (maintenance and upgrades) completed	Assets & Infrastructure General Manager's Office Corporate Services (Accessible Meeting Guidelines)
A2.2.04	Review the PAMP priorities and assessments on accessible Council public toilet (including way finding) needs based on the community consultation results and other relevant data			X		O2.2.1	PAMP reviewed to include community input on priorities for maintenance and upgrade and way finding of accessible Council toilet facilities	Assets & Infrastructure
A2.2.05	Progressively maintain or upgrade accessible Council public toilets (including way finding) based on the priorities identified following community consultation and other data			X	X	O2.2.2	List of Council toilets that have been flagged for maintenance, modification or replacement budgets prepared for each facility and submitted for capital projects (including way finding changes)	Assets & Infrastructure

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.2.06	Compile a PDF for each accessible Council public toilet describing the access features (including availability of adult change tables), and providing a picture of each toilet (to enable families of people with profound disability to decide on suitability of access for their needs)		X	X	X	O2.2.3	Information sheet on each accessible Council public toilet listing access features and including a picture of a toilet (to enable families to decide on suitability of access for their needs) are completed. 20% of total public toilets completed each year	Assets & Infrastructure Corporate Services (design PDF template)
A2.2.07	Review map of accessible Council public toilets based on the information collected in A2.2.06		X	X	X	O2.2.3	Map of accessible Council public toilets of Broken Hill including GIS layer completed	Assets & Infrastructure Information Services
A2.2.08	Review the National Public Toilet Map including descriptions of access features described as important by the community consultation results			X	X	O2.2.3	National Public Toilet Map is reviewed annually	Assets & Infrastructure Corporate Services
A2.2.09	Identify suitable sites for the potential installation of adult change tables identified in consultation with people with disability and included as an addendum to the PAMP				X	O2.2.4	PAMP amended to include recommendations for suitable sites to install adult change tables (should grant funding become available)	Assets & Infrastructure Corporate Services (support only)

S2.3 Increase accessibility and inclusion of events held in Broken Hill and of Council meetings								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O2.3.1	Council staff are supported to increase or promote access and inclusion of events and meetings	X	X	X	X	% of Accessible and Inclusive Events Guidelines for Council is completed		
						% targeted attendance at professional development		
O2.3.2	People with disability have greater access to events hosted in Broken Hill LGA	X	X	X	X	% of Council run events that have an access and inclusion plan as part of event implementation		
						Accessible and Inclusive Event Guidelines distributed to event organisers in contact with Council		
O2.3.3	Access by people with disability attending meeting held at Council is specifically addressed and catered for			X		Accessible Council meeting checklist template is completed and available for Council staff		
						Council meeting invitation template includes a question relating to access needs of meeting attendees		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.3.01	Council staff responsible for events are provided with professional development (and/or training) opportunities to enhance their knowledge and skills relating to organising accessible events	X	X	X	X	O2.3.1	80% targeted attendance at professional development (and/or training)	Human Resources
								Tourism and Events
A2.3.02	Source existing Accessible and Inclusive Event Guidelines for use within Council	X	X			O2.3.1	Accessible and Inclusive Event Guidelines are reviewed and incorporated into Council's Accessible and Inclusive Event Guidelines	Tourism and Events

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.3.03	Progressively incorporate Council's Access and Inclusion Plans into all civic events	X	X	X	X	O2.3.2	25% of Civic events have an Access and Inclusion Plan as part of event implementation each year, by 2020/21 have 100% compliance	Tourism and Events General Manager's Office
A2.3.04	Progressively develop Council's Accessible Event templates, guidelines, policies and/or procedures specific to the context of Broken Hill Events		X	X	X	O2.3.2	Accessible and Inclusive Resource is developed and publicly available	Tourism and Events Customer Relations (Distribution)
A2.3.05	Make Council's Accessible Event Guidelines (including promotional information about drop off points and parking etc) available to event organisers booking Council owned sites		X	X	X	O2.3.2	Accessible Event Guidelines distributed to event organisers in contact with Council	Tourism and Events Customer Relations (Distribution)
A2.3.06	Develop a Council Accessible Meetings checklist template to assist staff to cater for meeting participants who may have a disability			X		O2.3.3	Accessible meeting checklist template is completed and available for staff	Tourism and Events Corporate Services
A2.3.07	Develop a process to ensure meeting requests or invitations consider the accessibility requirements of attendees			X		O2.3.3	Meeting request/invitation template includes a question relating to access needs of meeting attendees	Tourism and Events Corporate Services

S2.4 Progressively increase accessibility and inclusion of places of recreation, learning and leisure								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O2.4.1	People of all ages with disability have greater access to Library service, Art Gallery and GeoCentre	X	X	X	X	% of Information on accessible features of Library, Art Gallery and GeoCentre buildings documented		
						Number and list of Council workshops, activities and/or events designed for people and/or that provided adjustments for people with disability to attend		
O2.4.2	Parents of children with disability access the Library		X	X	X	Number of Library activities and/or events designed to support parents of children who have a disability to access the Library		
O2.4.3	Families have improved information about the access features of playgrounds (including fencing)		X	X	X	% of Council parks, sporting and playgrounds in Broken Hill that have information on accessible features (including fencing) available in a standard format		
O2.4.4	Tourists and visitors with disability have greater access to information on accessibility features of accommodation, and places and activities of interest in and around Broken Hill		X	X	X	Accessible accommodation guide is reviewed annually		
						Council's Tourism website has a section on Accessible Accommodation and Activities, reviewed annually		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.4.01	Compile a PDF for Council buildings describing the access features of the building and the activities hosted in them	X	X	X	X	O2.4.1	25% completion per year. 100% completed by 2020/21	Assets & Infrastructure
								Tourism and Events
								Corporate Services (support only)

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.4.02	Document the accessibility features of the Library, Art Gallery, Tourist and Travellers Centre and GeoCentre buildings and publish these in relevant locations (website, social media, intranet, tourism collateral and onsite)	X	X	X	X	O2.4.1	25% of Information on accessible features of Library, Art Gallery, Tourist and Travellers Centre and GeoCentre buildings documented with an increase of 25% per year. 100% availability by 2020/21	Library Art Gallery Tourism and Events GeoCentre Information Services General Manager's Office
A2.4.03	Design Library activities and/or events that provide adjustments enabling people with disability to attend		X	X	X	O2.4.2	Five activities and/or events designed for people with disability and/or that provided adjustments for people with disability to attend	Library
A2.4.04	Work in partnership with families and/or service providers of children with autism to create suitable Library activities and/or events and programs (particularly in school holidays)		X	X	X	O2.4.2	Three activities and/or events designed for people with disability and/or that provided adjustments for people with disability to attend	Library
A2.4.05	Develop a Social Story about going to the Library (or story time within the Library) to enable children with autism and children who experience anxiety to be more comfortable attending these places and events		X	X	X	O2.4.2	Create Library Social Story in 2018/19 and review every year	Library

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.4.06	Support ATSI persons with disability to attend culturally safe and appropriate activities and/or events	X	X	X	X	O2.4.1	One activity and/or event designed for ATSI people with disability and/or that provided adjustments for people with disability to attend	Library
A2.4.07	Host activities and/or events in the Library designed to support parents and care givers of children who have a disability		X	X	X	O2.4.2	Three Library activities and/or events designed to support parents and care givers of children who have a disability to access the Library	Library
A2.4.08	Art Gallery and/or GeoCentre workshops and/or activities provide adjustments enabling people with disability to attend	X	X	X	X	O2.4.1	Three workshops and/or activities for people with disability and/or that provided adjustments for people with disability to attend	Art Gallery GeoCentre
A2.4.09	Design a template to capture information about the accessibility features of Council parks, sporting and playgrounds (including fencing) in a standard format		X			O2.4.3	Template for information on the accessibility features of Council parks, sporting and playgrounds completed	Corporate Services
A2.4.10	Document the accessibility features of Council parks, sporting and playgrounds (including fencing) and post these on all relevant websites		X	X	X	O2.4.3	Minimum 25% completion each year	Assets & Infrastructure

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.4.11	Review the template for accessible accommodation and encourage the use of photos to show the accessible bathroom features and any other accessibility features		X			O2.4.4	Accessible accommodation template reviewed	Tourism and Events
A2.4.12	Review the accessible accommodation guide annually, progressively incorporating enhanced information on accessible accommodation		X	X	X	O2.4.4	Accessible accommodation guide is reviewed annually	Tourism and Events
A2.4.13	Create a dedicated section on the Tourism website, annually reviewed, that holds enhanced information about accessible accommodation and activities		X	X	X	O2.4.4	Council's tourism website has a section on accessible accommodation and activities, reviewed annually	Tourism and Events

S2.5 Improve access to Council Administrative Centre, Civic Centre and Visitor Information Centre, including better way finding								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O2.5.1	Council Administrative Centre, Civic Centre and Visitor Information Centre have improved access features	X	X			% of Council Administrative Centre access features completed (lift; a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy).		
						% of Civic Centre access features completed (lift; accessible toilet; hearing loop and theatre area suitable for people who use wheelchairs)		
						Visitor Information Centre is accessible to visitors who use wheelchairs		
O2.5.2	Way finding in and around Council Administrative Centre, Civic Centre and Visitor Information Centre is inclusive of people with vision and/or hearing impairment, blindness and/or deafness			X	X	% of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administrative Centre, Civic Centre and Visitor Information Centre		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.5.01	Ensure the Council Administrative Centre refurbishment considers provision for: a lift; a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy		X			O2.5.1	% of Council Administrative Centre access features completed	Assets & Infrastructure

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.5.02	Ensure the Civic Centre refurbishment considers provision for: a lift; accessible toilet; hearing loop and theatre area suitable for people who use wheelchairs	X				O2.5.1	% of Civic Centre access features completed	Assets & Infrastructure
A2.5.03	Ensure the Visitor Information Centre is accessible to visitors who use wheelchairs			X		O2.5.2	Service at Visitor Information Centre is accessible for people in wheelchairs	Assets & Infrastructure Visitor Information Centre
A2.5.04	Install appropriate way finding, suitable for guests who may be vision or hearing impaired; blind and/or deaf, in Council Administrative Centre, Civic Centre and Visitor Information Centre				X	O2.5.2	% of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administrative Centre, Civic Centre and Visitor Information Centre.	Assets & Infrastructure

S2.6 Encourage, support and promote accessible businesses and tourism in Broken Hill							
Outcome #	Outcome	Timeline				Outcome Measure	
		17/18	18/19	19/20	20/21		
O2.6.1	Businesses and tourist attractions in Broken Hill have greater awareness of the economic benefits of developing accessible and ageing friendly places and activities	X	X	X	X	Support information updates on the benefits of accessible and ageing friendly businesses and activities	
						Number of media articles provided on the economic benefits of accessible and ageing friendly businesses and activities	
						Representation to organisers of business awards made to have an Accessibility and Inclusion Award category	
						Inclusion of accessibility features of tourism properties in visitor information materials	

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A2.6.01	Support the promotion of the economic benefits of accessible and ageing friendly businesses and activities via information updates to businesses		X	X	X	O2.6.1	Number of information updates supported on the economic benefits of accessible and ageing friendly businesses and activities	Economic Development
A2.6.02	Promote the economic benefits of accessible and ageing friendly businesses and activities in a variety of media	X	X	X	X	O2.6.1	Number of media articles and/or information updates provided on the economic benefits of accessible and ageing friendly businesses and activities	General Manager's Office
A2.6.03	Encourage and support the organisers of Business Awards to include an Accessible and Inclusive Business Award in their award categories		X	X	X	O2.6.1	Representation made to organisers of business awards to have an Accessible and Inclusive Business Award category	Economic Development
A2.6.04	Promote the accessibility features of tourism properties			X	X	O2.6.1	Inclusion of accessibility features of tourism properties in visitor information materials	Economic Development
								Tourism and Events

FOCUS AREA 3: SYSTEMS AND PROCESSES

Community Outcome 3: People with disability can more easily and efficiently access Council services and become engaged in the decision making of Council.

What the Community Told Us

- Council processes for consulting with the community need to be more inclusive, so that all views are taken into consideration.
- Some of the systems in Council need to change a little so that people with disability can access these without the need for a family member or friend supporting them. Some examples include voting in Council elections, participating in Council meetings, registering a pet, or making a complaint to Council.
- Pedestrian Access and Mobility Plans and planning for public toilets are issues that affect people with disability perhaps more than other people. Can Council be more active in seeking the input of people with disabilities on these issues?

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

S3.1 Update the Customer Service Framework to provide guidance to staff on how to make information more accessible								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O3.1.1	Written information produced by Council is easier to read both in form and content			X		Guidelines/Checklist completed		
O3.1.2	People with disabilities can request information in alternative formats and are presented with options to better meet their communication needs		X			Guidelines or procedure on providing alternative format materials or other communication options completed		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.1.01	Develop guidelines and/or checklists for staff to author web accessible documents			X		O3.1.1	Guidelines/Checklist for producing web accessible documentation completed and reviewed annually	General Manager's Office Corporate Services
A3.1.02	Develop guidelines or procedure(s) to produce documentation in alternative formats including providing options that enable timely and cost effective communication to occur		X			O3.1.2	Guidelines or procedures on providing alternative format materials or other communication options completed and reviewed annually	Corporate Services

3.2 Progressively improve accessibility of Council websites								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O3.2.1	People with disability have greater access to information via Council websites	X	X	X	X	% of audit of Council websites against WCAG 2.0 completed		
						Business case with estimate of costs for updating vs replacing Council website to WCAG 2.0 AA standard completed		
						Council website has a page describing the website accessibility features (reviewed annually)		
						Visitor Information and Council's websites have sections on accessibility features for getting around Broken Hill (reviewed annually)		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.2.01	Undertake an audit of Council's websites and intranet against WCAG 2.0 standards	X				O3.2.1	100% audit of Council websites against WCAG 2.0 completed	General Manager's Office Information Services
A3.2.02	Ensure contact details for the National Relay Service and how to access or request alternative format documents is provided on the contact and accessibility pages on Council's website			X		O3.2.1	100% Contact and accessibility pages updated	General Manager's Office

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.2.03	Develop a business case with estimates of costs for updating vs replacing the Council website to WCAG 2.0 AA standard	X				O3.2.1	Business case and estimate of costs for updating vs replacing the Council website to WCAG 2.0 AA standard presented to management for approval	General Manager's Office
A3.2.04	Create an Accessibility page on Council's website describing the accessibility features of the site		X			O3.2.1	Council website has a page describing the website accessibility features (reviewed annually)	General Manager's Office
A3.2.05	Create an Accessibility page on the Tourism and Council's websites describing the accessibility features for getting around Broken Hill			X	X	O3.2.1	Tourism and Council's websites have sections on accessibility features for getting around Broken Hill (reviewed annually)	General Manager's Office Tourism and Events

S3.3 Progressively incorporate accessibility and inclusion considerations in procurement decisions and contracts							
Outcome #	Outcome	Timeline				Outcome Measure	
		17/18	18/19	19/20	20/21		
O3.3.1	Council contracts increasingly specify delivery of accessible and inclusive goods, programs and services by third parties or contractors		X			List of Council contracts that have Inclusion requirements or clauses	

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.3.01	Source or develop guidelines for incorporating accessibility and inclusion considerations in procurement contracts		X			O3.3.1	List of Council contracts that have inclusion requirements or clauses	Accounting

S3.4 Review the Community Engagement Strategy (Round Table or equivalent body) to improve representation of people with disability, their families and supporters

Outcome #	Outcome	Timeline				Outcome Measure
		17/18	18/19	19/20	20/21	
O3.4.1	People with disabilities increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans			X	X	% Community Engagement Strategy (Round Table or equivalent body) processes reviewed to enable input by people with disability

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.4.01	Develop surveys (including easy read surveys) to distribute at the International Day of People with Disabilities events, and provided to all National Disability Insurance Agency (NDIA) registered service providers operating in Broken Hill, asking key questions about the satisfaction with Community Strategic Plan (CSP) progress			X		O3.4.1	Results of survey provided to the Round Table or equivalent body and incorporated into CSP progress reports	General Manager's Office Corporate Services (support)

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.4.02	Recruit and/or invite people with disabilities to the Round Table or equivalent body and enable their active participation by way of Accessible Meeting Guidelines			X	X	O3.4.1	25% Community Engagement processes reviewed to enable input by persons with a disability on the Round Table or equivalent body	General Manager's Office Corporate Services (support)
							Representation of people with disability is achieved on the Round Table or equivalent body by 2020/21	General Manager's Office

S3.5 Review reference groups, or advisory bodies relating to PAMP; Traffic Safety; Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people with disability							
Outcome #	Outcome	Timeline				Outcome Measure	
		17/18	18/19	19/20	20/21		
O3.5.1	People with disability are represented on reference groups and/or advisory bodies relating to the PAMP; Traffic Safety; Flood/Emergency Evacuation Plans and Council Building refurbishment plans	X	X			Copy of minutes for the Local Emergency Management Committee (LEMC) documenting discussion for how the Local Emergency Management Plan (LEMP) includes considerations for accessibility	
						One brief report each on consultation with people with disability on the refurbishment plans for the Council Administrative Centre and the Civic Centre	

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.5.01	Discuss with LEMC how the LEMP has accommodated for the needs of people with a disability for various emergency scenarios and advocate for consultation with people with disability around the LEMP		X			O3.5.1	Copy of minutes for the LEMC documenting discussion for how the LEMP includes considerations for accessibility	Assets & Infrastructure
							Copy of updated LEMP (where applicable) is provided on Council's website.	
A3.5.02	Ensure consultation with people with disability to provide input on the suggested access features for the Council Administrative Centre and the Civic Centre	X				O3.5.1	One brief report each on consultation with people with disability on the refurbishment plans for the Council Administrative Centre and the Civic Centre	Assets & Infrastructure

S3.6 Ensure Council's emergency evacuation procedures specifically consider the needs of people with disability							
Outcome #	Outcome	Timeline				Outcome Measure	
		17/18	18/19	19/20	20/21		
O3.6.1	Council's emergency evacuation procedures address the specific needs of people with disability	X				% of evacuation procedures reviewed to address the evacuation needs of persons with disability	

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.6.01	Review emergency evacuation procedures for all Council buildings to address the needs of people with disability	X				O3.6.1	100% evacuation procedures reviewed to address the evacuation needs of persons with disability	Human Resources

S3.7 Progressively review the procedures supporting access to all Council services and processes (such as making a complaint etc) to ensure improved access								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O3.7.1	Council services can be accessed more independently by people with disability	X	X	X	X	Number of procedures relating to accessing Council services reviewed for the purpose of improving accessibility		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A3.7.01	Review the policy and procedures for handling complaints to ensure better access for people with disability	X				O3.7.1	Policy and procedure reviewed, approved and adopted	Corporate Services
A3.7.02	Review the procedures for handling customer service requests to ensure better access for people with disability	X	X	X	X	O3.7.1	Number of procedures relating to accessing Council services reviewed for the purpose of improving accessibility	Corporate Services

FOCUS AREA 4: EMPLOYMENT

Community Outcome 4: People with disability have greater access to employment opportunities with Council.

What the Community Told Us

- People with disability would appreciate the opportunity to contribute to Council and Broken Hill by being employed with Council.
- People with disability are concerned about how information about their disability status is considered in the recruitment process.

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

S4.1 Review Council's recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability								
Outcome #	Outcome	Timeline				Outcome Measure		
		17/18	18/19	19/20	20/21			
O4.1.1	Council has access to resources supporting best practice with regards to recruiting people with disability	X	X	X	X	Membership of the Australian Network on Disability (renewed annually)		
O4.1.2	Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability	X	X	X	X	Number and list of recruitment and employment related policies/procedures amended in line with Australian Network on Disability guidelines and samples		
Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A4.1.01	Join the Australian Network on Disability to access resources that will support Council to become a more inclusive employer	X	X	X	X	O4.1.1	Membership of the Australian Network on Disability (renewed annually)	Human Resources

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A4.1.02	Access and implement the free resources from the Australian Network on Disability, specifically: <ul style="list-style-type: none"> • Sharing and monitoring disability information in the workplace; and • Employers' Guide to Partnering with Disability Employment Services 	X	X	X	X	O4.1.2	25% of recruitment or employment related policies/procedures reviewed, and/or amended if required in line with Australian Network on Disability guidelines and samples	Human Resources
A4.1.03	Purchase the Australian Network on Disability resource "Manager's Guide: Disability in the Workplace" and update Council's policies in line with best practice examples provided	X			X	O4.1.2	Guide is purchased and distributed to managers	Human Resources
							100% employment related policies/procedures reviewed, and/or amended if required	Human Resources
A4.1.04	Ensure employment processes and budget is developed to assess and/or implement appropriate and reasonable adjustment	X	X	X	X	O4.1.2	Number of employment processes approved	Human Resources
							Budget is approved each year	Information Services

Action #	Action	Timeline				Link to Outcome #	Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21			
A4.1.05	Review and update the Information Technology Strategy to ensure that Council's commitment to inclusion is considered including reasonable adjustment and use of assisted technology	X				O4.1.2	Consultation with internal reference groups is undertaken	Human Resources
							Request for Quotation includes consideration for inclusion	Information Services
							Information Technology Strategy adopted	

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Terms of Reference

Disability Inclusion Action Plan Monitoring Group

Purpose:

The purpose of the Disability Inclusion Action Plan (DIAP) Monitoring Group is to provide a forum for relevant stakeholders and representatives to monitor the progress of Council's four year programme to achieve the requirements of the *NSW Disability Inclusion Act 2014* and its four policy areas called 'Focus Areas,' which were identified by people with disability as being areas where significant barriers to inclusion currently exist:

1. Attitudes and behaviour toward people with disability
2. Creating liveable communities
3. Supporting access to meaningful employment
4. Improving access to mainstream services through better systems and processes.

And through monitoring, ensuring:

- Accessible services are available into the future
- Improvement in accessibility to Council facilities and services
- Barriers to an inclusive community are identified and plans in place to address barriers
- Council information is accessible to all groups in the community
- A broad section of the community has the opportunity for input into the planning process
- Effective communication between relevant stakeholders and promotion of inclusive consultation processes.

Objectives:

1. Monitoring of the progress of Council's DIAP by sharing information and experience on access issues and barriers.
2. Aligning monitoring with Council's reporting framework under the Integrated Planning and Reporting Guidelines for local governments in NSW.

Representatives:

The Disability Inclusion Action Plan Monitoring Group will consist primarily of the following representatives:

- Councillors as determined by Council
- Council department representatives – Planning, Infrastructure, Events, Media, HR and Corporate Services
- Health Services reps x 2
- Pensioners Association
- Blind and Vision Impaired Association
- Hearing Services
- National Disability Agency representative
- NDIS Local Strategy Group
- Community representatives x 3

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Term of the DIAP Monitoring Group

The term of Group members will be two years with nominations called for a further two years to align with the current term of Council.

Meeting Schedule:

Meetings will align with the reporting time table of Council's Delivery and Operational Plan reporting framework which is six monthly.

Meetings will be convened as required to achieve the relevant level of input to the process with minimum of two meeting per year.

Report:

Council is required to develop a Resourcing Strategy as part of compliance with the Integrated Planning and Reporting Guidelines (*Local Government Act 1993*). There are three (3) main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Strategy. The purpose of the Resourcing Strategy is to ensure that there are adequate resources; time, money, assets and people to carry out actions within the Delivery Program (DP) and to meet the aspirations of the community outlined in the Community Strategic Plan (CSP).

Based on reporting guidelines published by the Office of Local Government, the Resourcing Strategy is to be reviewed within 3-9 months of a new Council being elected and updated in line with the broader consultation and review of CSP and DP. Both of these strategic documents will be presented to Council at its June 2017 Council meeting.

The purpose of developing a Workforce Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future. A strong Workforce Strategy will provide a framework for dealing with resourcing challenges in a consistent way. The Integrated Planning and Reporting Guidelines for NSW state that the Workforce Management Strategy must be for a minimum timeframe of four years.

Council adopted its current Workforce Management Plan 2015-2020 on 25 November 2015 (Minute No 45127). This plan was a comprehensive review of the previous Workforce Strategy (Draft Workforce Plan 2010-2014) including resetting Objectives, identifying National and Industry trends, Community and Council's Profile analysis, Gap Analysis, Challenges (Internal and external forces) impacting Council and the provision of new Workforce Strategies. At the time this 2015 review was undertaken, relevant data from the Australian Bureau of Statistics and Census 2011 was utilised. Council also resolved upon a 5 year term of the plan.

The processes undertaken to develop the Draft Workforce Management Plan and Report (2017) included formal consultation internally, through participation in consultation sessions used for the development of the Draft Community Strategic Plan 2017 (CSP), Draft Delivery Program 2017-2020 (DP) and Draft Disability Inclusion Action Plan 2017-2020 (DIAP).

During these consultation processes no material changes based on the CSP or DP were identified for inclusion in the Workforce Management Plan and Report (2017).

The alignment of the DIAP with our Workforce Management Plan - Report (2017) resulted in an update to Workforce Strategy 4 with 'inclusiveness' added to the description. This strategy now reads:

Workforce Strategy 4

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.

As the original and primary plan is only 16 months old, Council undertook a desktop review, rather than a complete re-analysis and compilation of a new plan. The desktop review informed updates in the industry and organisation areas of the report.

The Challenges and Opportunities section of the report was reviewed and comments provided to communicate any changes or progress. The only section not reviewed or included in this report is an update to the Community Profile as Australian Census 2016 data will not be readily available until after July 2017.

Capacity building is a primary objective of the Workforce Management Plan – Report (2017). The desk top review identified additional budget provision would be required and were submitted in the operational budget within the Draft Operational Plan FY 2018.

Council received nil submissions during the Public Exhibition period. Council received internal employee feedback which resulted in minor changes to the draft report summarised below.

Changes made to the Draft Workforce Management Plan and Report 2017.

Title	Replaced with Draft Workforce Management Plan & Report
Introduction (page 5)	Added paragraph Added page reference to details of objectives and actions within the plan.
Challenges External Forces (page 8)	Revenue title changed to Rates Revenue Rewrite of paragraph
Challenges (page 9)	Moved paragraph re RSM works from Funding to Economic Diversification. Added yellow indicator button
Our Workforce (page 13)	Replaced Organisation Chart
Insert page 15	New title Workforce Plan Objectives and Actions. Insert Table to demonstrate links between challenges (opportunities) and Strategies.
Workforce Action 1.3 (page 17)	Reordered paragraphs and included paragraph regarding Events team.
Workforce Actions 2.1 and 2.2 (page 20)	Included definition of a critical role. Revised paragraphs for bench strength and updated graph.
Workforce Action 2.4 (page 22)	Included additional examples of communication and collaboration
Workforce Action 3.3 (page 25)	Error in paragraph 1 - \$120 was over 3 years

Strategic Direction:

Key Direction: 4 Our Leadership
Objective: 4.2 Our Leaders make smart decisions
Function: Corporate Support
DP Action: 4.2.3 Our leaders are aware of emerging issues and new information in order to respond appropriately

Relevant Legislation:

Local Government Act 1993 Sect 406 - Integrated Planning and Reporting Guidelines;
Sect 403 – Resourcing Strategy

Integrated Planning and Reporting Guidelines for Local Government in NSW March 2013, Department of Premier and Cabinet, Division of Local Government.

Financial Implications:

The Workforce Management Plan Strategies are to be considered in line with the Long Term Financial Plan and annual Operational Plans.

Attachments

1. [↓](#) Draft Workforce Management Plan - Report 2017
RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON
GENERAL MANAGER



DRAFT
WORKFORCE
MANAGEMENT
PLAN & REPORT
2017

BROKEN HILL
CITY COUNCIL

AUSTRALIA'S FIRST
HERITAGE LISTED CITY

QUALITY CONTROL		
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.2 Our leaders make Smart Decisions	
FUNCTION	Corporate Support	
STRATEGY	4.2.3 Our leaders are aware of emerging issues and new information in order to respond appropriately	
FILE REFERENCE No	TRIM No	D17/3928
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	2019	
DATE	ACTION	MINUTE No.
25 November 2015	Workforce Management Plan adopted	45127
April 2017	Workforce Management Plan Report drafted	NA
26 April 2017	Public Exhibition	45520
NOTES	Images sourced from Council's Image Library © Broken Hill City Council 2017	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program 2017-2021 Operational Plan 2017/2018	



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INTRODUCTION

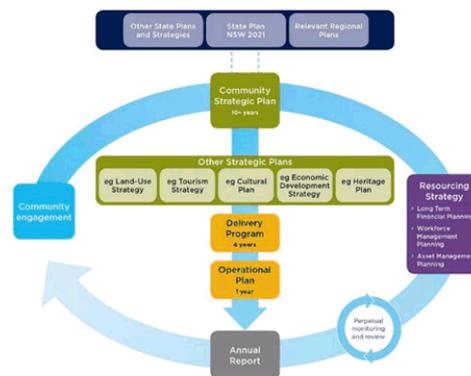
Ensuring Council has the right people with the right skills at the right time to achieve our vision, mission and organisational goals.

PURPOSE OF WORKFORCE STRATEGY

Council is required to develop a Resourcing Strategy as part of its commitment to Integrated Planning and Reporting Framework legislation (*Local Government Act 1993*).

There are three main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Strategy.

The purpose of developing a Workforce Strategy is to ensure the Council can develop and deploy its human resources in the most efficient and effective manner now and into the future.



WORKFORCE MANAGEMENT REPORT

Council's Workforce Management Plan 2015-2020 was adopted by Council on 25 November 2015 (Minute No 45127).

Council is required to monitor its Workforce Management Plan regularly and undertake a review within nine months of Council elections.

This Workforce Management Plan & Report 2017 has been reviewed in conjunction with the broader review of the city's Community Strategic Plan and Council's Delivery Program. This report also provides a summary of the progression so far for our Workforce Management Plan 2015-2020 and our successes.



OBJECTIVES

The Objectives of our Workforce Strategy are to:

- Develop an efficient organisation that has the capacity to provide valued services to our Community.
- Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.
- Focus our organisation on seeking innovative and more effective use of technology to support us to be a leader within our industry, and be more adaptable to future challenges.
- Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that is inclusive and supports achievement, greater employee satisfaction, collaboration and trust.

For each of the Objectives within the Workforce Strategy, Council has developed Actions to support their achievement. For full description of the Objectives and the corresponding actions refer to Page 15-32.

PROCESS OF REVIEW FOR 2017

The process undertaken to review the Workforce Management Plan 2015-2020 was as follows:

- Participation within consultation sessions for the review and development of the Broken Hill 2033 Community Strategic Plan to gauge alignment for current and future strategic objectives and service delivery.
- Participation within consultation sessions for the review and development of the Delivery Program 2017-2021 to gauge alignment with desired organisational outcomes.
- Participation within consultation sessions for the review and development of the Disability Inclusion Action Plan 2017-2021 to gauge alignment with the *Disability Inclusion Act (NSW) 2014*.
- Formal and informal discussion with Council's Executive Leadership Team regarding the workforce challenges facing Council and within their division.

- Informal consultation with employees including gaining information from focus groups, surveys and team meetings.

The future process to be undertaken is:

- Draft Workforce Management Plan – Report 2017 tabled to April Council meeting.
- Public release of the Draft Workforce Development Plan – Report 2017 to engage consultation with stakeholders including Union(s), government agencies and other professional bodies.
- Further formal and/or informal consultation with employees to ensure they feel their aspirations and needs are addressed.
- Opportunity for other stakeholders to provide submissions during the public consultation period.
- Finalise Workforce Management Plan – Report 2017 for adoption by Council at June 2017 meeting.

HOW TO READ THIS REPORT

Use the following key to assist in reading this report and inform on the progress Council is making towards achieving the desired outcomes of the Workforce Management Plan 2015-2020.



Industry Context – Links between the Council Workforce Management Plan and the NSW Local Government Strategy will be marked with a blue cog symbol. The symbol represents synergies between the two documents.



Challenges for Council – Progress in addressing the challenges identified in the Workforce Management Plan 2015-2020 will be marked with either **orange** for neutral change or some progression, or **blue** for positive changes and more significant progression.



Workforce Actions (WA) - Progress and achievements will be marked with either **orange** for neutral change or some progression, or **blue** for positive changes and more significant progression. **Red** indicates progression has stalled or minimal action has started on this strategy.

INDUSTRY CONTEXT

Over the last five years there has been greater emphasis on the importance of Workforce Planning for Local Government at a federal, state and local level. The National Local Government Workforce Strategy 2013-2020 ('the National Strategy') was designed to future proof the challenges faced by councils, and to move the sector towards a more sustainable workforce.

In 2016 the NSW Local Government Workforce Strategy 2016-2020 (the NSW Strategy) was developed, adopting the broad vision of the National Strategy ensuring Local Government has the 'workforce capability it requires for a productive, sustainable and inclusive future' and the 'capacity to develop and use skills of its workforce to meet the needs and aspirations of its communities'.ⁱ The need for a NSW Strategy was also identified during many stages of Local Government reform processes over the last three years.

To inform the development of the NSW Strategy extensive consultation was undertaken within councils, unions and other industry stakeholders by way of surveys, focus groups, telephone interviews and written submissions.

Research undertaken in November 2015 by Local Government NSW identified the greatest challenges facing councils as:

- Ageing workforce
- Uncertainty due to possible future Local Government reforms
- Skills shortage in professional areas
- Limitations in leadership capacity
- Gender imbalance in senior roles
- Lack of skills and experience in workforce planning
- Lack of workforce trend data
- Difficulty recruiting staff

- Resistance to more flexible work practices
- Lack of cultural diversity.ⁱⁱ

The NSW Strategy has incorporated these concerns within its eight strategic themes.

In 2016 the Local Government industry body, LG NSW, funded a project to explore the option of a capability framework for the NSW Local Government industry. The project led to the clear conclusion that the development of a capability framework for the NSW Local Government sector was widely seen as meeting a need.ⁱⁱⁱ

The capability framework will 'define the core knowledge, skills and abilities required by elected members and employees in their different roles'.^{iv} It is anticipated that the final framework will interface with Award skill descriptors and underpin all aspects of workforce management, supported with interactive tools and materials.



CHALLENGES FOR COUNCIL

Analysis of the key challenges (or opportunities) facing Council were reported in November 2015. For this report we have reviewed the common themes for relevance today.

EXTERNAL FORCES

External forces (those outside Council's immediate control) and Internal Forces (which Council has a greater degree of control or influence over) are themes used as Council's driving force for change and inform the objectives and actions for this Workforce Management Plan.

Rate Revenue

Rate revenue contributes to 53% Council's income (Fy2017/2018). Both rate pegging and cost shifting from other levels of government provide financial restrictions and burdens on Council particularly when subsequent funding is reduced or ceased (immediately or over time) after the impost or transfer of responsibility has occurred. Council has a long term strategy to progressively apportion mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates. These increases are accounted for in the Operational Plan 2017/2018. Council is also considering strategies to review and increase fees and charges to ensure costs of services and facilities are indexed. The Independent Pricing and Rating Tribunal (IPART) completed its review of the Local Government Rating System with the final report provided to the Minister to Local Government in December 2016. Council will consider the impact of changes within this report upon its public release.

Understanding our Community's Expectations

A lack of extensive service reviews means we have a general or limited understanding of the community's expectations for service delivery and its value to the community. Council has

started to review and develop its Communication and Engagement Framework and will commence Service Review in April 2017.

Supporting the Service Review process is a thorough review of Council's Customer Service Framework; where 'Think like the Customer' and the customer experience are considered. Undertaking such reviews will assist Council to assess our current strengths or capacity gaps and respond to our customers' expectations effectively.

Economic Diversification

As Council has not sought to increase rates above the rate pegging limit Council needs to identify opportunities to increase revenue via alternative sources; through economic diversification within existing services and/or new services. Responding to this challenge may require specialised skills sets and highlight staff capacity gaps beyond our operational ability to respond.

Council has the opportunity to consider bidding for additional Roads and Maritime Services (RMS) works as a way to increase revenue. Contract works represents an area where we can potentially grow our skill capacity, size of teams or continue to secure employment within the Infrastructure and Operations departments.



Local Government Reform

The Far West Initiative connects local councils, non-government organisations (NGOs) and key NSW and Australian government agencies to develop innovative solutions for the unique challenges faced by communities in Far West NSW.

The Far West Initiative brings together eight local councils: Balranald, Bourke, Brewarrina, Broken Hill, Central Darling, Cobar, Walgett and Wentworth with the Unincorporated Areas, non-government organisations (NGOs) and key government agencies to develop solutions for the unique challenges faced by communities in Far West NSW. Of the five models initially proposed the preferred approach is a Statutory Body retaining local councils called a Regional Joint Organisation.



Funding

With significant Commonwealth and/or State funding changes in the Community Services sector, Council undertook a review of its operating model(s) for aged and disability services, its capacity to offer services and employee capability. After careful consideration and planning Council opted to transition from direct care aged and disability services. The

transition to CareWest (now LiveBetter) as specialist provider was completed in September 2016.

Over the last 24 months Council has lobbied for the reintroduction of indexation of Financial Assistance Grants (FAG).

Innovation in Services

Council is under increasing pressure to identify different and more effective ways of providing valued services, and effective and efficient use of resources. This will require increased effort and focus on doing things differently, utilising creative problem solving and capitalising on the knowledge/expertise of those leading our industry where we do not have the capacity ourselves to innovate.

During FY 2017 and FY 2018 will see significant investment in innovation and technology within the city and organisation. An example of this investment has been the introduction of a Licence Plate Recognition System to support parking enforcement and compliance.

Labour Supply and Demand

As an organisation Council continues to review and develop a compelling story of the benefits of living, working and enjoying the unique lifestyle that Broken Hill and the Far West can offer potential employees. Failure to attract and retain talent particularly in professional roles (engineers, planners, environmental health, surveyors and managers) where skills shortages exist could mean Council is unable to fill some critical roles. Ultimately we want a workforce that is proud to be a champion for our city and is fully engaged in the organisation to deliver service excellence to the community.

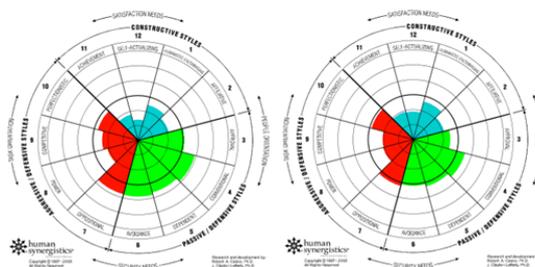
INTERNAL FORCES

Financial Position

A higher emphasis on financial sustainability and capacity building will place greater emphasis on Council to seek best practice and undertake benchmarking to gauge performance. Council must develop short, medium and long term strategies to address its ongoing financial deficits whilst addressing capacity gaps. Council's ageing infrastructure and limited ability to co-contribute funds for grant projects means we need to have a strategic, targeted approach when responding to opportunities and challenges. Council considered a 'whole of life costing' methodology for capital projects to ensure the operating budget reflect future years' costs.

Organisational Culture

Our 2010 and 2015 Culture Surveys highlighted our security oriented culture creating challenges for effective workforce management as employees experience a fear of change, and are encouraged to work in ways that reinforce avoidance, dependency and conventional thinking. The 2015 results saw slight improvements in constructive behaviours of self-actualising and humanistic-encouraging, and decreases in approval, avoidance, oppositional and conventional thinking. Our culture must facilitate development of more effective teams and departments which focus more on goal achievement, learning and collaboration rather than self-preservation.



2010 Culture Survey
2015 Culture Survey
Results of the Organisational Culture Inventory test and re-test.

Workforce Management Plan and Report 2017

Technology

Capacity gaps within the areas of technology, including access and utilisation, will require financial investment and structured training and development of resources.

Additional operational budget has been sought for technology based training to the value of \$100,000 over the next three years (pending approval of the Operational Plan 2017/2018).

Leadership Capacity

Building stable leadership capacity is challenging due to the nature of cyclical election processes each four year term for our Civic Leaders, the nature of Senior Executive appointments and career mobility of managers within the industry. It is critical for our organisation to secure leaders for their full terms to bring leadership stability to the organisation. By continuing to invest in developing effective leadership capacity we will be able to continue to provide service excellence for our community, ensure effective transfer of knowledge across the organisation, and support employees to be prepared (confident and competent) to accept and step up to face any challenges or changes that Council may face into the future.

Council is currently developing individual development plans for our Mayor and Councillors. Additional operational budget has been sought for employee leadership and management development to the value of \$200,000 over the next three years (pending approval of the Operational Plan 2017/2018).

Workforce Demographics

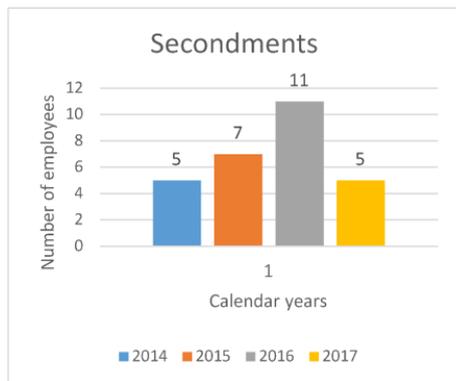
Council experienced increased turnover in FY 2014 and FY 2015 and began to reduce this during FY 2016. We have a largely mature workforce however we have not yet experienced large scale retirement pressure within our workforce.

Page 10 of 32

Workforce Demographics cont.

This may seem advantageous for ensuring continuity of service delivery, however key dependencies develop when this expertise is not deployed effectively or knowledge shared widely.

A lean workforce does not provide operational flexibility or capacity for operating large scale work shadowing programs that would typically be utilised to ensure transfer of knowledge and skills. Over the last three years Council has placed increased emphasis on internal career mobility; providing existing employees the opportunity to gain new or deeper skills in crucial roles via higher duties and secondments.



Number of Secondments offered to internal staff over time.

Council will continually need to consider how it will attract and retain employees early in their careers as well as those in the forming or midway through their careers. One way would be to consider increased flexibility while maintaining operational efficiency.

Industrial Relations

Over the last 18 months Council has sought to foster greater relationships with our employees and their representatives to ensure we can enact our workforce plan for mutual benefit. There is more work required to develop workplace flexibility so that we can be more competitive and better able to respond to change.

Building Professional Capacity

Council has progressed well in developing its financial management skills capacity and employed an Accounting Cadet in FY 2017 to maintain this focus. Building skills capacity in the areas of Asset Planning and Project Management are still in their infancy and require more time/resources to embed.

Attracting and retaining professionals in a range of specialist fields is still a concern and will be monitored more closely through Council's Succession Planning Framework.

OUR WORKFORCE

Since November 2015, Council continues to undergo workforce changes summarised below.

NEW LEADERS

On 4 April 2016 Council welcomed to the City its new General Manager, James Roncon. Having worked in both private and public sectors James brings a wealth of experience at executive leadership level and is known for his collaborative and community focus. Twelve months later Council confirmed the appointment of Brendan Smith to the position of Chief Operating Officer (previously titled Deputy General Manager). Brendan's mix of mining, construction and Local Government experience are huge assets to our leadership team and to Council as we build our capacity in Asset Planning and Project Management.



James Roncon



Brendan Smith

OUR STRUCTURE

In November 2016 after consultation with the Council and employees, the General Manager, James Roncon, presented a revised Executive Leadership Team (ELT) structure. The structure took into consideration changes within the *Local Government Act 1993* and proposed a more corporate model of governance for our Local Government. The changes also realigned strategic and operational functions of ELT reports with a view of getting greater synergy between areas of Council.



Andrea Roberts



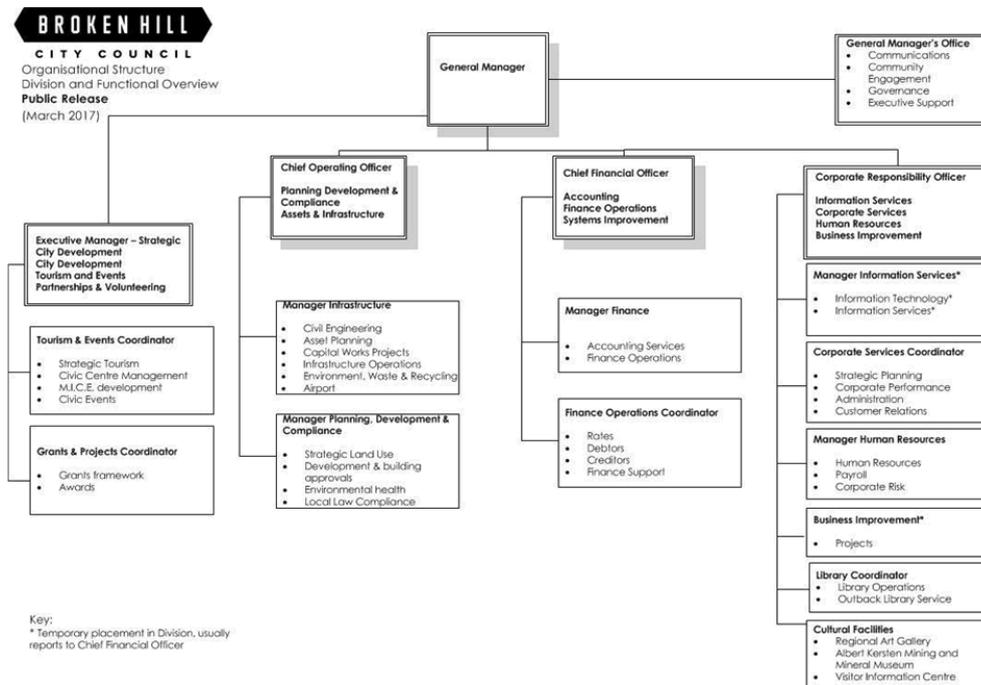
Razija Nu'man



Darrin Manuel

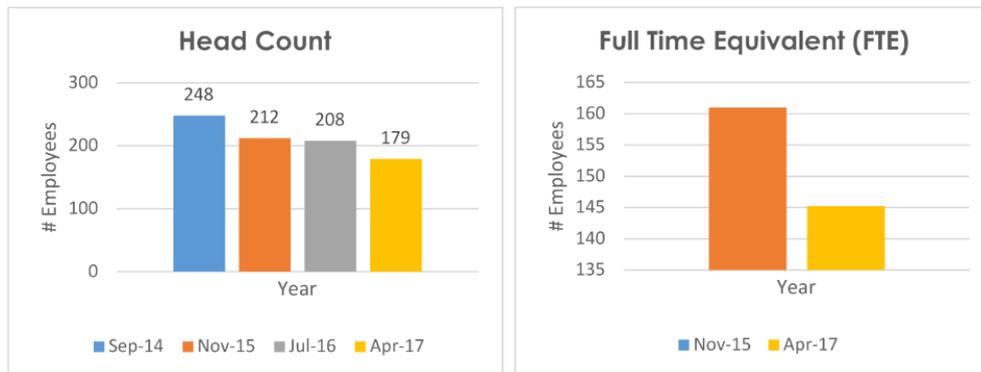


Jay Nankivell

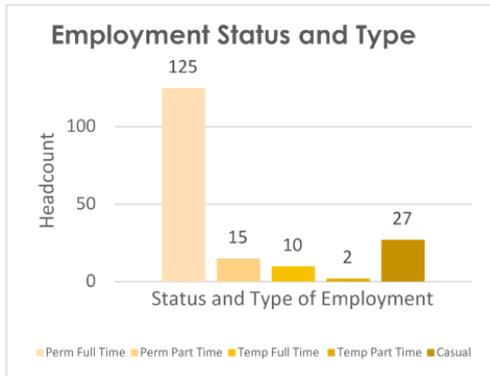


DEMOGRAPHICS

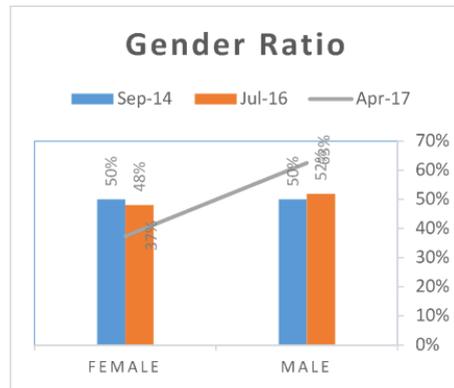
In September 2016 Council transitioned direct aged care and disability services to CareWest (now LiveBetter). This change accounts for the decrease in head count, full time equivalent (FTE) employees, and change in female gender ratio and part time employment status.



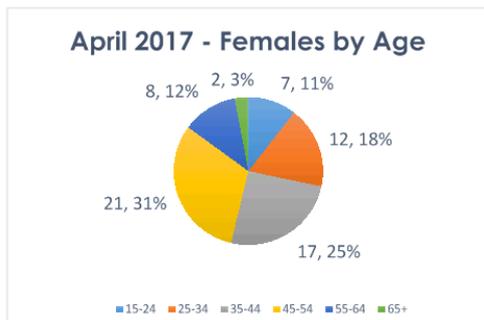
Headcount changes over time including casual employees. Full Time Equivalent Staff (FTE) excluding casuals.



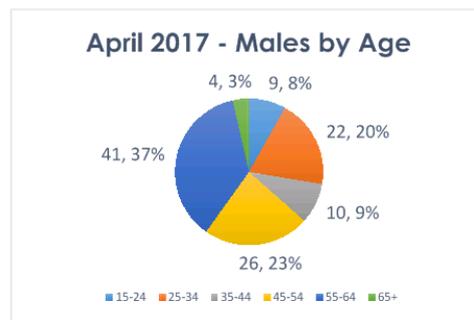
Employment Status and Type as at April 2017



Gender Ratio



Female employees by age as at April 2017



Male employees by age as at April 2017

WORKFORCE PLAN OBJECTIVES & ACTIONS

The following table provides the list of objectives and actions that form the Workforce Management Plan; how these actions relate to the external and internal forces that pose challenges (or opportunities) for Council.

CHALLENGE	WORKFORCE OBJECTIVE 1	WORKFORCE OBJECTIVE 2	WORKFORCE OBJECTIVE 3	WORKFORCE OBJECTIVE 4
External Forces				
Revenue				
Community Expectations		WA2.5	WA3.4	
Economic Diversification	WA1.3		WA3.1 WA3.2	
Local Government Reform	WA1.1		WA3.1	
Funding	WA1.3			
Labour Supply and Demand	WA1.1	WA2.2		
Internal Forces				
Financial Position	WA1.2 WA1.4		WS3.5	
Organisational Culture		WA2.3 WA2.5		WA4.1 WA4.2 WA4.3 WA4.5 WA4.6
Technology			WA3.1 WA3.2	
Leadership Capacity		WA2.1 WA2.1 WA2.3 WA2.5		
Workforce Demographics	WA1.4			WA4.3
Industrial Relations	WA1.5			
Building Professional Capacity	WA1.3	WA2.4		WA4.3

WORKFORCE PLAN OBJECTIVES & ACTIONS CONT

WORKFORCE OBJECTIVE 1

Develop an efficient organisation that has the capacity to provide valued services to our Community.

WA 1.1 Investigate the opportunities associated with shared services delivery that will build capacity and create efficiency.

- The Far West Initiative aims to improve outcomes for the people of the Far West by developing solutions for improved governance and service delivery in the region. √ The preferred model identified has been a Joint Regional Organisation however no final determination or action has been made (DP#4.1.1.11)
- Results from the LG Professionals and PwC Australasian LG Performance Excellence Program FY 2016 (previously titled Management and Operational Effectiveness Program) are used to benchmark internal services within Councils in NSW. Council has been participating in this survey for the last three financial years.
- Informal conversations have been held between the General Managers of Broken Hill City Council and Central Darling Shire regarding capacity gaps across both councils and potential functions that could benefit from shared service arrangements. Whilst no decision has been made, the two councils will continue to support each other where they can.
- Council's Service Review Framework was adopted at its March 2017 meeting (Minute No 45499). Service reviews are a review of services designed to identify potential service delivery improvements. A service review can be used to improve efficiency and effectiveness, and will assist with decision making around options for shared services. Council will run a pilot program of seven services in 2017.



Council employee Sean Fargher, undergoes a simple processing mapping exercise during Service Review training

WORKFORCE OBJECTIVE 1 CONT

Develop an efficient organisation that has the capacity to provide valued services to our Community.

WA 1.2 Ensure the organisational structure remains aligned to Council's Delivery Program objectives.

- Having a sound resourcing strategy is important to ensure that we can deliver valued services to our community. Council is committed to reviewing all vacant and new positions to ensure their relevance now and into the future. Even though positions are budgeted for each year within Council's Operational Plan, Managers in partnership with the Human Resources team are expected to critically review positions and provide a business case for replacement or introduction of a new role. All positions are approved through Executive Leadership Team (ELT) and the General Manager.

Factors considered are:

- ✓ The benefit to the organisation
- ✓ Strategic, operational or compliance impact
- ✓ Current/future impact on service delivery
- ✓ Cost implication/cost benefit
- ✓ Future opportunities for the position
- ✓ Alternatives considered
- ✓ Internal talent sources/skill development opportunity

100 % achieved

WA 1.3 Ensure capacity to increase revenue generation through the use of internal or external resources.

- Since the announcement of Broken Hill as Australia's First Heritage Listed City and thanks to the \$5.7M donation from the BHP Foundation; three new fixed term contract positions were created. These specialist roles have bought/will bring valuable experience to the city and Council in focus areas of Museums, Arts and Archives.



Dr Rachel Vincent – Living Museum Specialist assesses storage in the Council administration building

- Council funded a Grants and Projects Coordinator position in FY 2017 and extended this funding for FY 2017. The role organises funding applications to assist in achieving economic transformation and vibrancy, and will aggressively pursue Federal and State grants. This position has been filled internally via secondment; drawing on our employee's experience in private and public sectors in marketing and communications roles.
- During the 2014/2015 Organisational Review Council incorporated into the Economic Development department the positions of Tourism and Events Coordinator and Events and Partnerships Officers to support Council's long term strategy of further developing the cities Meetings, Incentives, Conferences and Events industry. In 2016 the new temporary role of Functions and Conferencing Supervisor was introduced to deliver a suite of conferences and booked throughout the year.

WORKFORCE OBJECTIVE 1 CONT

Develop an efficient organisation that has the capacity to provide valued services to our Community.

WA 1.4 Resources are deployed efficiently and effectively to achieve organisational outcomes.

Service based organisations rely on the engagement and passion of its people. People also represent the largest expenditure area, and the most important productive asset, of every council.^{vi}

- There are three main measures of efficiency for the organisation as described in the Australasian LG Performance Excellence Program:
 - FTE per 1,000 residents
 - Remuneration as a percentage of operating expenses
 - Cost of overtime per FTE

Over the last financial year Council has improved its operational efficiency as demonstrated through the graph below. Council cost of Overtime per FTE was 68% of the NSW Council's median overtime spend during FY2016.

- 'Span of Control' can be used to monitor management overhead and indicates layers of management, degree of autonomy and career development opportunities within an organisation. Based on Council's results from the Australasian LG Performance Excellence Program, we continue to outperform our peers in this measure which is based on our flatter management structure developed during the 2014 organisational restructure.



Council results for span of control FY 2016

Metric	Council	FY14	FY15	FY16	Change from FY15 to FY16
1. FTE per 1,000 residents	Broken Hill City Council	10.1	8.9	9.3	0.0
	NSW Survey Population	8.5	8.2	8.9	1.1
2. Remuneration as a percentage of operating expenses	Broken Hill City Council	48%	49%	46%	3%
	NSW Survey Population	36%	38%	37%	1%

Council results for efficiency and effectiveness in the FY 2016, Australasian LG Performance Excellence Program 2016

WORKFORCE OBJECTIVE 1 CONT

Develop an efficient organisation that has the capacity to provide valued services to our Community.

WA 1.5 Build greater flexibility within our Award to ensure Council becomes competitive whilst maintaining job security.

- Council's Award was ratified in the NSW Industrial Relations Commission on 15 December 2015. Council's initial log of claims sought to make more than 45 changes to clauses, terms and conditions and for the purpose of fixing errors within the document. 10 items were specifically designed to improve flexibility of which we achieved five outright or under grandfathered terms.



WORKFORCE OBJECTIVE 2



Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.

WA 2.1 Critical roles are identified and strategies developed to minimise risks to business continuity.

- Critical roles are defined as positions that would cause an organisation's operations to be disrupted should they be vacant for any period of time. Council has 108 unique positions and is developing a model for identifying critical roles within the organisation based on assessing their strategic and operational impact. During the first testing phase of the model, 13 positions were identified in the top 10 ranking 'Critical Roles'. The first phase used the initial assumption that all employees are willing and want to develop a career, and have the skills required to move into others roles.
- The next phase of the model's development will see the methodology being verified by the Executive

Leadership Team before further consultation with employees. Once the model is finalised Employees who occupy critical roles will be assessed as high/low impact (performing in their role or not) and/or high/low potential (demonstrate strong leadership characteristics or not) to support the development of formal strategies to address attraction and/or retention factors, development requirements and individual succession plans.

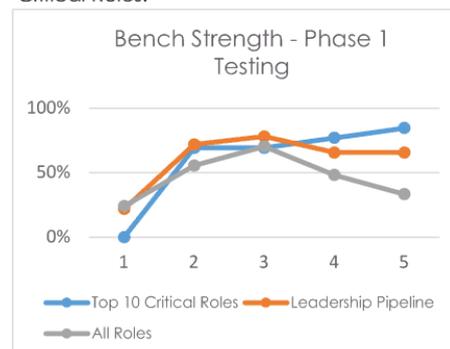


WA 2.2 Identify leadership pipeline through effective succession planning for senior leadership positions.

- Of the 108 unique positions within Council, 32 are positions that would constitute the 'leadership pipe line'. Leadership in this context is where at least one staff member is supervised. Such roles include some Senior Officer, Leading Hand, Team Leader, Coordinator, Manager and positions within the Executive Leadership Team.
- 'Bench Strength' is a measure used for determining succession plan effectiveness. Council's definition of Bench Strength is the 'percentage of positions within the organisation that have at least one identified successor who is able perform in the role across 5 categories:
 1. Ready Now
 2. Step In as Caretaker (3 months)
 3. Ready within 12-24 months
 4. Ready in 2-4 years
 5. Ready in 4 years.

3. Ready within 12-24 months
4. Ready in 2-4 years
5. Ready in 4 years.

Initial testing of "Bench Strength" indicates that Council has strong leadership pipeline potential; except within the top 10 Critical Roles.



WORKFORCE OBJECTIVE 2 CONT

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.

WA 2.3 Develop leadership capacity and accountability through a focus on operational performance, self-directed, organisational or external learning opportunities

- Council has continued to invest in developing our leadership capacity over the last 16 months. We have provided one senior member the opportunity to participate in the LG Professionals Mentoring Program (a program that pairs mentorees with mentors within extensive LG expertise) and with Personal and Leadership effectiveness coaching (based on the Human Synergistic Lifestyles Inventory).
- In FY 2017 and FY 2018 members of the Executive Leadership Team (ELT) will have the opportunity to undertake the Institute of Company Directors Course; to improve ELT's performance, support better Council governance and improve decision making.
- Two of Council's female management staff have commenced the Compass Program a transformational program targeted to increase leadership contribution.

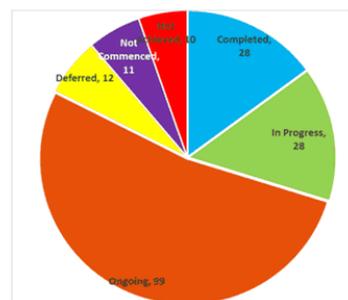
Council will assess the opportunity to expand the program across the organisation upon completion and assessment of its value to the organisation.

- Council has sought additional operational budget in the

Operational Plan 2017/2018 to develop more formal Leadership and Management programs targeting improved personal and professional effectiveness.

ORGANISATION SNAPSHOT

DP Action KPI Status for Council



Delivery Program performance as at December 2016

- Council is currently investigating options for our planned 'dashboard' system to support Council being more transparent with performance measures and achievements.



Sample dashboard

WORKFORCE OBJECTIVE 2 CONT

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.

WA 2.4 **Develop leadership and departmental collaboration through effective information sharing and decision making.**

- Council's Executive Leadership Team (ELT) meet fortnightly to discuss strategic goals and resolve operational challenges.
- It is the expectation of the General Manager that leaders are communicating directly with their staff and encouraging two-way communication. All managers, supervisors, team leaders and leading hands are expected to meet regularly with their team(s) and have a record of the meeting. The General Manager checks the effectiveness of communication through informal conversations with employees to ensure that messages are received up and down the organisation.
- Recently Council has started cross departmental meetings to break down barriers/silos, build bridges in relationships and share priorities. This group will meet monthly on an informal basis.
- Similarly the business support and service functions of Council (Corporate Services, Finance, Information Services, Human Resources, and Business Improvement) meet monthly to monitor, and review cross department objectives.
- Development of preferred communication channels for our employees (internal communications) and their effectiveness will be considered alongside a review or external communications and engagement in FY2017/ 2018.



WORKFORCE OBJECTIVE 2 CONT

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.

WA 2.5 Leaders communicate the objectives, priorities and values of the organisation in a clear manner so employees understand expectations.

- Over the last 12 months Council has been utilising the vibrancy of new branding to provide a clear, coherent and integrated declaration of Council's organisational objectives, reinforce a unified commitment to improve service, and improve the reputation of Council.
- Council revised its vision, mission, values and identity at its 14 February 2016 meeting (Minute No 45179)

OUR VISION

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

OUR MISSION

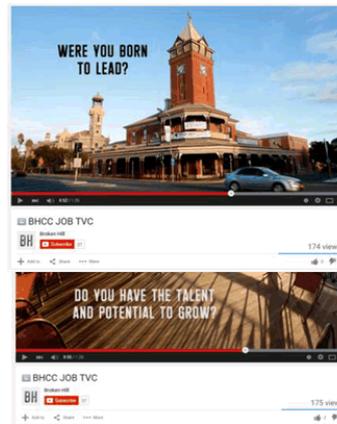
Council provides high quality services and leadership to enhance community living and facilitate a prosperous economy.

OUR VALUES

Corporate values are used to demonstrate what an organisation stands for; the behaviours that are important for success and how we treat each other. Values can be a crucial tactic used to lead a culture through change; being aspirational they identify also who we would like to become.



New corporate logo for Council



Recruitment ads on YouTube

FEARLESS
INSPIRING
OPEN
ORIGINAL
HUMAN

Over the next 12 months Council will continue to work with our employees to ensure the values are well understood so they are embedded into our culture.



WORKFORCE OBJECTIVE 3

Seek innovative and more effective use of technology to support us to be a leader within our industry and be more adaptable to future challenges.

WA 3.1 **Develop stronger relationships with our community, industry, government and other stakeholders to leverage opportunities to implement innovation.**

- Council adopted the Smart Communities Framework at its February 2017 meeting. The framework was developed by Telstra and Metamorph Consulting after consultation within Council and the Community. This strategic partnership, supported by grant funding from NSW Government Department of Industry, will start with the upgrade of audio visual equipment at the Broken Hill Civic Centre and with other pilot programs across the city including:
 - Free public Wi-Fi in Argent Street, Patton Street and Broken Hill Airport
 - Smart security options for Council owned assets and hotspots around the city e.g. lighting in Sturt Park.
- Council is leading the way in Local Government with the creation of this framework and has strategically positioned itself to seek Federal Government funding as part of the Digital Transformation Grants (a \$50M grant pool).



WA 3.2 **Develop entrepreneurial capacity and creativity to enhance problem solving and improve decision making.**

- The Operational Plan 2017/2018 has outlined a specific training budget to build capacity in creativity and problem solving.





WORKFORCE OBJECTIVE 3 CONT

WA 3.3 Invest resources into improved utilisation and performance of existing technologies.

- Council has requested approximately \$120,000 over 3 years to be budgeted in its Operational Plan(s) for specific training to increase utilisation and performance of existing technologies.
- Council upgraded its Asset Planning modules within Civica in 2015 and has continued with its implementation during 2016. Civica has provided on site workshops and training for staff.
- Council has bought three additional modules for its Human Resources Information System (HRIS) to increase efficiency of payroll processing including Work Patterns, Online Leave and Online Timesheets. The upgrades and roll out will occur over the next six months.



WA 3.4 Communication channels are explored to engage with our customers, improve standards of service delivery, and better product experience.

- Council is currently developing its Communication and Engagement Strategy. The strategy will build upon Council's existing methodologies for undertaking community consultation including formal and informal methods, traditional and new social technologies to engage with our community.
- Council is currently reviewing and developing its Customer Service Framework designed to provide improved service delivery in a more consistent manner. This framework builds on strategies for Council to 'Think Like The Customer' in order for us to improve the customer experience.
- Council will continue to invest more training budget into developing our employees, knowledge, skills and expertise in stakeholder engagement during the next three years.





WORKFORCE OBJECTIVE 3 CONT

WA 3.5 Invest resources into system analysis and process improvement.

- Council endorsed the Service Review Framework at its March 2017 meeting. The purpose of this framework is to establish a common approach to conducting service reviews and making recommendations for improvements.
- Due to the scale of the project where Council will review all services (60+) over a period of three years; Council has established a new fixed term position to support the Service Review project. This position was filled internally via secondment providing a wonderful development opportunity for the successful applicant to utilise their current knowledge about Council services and build project administration skills.
- Council has invested in RevuMap; an information system to support the documentation, analysis and reporting of each service review. Through RevuMap users are also able to document process maps efficiently.



WORKFORCE OBJECTIVE 4

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that is inclusive, supports achievement, greater employee satisfaction, collaboration and trust.

WA 4.1 Engage employees to understand how their effort and performance achieves organisational outcomes and contributes to a better community.

- Council made a concerted effort over the last 24 months to engage with our employees and provide them with information on the strategic imperatives of Council and the operational objectives that are required to meet these. Council continues to have annual skills progression and performance discussions with employees.
- During Council's restructure all positions were reviewed and re-written to better outline the position purpose, outcomes and duties required to be performed. The position descriptions also provided standards across all Council positions, in terms of commitment to customer service and leadership and/or team work. Managers and employees were engaged in this process via Council's Workplace Consultation Committee.
- Most recently during the development of the Community Strategic Plan, Delivery Plan and Disability Inclusion Action Plan; a significant proportion of employees were invited to attend workshops to inform the review process and the setting of new objectives, measures and accountabilities.
- Team managers and their staff will lead the process of Service Reviews in their departments; reinforcing the knowledge and understanding of who their customers are (internal/external) and how their position, work or team effort contributes to departmental outcomes. The team will also participate in benchmarking and develop volumetrics and measures of success.

WA 4.2 Develop effective systems for employee communication, giving and receiving feedback and consultation within our organisation.

- Council utilises formal and informal methods of consultation with employees; including focus groups, workshops, surveys, individual meetings.
- Council's Workplace Consultative Committee meet monthly on issues relating to job design, training, and workplace health and safety.
- Council's General Manager introduced informal Focus Groups last year. Supporting our value of being 'Open' the focus groups were framed around 'No Bull Upfront' which has been working well, with direct and honest feedback being received. Over 10 group sessions were held, with approximately one third of the workforce registering to attend. Topics regarding the restructure, internal communication and 'Think like the Customer' were discussed.
- The General Manager reintroduced GM forums (information sessions post Council meetings) as one of the outcomes from the Focus Groups.

WORKFORCE OBJECTIVE 4 CONT

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.

WA 4.3 Employees are motivated to continually improve themselves for our organisation.

- Results from our last Culture Survey (2015) indicated that employees ranked 'their department motivates them to do their best work as a 4 (to a great extent)'.
 - Building and Surveying Cadet (Trainee), Andrew Schultz appointed in January 2012 and after completed studies was successful in being appointed to the new position of Building Surveyor A3-A4 in August 2015.
 - Accounting Cadet (Trainee), Nikita MacMurray was appointed in March 2015. Nikita was successful in being promoted to the new role of Assistant Management Accountant in September 2016. Nikita demonstrated her potential through exceptional results whilst undertaking mostly full time study and full time work.
 - James Druitt; Asset Planner – Transport was successful in being promoted to this position in February 2016. As part of James' development he will undertake a Certificate IV – Civil Construction Design.
 - Council appointed a new Building and Compliance Officer (Cadet/Trainee); Jackson Ruddock in May 2016. Jackson received A4 Accreditation with the Building Professionals Board in 2017.
 - Council appointed a new Apprentice Mechanic; Chase Brealey in May 2016. This was the first apprentice employed directly with

Council since 2007. Chase has also undertaken certificates in welding at his own initiative to be able to support Council's Boilermaker in the field.

- Council appointed Accounting Cadet, Bradley Simms, and Trainee Horticulturalist, Sean Power in February 2017.



Andrew Schultz



Nikita MacMurray



James Druitt



Jackson Ruddock



Bradley Simms

WORKFORCE OBJECTIVE 4 CONT



Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.

WA 4.3 Employees are motivated to continually improve themselves for our organisation.

- In addition to our cadets/trainees and apprenticeship, Council staff have the opportunity to undertake supported or self-study in tertiary studies related to their current role or future career roles. Six current employees have completed or are undertaking Certificate IV or Diploma level qualifications since 2015.



Anthony Robinson



Georgina Falkner



Penny Robinson



Fallon Lawn

WA 4.4 Ensure employees are recognised for their individual contribution to the organisation and community.

- In November 2016, Council's received the Resource Recovery Award; based on upgrades to the Waste Management Facility to include the Community Recycling Centre.
- Council reintroduced Recognition of Service Awards in December 2016 after a two year hiatus in consultation with employees. Being recognised for their contribution to Council was seen as highly valued by our staff. Council also introduced a new category to the Service Awards for 10 years of Service.



Council's Environment, Waste and Recycling Specialist – Libby Guest



Recognition of Service Awards – 2016

WORKFORCE OBJECTIVE 4 CONT

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.

- WA 4.4** Ensure employees are recognised for their individual contribution to the organisation and community.



Council employees attended a Service Award function to celebrate 20, 25, 30 and 40 year service.



David Gray received his 10 Year Service Award



25 Year Service Award was presented to Michelle Rolton utilising Council's new branding.



Troy Scott – Mechanic – received his 10 Year Service Award

WORKFORCE OBJECTIVE 4 CONT

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.

● **WA 4.5 Promote the health and wellbeing of all people.**

- In December 2015, Council was 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.



● **WA 4.6 Promote an organisation that is inclusive for all.**

- Council's Disability Inclusion Action Plan (DIAP) sets out the vision of Council, which is to engage people with disability, their families and supporters, to join with us to improve opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community.
- Building awareness regarding attitudes and behaviours that support inclusion is one of the main focal points for Council's staff over the four year term of the plan.



REFERENCES AND RESOURCES

- Integrated Planning and Reporting Guidelines for Local Government in NSW – 2012
- Future direction for NSW Local Government – Twenty Essential Steps
- National Local Government Workforce Strategy 2013-2020
- The Australian Local Government Workforce and Employment Census
- Division of Local Government – Workforce Planning
- Workforce Planning – A Guide for NSW Public Sector Agencies
- *Local Government Act 1993*
- Local Government (General) Regulation 2005
- Broken Hill City Council Consent Award
- Future Focus – 2013 National Workforce Development Strategy
- Broken Hill 2033 Community Strategic Plan
- Broken Hill City Council Delivery Program 2014-2017
- Local Government NSW Cost Shifting Survey F2012/2013
- Rate-pegging in NSW – Centre for Local Government 2008
- Annual Report 2015/2016
- NSW Local Government Workforce Strategy 2016-2020
- Grisard Consulting – Exploring options for a NSW Local Government Capability Framework. Summary report November 2016
- www.lgnsw.nsw.org.au/key-initiatives/capability-framework
- The Far West Initiative – Consultation Paper: Improving outcomes for the people of Far Western NSW – August 2016
- LG Professionals and PwC Australasian LG Performance Excellence Program FY2016 (previously titled Management and Operational Effectiveness Program)

Key Direction: 4 Our Leadership
Objective: 4.1.1 Communication and engagement with the community increase confidence in decision-making
Function: Leadership & Governance
DP Action: 4.1.1.13 Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation

Relevant Legislation:

Local Government Act 1993

Privacy and Personal Information Protection Act 1998

Government Information (Public Access) Act 2009

Financial Implications:

Nil

Attachments

1. [↓](#) DRAFT COMPLAINTS MANAGEMENT POLICY

RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON
GENERAL MANAGER

DRAFT COMPLAINTS MANAGEMENT POLICY

QUALITY CONTROL		
TRIM REFERENCES	D12/11853 – 12/14	
RESPONSIBLE POSITION	Corporate Responsibility Officer	
APPROVED BY	Council	
REVIEW DATE	2021	REVISION NUMBER 4
EFFECTIVE DATE	ACTION	MINUTE NUMBER
27 November 2002	Adopted	39720
1 July 2017	Public Exhibition	
30 August 2017	Adopted	

1. INTRODUCTION

This policy is intended to ensure Broken Hill City Council handles complaints fairly, efficiently and effectively.

A complaint is an expression of dissatisfaction. A complaint covered by this policy can be distinguished from Service Requests and Requests for Information.

2. POLICY OBJECTIVE

Council's complaint management system is intended to:

- enable us to respond to issues raised by people making complaints in a timely and cost-effective way;
- boost public confidence in our administrative process; and
- provide information that can be used by us to deliver quality improvements in our services, staff and complaint handling.

This policy provides guidance to Council staff and people who wish to make a complaint on the key principles and concepts of our complaint management system.

3. POLICY SCOPE

This policy applies to all staff receiving or managing complaints from the public made to or about Council, regarding our services, staff and complaint handling.

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

4. POLICY STATEMENT

4.1 GUIDING PRINCIPLES



4.1.1 Facilitate Complaints

People Focus

Council is committed to seeking and receiving feedback and complaints about our services, systems, practices, procedures and complaint handling.

Any concerns raised in feedback or complaints will be dealt with within a reasonable time frame.

People making complaints will be:

- provided with information about Council's complaint handling process;
- provided with multiple and accessible ways to make complaints;
- listened to, treated with respect by Council's staff and actively involved in the complaint process where possible and appropriate; and
- provided with reasons for Council's decision(s) and any options for redress or review.

No Detriment to People Making Complaints

Council will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf.

Anonymous Complaints

Council accept anonymous complaints and will carry out an investigation of the issues raised where there is enough information provided.

Accessibility

Council will ensure that information about how and where complaints may be made to or about us is well publicised. Council will ensure that our systems to manage complaints are easily understood and accessible to everyone, particularly people who may require assistance.

If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, Council will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (e.g. advocate, family member, legal or community representative, Member of Parliament, another organisation).

No Charge

Complaining to us is free.

4.1.2 Responding to Complaints

Early Resolution

Where possible, complaints will be resolved at first contact with Council.

Responsiveness

Council will promptly acknowledge receipt of complaints.

Council will assess and priorities complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.

Council are committed to managing people's expectations, and will inform them as soon as possible, of the following:

- the complaints process;
- the expected time frames for our actions;
- the progress of the complaint and reasons for any delay;
- their likely involvement in the process; and
- the possible or likely outcome of their complaint.

Council will advise people as soon as possible when we are unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

Council will also advise people as soon as possible when we are unable to meet our time frames for responding to their complaint and the reason for our delay.

Objectivity and Fairness

Council will address each complaint with integrity and in an equitable, objective and unbiased manner.

Council will ensure that the person handling a complaint is different from any staff member whose conduct or service is being complained about. Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

Responding Flexibly

Council staff are empowered to resolve complaints promptly and with as little formality as possible. Council will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives.

Council will assess each complaint on its merits and involve people making complaints and/or their representative in the process as far as possible.

Confidentiality

Council will protect the identity of people making complaints where this is practical and appropriate.

Personal information that identifies individuals will only be disclosed or used by the Council as permitted under the relevant privacy laws, secrecy provisions and any relevant confidentiality obligations.

4.1.3 Manage the Parties to a Complaint

Complaints Involving Multiple Agencies

Where a complaint involves multiple organisations, Council will work with the other organisation(s) where possible, to ensure that communication with the person making a complaint and/or their representative is clear and coordinated.

Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.

Where a complaint involves multiple areas within Council, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated.

Where Council services are contracted out, we expect the contracted service providers to have an accessible and comprehensive complaint management system. Council take complaints not only about the actions of our staff but also the actions of our service providers.

Complaints Involving Multiple Parties

When similar complaints are made by related parties Council will try to arrange to communicate with a single representative of the group.

Empowerment of Staff

All Council staff managing complaints are empowered to implement our complaint management system as relevant to their role and responsibilities.

Council staff are encouraged to provide feedback on the effectiveness and efficiency of all aspects of our complaint management system.

Managing Unreasonable Conduct By People Making Complaints

Council are committed to being accessible and responsive to all people who approach us with feedback or complaints. At the same time our success depends on:

- our ability to do our work and perform our functions in the most effective and efficient way possible;
- the health, safety and security of our staff; and
- our ability to allocate our resources fairly across all the complaints we receive.

When people behave unreasonably in their dealings with Council, their conduct can significantly affect the progress and efficiency of our work. As a result, Council will take proactive and decisive action to manage any conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.

4.2 COMPLAINT MANAGEMENT SYSTEM



4.2.1 Introduction

When responding to complaints, Council staff should act in accordance with our complaint handling procedures as well as any other internal documents providing guidance on the management of complaints.

Council staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback.

The five key stages in Council's complaint management system are set out below.

4.2.1.1 Receipt of Complaints

Council will record the complaint and its supporting information. Council will also assign a unique identifier to the complaint file.

The record of the complaint will document:

- the contact information of the person making a complaint;
- issues raised by the person making a complaint and the outcome(s) they want;
- any other relevant information; and
- any additional support the person making a complaint requires.

4.2.1.2 Acknowledgement of Complaints

Council will acknowledge receipt of each complaint promptly, and preferably within two business days.

Consideration will be given to the most appropriate medium (e.g. email, letter) for communicating with the person making a complaint.

4.2.1.3 Initial Assessment and Addressing of Complaints

Initial Assessment

After acknowledging receipt of the complaint, Council will confirm whether the issue(s) raised in the complaint is/are within Council control. Council will also consider the outcome(s) sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

When determining how a complaint will be managed, we will consider:

- how serious, complicated or urgent the complaint is;
- whether the complaint raises concerns about people's health and safety;
- how the person making the complaint is being affected;
- the risks involved if resolution of the complaint is delayed; and
- whether a resolution requires the involvement of other organisations.

Addressing Complaints

After assessing the complaint, Council will consider how to manage it. To manage a complaint Council may:

- give the person information or an explanation;
- gather information from the person or area that the complaint is about; or
- investigate the claims made in the complaint.

Council will keep the person making the complaint up to date on our progress, particularly if there are any delays. Council will also communicate the outcome of the complaint using the most appropriate medium. Which actions Council decide to take will be tailored to each case and take into account any statutory requirements.

4.2.1.4 Providing Reasons for Decisions

Following consideration of the complaint and any investigation into the issues raised, Council will contact the person making the complaint and advise them:

- the outcome of the complaint and any action we took;
- the reason(s) for our decision;
- the remedy or resolution(s) that we have proposed or put in place; and
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

If in the course of investigation, Council make any adverse findings about a particular individual, we will consider any applicable privacy obligations under the *Privacy and Personal Information Protection Act 1998* and any applicable exemptions in or made pursuant to that Act, before sharing our findings with the person making the complaint.

4.2.1.5 Closing the Complaint, Record Keeping, Redress and Review

Council will keep comprehensive records about:

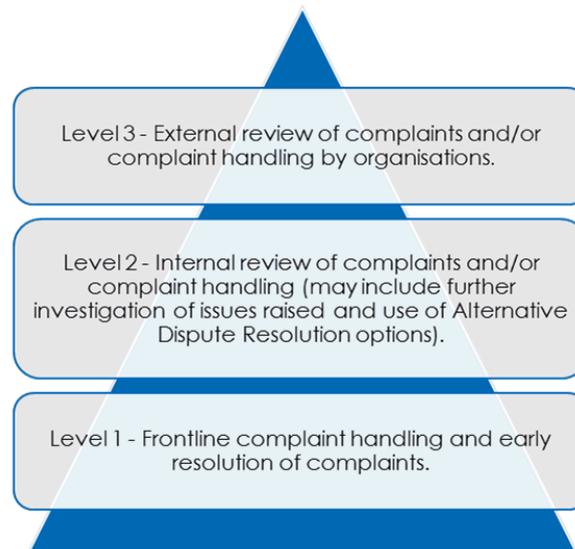
- how Council managed the complaint;
- the outcome(s) of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations; and
- any outstanding actions that need to be followed up.

Council will ensure that outcomes are properly implemented, monitored and reported to the complaint handling manager and/or senior management.

4.2.2 Alternative Avenues for Dealing with Complaints

Council will inform people who make complaints to or about us about any internal or external review options available to them such as the Office of Local Government.

4.2.3 The Three Levels of Complaint Handling



Council aim to resolve complaints at the first level, the frontline. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

Where this is not possible, Council may decide to escalate the complaint to a more senior officer within Council. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision(s) already made; and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

Where a person making a complaint is dissatisfied with the outcome of Council's review of their complaint, they may seek an external review of our decision.

4.3 ACCOUNTABILITY AND LEARNING

4.3.1 Analysis and Evaluation of Complaints

Council will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis.

Regular reports will be run on:

- the number of complaints received;
- the outcome of complaints, including matters resolved at the frontline;
- issues arising from complaints;
- systemic issues identified; and
- the number of requests we receive for internal and/or external review of our complaint handling.

Regular analysis of these reports will be undertaken to monitor trends, measure the quality of Council’s customer service and make improvements.

Both reports and their analysis will be provided to the General Manager and senior management for review.

4.3.2 Monitoring of the Complaints Management System

Council will continually monitor our complaint management system to:

- ensure its effectiveness in responding to and resolving complaints; and
- identify and correct deficiencies in the operation of the system.

Monitoring may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

4.3.3 Continuous Improvement

Council are committed to improving the effectiveness and efficiency of our complaint management system. To this end, we will:

- support the making and appropriate resolution of complaints;
- implement best practices in complaint handling;
- recognise and acknowledge exemplary complaint handling by staff;
- regularly review the complaints management system and complaint data; and
- implement appropriate system changes arising out of our analysis of complaints data and continual monitoring of the system.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

Who	Commitment	How
General Manager	Provide a culture that values complaints and their effective resolution.	<ul style="list-style-type: none"> • Report publicly on Council’s complaint handling; • Provide adequate support and direction to key staff responsible for handling complaints; • Regularly review reports about complaint trends and issues arising from complaints; • Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly; • Encourage staff to make recommendations for system improvements; • Recognise and acknowledge good complaint handling by staff; and • Support recommendations for service, staff and complaint handling improvements arising from the analysis of complaint data.

<p>Corporate Responsibility Officer</p>	<p>Establish and manage Council's complaint management system.</p>	<ul style="list-style-type: none"> • Provide regular reports to the General Manager on issues arising from complaint handling work; • Ensure recommendations arising out of complaint data analysis are canvassed with the General Manager and implemented where appropriate; • Recruit, train and empower staff to resolve complaints promptly and in accordance with Council's policies and procedures; • Encourage staff managing complaints to provide suggestions on ways to improve Council's complaint management system; • Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly; and • Recognise and acknowledge good complaint handling by staff.
<p>Frontline Staff</p>	<p>Demonstrate exemplary complaint handling practices.</p>	<ul style="list-style-type: none"> • Treat all people with respect, including people who make complaints; • Assist people make a complaint, if needed; • Comply with this policy and its associated procedures; • Keep informed about best practice in complaint handling; • Provide feedback to management on issues arising from complaints; • Provide suggestions to management on ways to improve Council's complaints management system; and • Implement changes arising from individual complaints and from the analysis of complaint data as directed by management.
<p>All Staff</p>	<p>Understand and comply with Council's complaint handling practices.</p>	<ul style="list-style-type: none"> • Treat all people with respect, including people who make complaints; • Be aware of Council's complaint handling policies and procedures; • Assist people who wish to make complaints access the Council's complaints process; • Be alert to complaints and assist staff handling complaints resolve matters promptly; • Provide feedback to management on issues arising from complaints; and • Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management.

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

5.3 Associated Documents

The following documentation is to be read in conjunction with this policy.

- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*

6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Corporate Responsibility Officer is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Complaints Management Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

8. DEFINITIONS

'Complaint' - Expression of dissatisfaction made to or about Council, our services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.

A complaint covered by this policy can be distinguished from:

- Staff Grievances (see Council's Grievance Policy);
- Public Interest Disclosures made by Council staff (see Council's Reporting of Public Interest Disclosures Policy);
- Code of Conduct complaints (see Council's Model Code of Conduct Policy);
- Responses to requests for feedback about the standard of Council's service provision (see the definition of 'Feedback' below);
- Reports of problems or wrongdoing intended to bring a problem to Council's notice with no expectation of a response (see the definition of 'Feedback' below);
- Service Requests (see the definition of 'Service Request' below); and
- Requests for Information (see Council's Access to Information Policy).

'Complaint Management System' - All policies, procedures, practices, staff, hardware and software used by Council in the management of complaints.

'Dispute' - An unresolved complaint escalated either within or outside of Council.

'Feedback' - Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about us, about Council's services or complaint handling where a response is not explicitly or implicitly expected or legally required.

'Service Request' - A Service Request is a:

- request for approval;
- request for action;
- routine inquiries about Council's business;
- request for the provision of services and assistance;
- report of failure to comply with laws regulated by Council; or
- request for explanation of Council's policies, procedures and decisions.

'Grievance' - A clear, formal statement by an individual Council staff member about another staff member or a work related problem.

'Policy' - A statement of instruction that sets out how Council should fulfil our vision, mission and goals.

'Procedure' - A statement or instruction that sets out how Council's policies will be implemented and by whom.

'Public Interest Disclosure' - A report about wrong doing made by a public official in New South Wales that meets the requirements of the *Public Interest Disclosures Act 1994*.

ORDINARY MEETING OF THE COUNCIL

June 8, 2017

ITEM 7BROKEN HILL CITY COUNCIL REPORT NO. 103/17SUBJECT: INVESTMENT REPORT FOR MAY 201717/82**Recommendation**

1. That Broken Hill City Council Report No. 103/17 dated June 8, 2017, be received.

Executive Summary:

The *Local Government (General) Regulation 2005* (Part 9, Division 5, Clause 212), effective from 1 September 2005, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the *Local Government Act 1993*, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 31st May 2017, Council's Investment Portfolio had a current market valuation of \$21,843,457 or principal value (face value) of \$21,793,098 and was compliant with all legislative and policy requirements.

Report:

Council's investments as at 31st May 2017 are detailed in Attachment 1.

Portfolio Summary		
Portfolio Performance vs. RBA Cash Rate	✓	Council's investment performance did exceed benchmark.
Investment Policy Compliance		
Legislative Requirements	✓	Compliant with policy
Portfolio Credit Rating Limit	✓	Compliant with policy
Institutional Exposure Limits	✓	Compliant with policy
Term to Maturity Limits	✓	Compliant with policy

Market Review**Global issues**

Global politics was focussed in Europe during the month with the G7 summit highlighting simmering differences between US President Trump and his world leader peers, particularly Germany's Angela Merkel. Meanwhile, French voters elected centrist Emmanuel Macron, resisting the wave of recent nationalistic populism highlighted by UK's Brexit and US's Trump election.

China's credit rating was cut by Moody's credit rating agency in May in response to expanding debt levels within the country, particularly among households, businesses and local government.

US economic data was largely positive over the month. Business conditions surveys, retail sales and industrial production data are all indicating good growth. The US Federal Reserve is now expected to raise rates in July.

Domestic issues

In Australia, the Standard & Poor's credit rating agency cut the long-term ratings on over twenty regional banks. S&P is concerned that these smaller banks will be impacted to a greater degree than the four majors, at least initially, by any future property price falls and consumer debt stress.

Australia's five largest banks were targeted in the Federal Budget for a 0.06% bank levy. The banks quickly threatened to pass the costs onto its customers.

Interest rates

The RBA's official cash rate remains at 1.50%. The market is expecting a flat cash rate out to at least August 2018.

Term deposit rates across most maturities ended lower for the month. The best indicative TD rates from the Australian major banks was 2.50% across all time periods from 2-12 months. The best rates from the smaller regional banks were at the 2.70% area for 6 and 12 months.

Council's Portfolio by Source of Funds – May 2017

As at 31st May 2017, Council's Investment Portfolio had a current market valuation of \$21,843,457 or principal value (face value) of \$21,793,098 with the source of these funds being detailed in the table below.

	Source of Funds	Principal Amount
GENERAL FUND	Operating Capital & Internal Restrictions	13,113,098
	Accommodation Bonds Reserve	45,000
	Royalties Reserve	450,000
	Domestic Waste Management Reserve	4,540,000
	Grants	3,170,000
	Developer Contributions	475,000
	TOTAL PORTFOLIO	\$21,793,098

Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005* and Third Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

Strategic Direction:

- Key Direction 4: Our Leadership
- Objective 4.1: Openness and Transparency in Decision Making
- Action 4.1.1.13: Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation.

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2005*.

Financial Implications:

The recommendation has no financial impact.

Attachments

1. [↓](#) Investment Report - May 2017

JAY NANKIVELL
FINANCE MANAGER

JAMES RONCON
GENERAL MANAGER



**Investment Summary Report
May 2017**



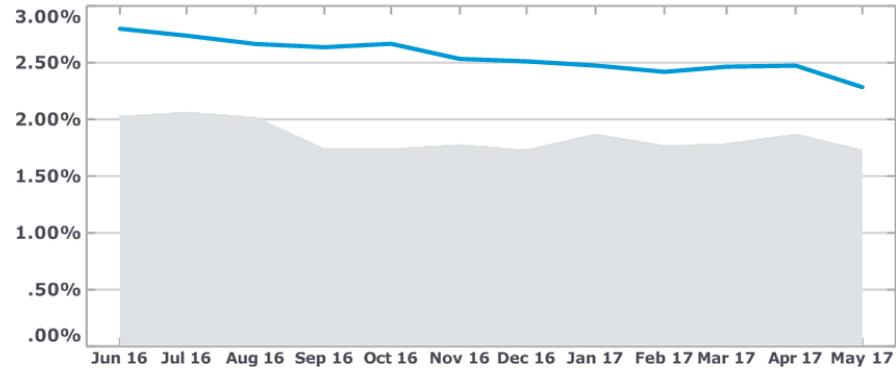
Broken Hill City Council
Executive Summary



Investment Holdings

	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	1,489,407.30	1,489,407.30	1.14
Managed Funds	4,303,691.13	4,303,691.13	2.07
Term Deposit	16,000,000.00	16,050,358.90	2.51
	21,793,098.43	21,843,457.33	2.33

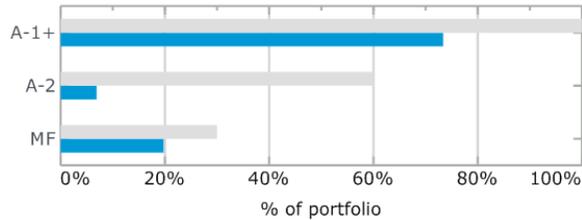
Investment Performance



■ Portfolio Annualised Return ■ Ausbond BB Index Annualised Return

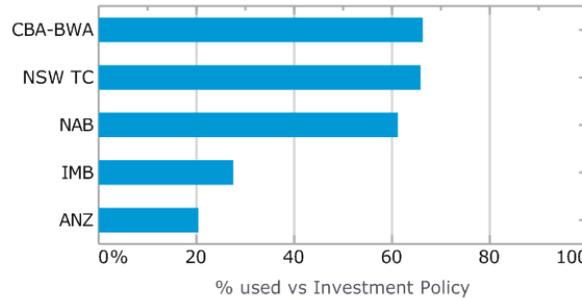
Investment Policy Compliance

Total Credit Exposure



■ Portfolio Exposure ■ Investment Policy Limit

Highest Individual Exposures



Term to Maturities

Maturity Profile	Face Value (\$)	Policy Max
Between 0 and 1 Year	21,793,098	100% 100%
	21,793,098	

Broken Hill City Council

Investment Holdings Report



Cash Accounts

Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
1,489,407.30	1.1400%	Westpac Group	A-1+	1,489,407.30	473409	Cheque
1,489,407.30	1.1400%			1,489,407.30		

Managed Funds

Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
3,303,608.57	2.5476%	New South Wales T-Corp	MF	Cash Facility	3,303,608.57	535329	
1,000,082.56	0.5034%	New South Wales T-Corp	MF	Strategic Cash Facility	1,000,082.56	535330	
4,303,691.13	2.0726%				4,303,691.13		

Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
7-Jun-17	1,000,000.00	2.5000%	National Australia Bank	A-1+	1,000,000.00	8-Mar-17	1,005,821.92	535126	5,821.92	AtMaturity	
7-Jun-17	1,000,000.00	2.5000%	National Australia Bank	A-1+	1,000,000.00	10-Mar-17	1,005,684.93	535127	5,684.93	AtMaturity	
14-Jun-17	2,500,000.00	2.5100%	National Australia Bank	A-1+	2,500,000.00	15-Mar-17	2,513,409.59	535128	13,409.59	AtMaturity	
21-Jun-17	1,000,000.00	2.5000%	Bankwest	A-1+	1,000,000.00	21-Apr-17	1,002,808.22	535216	2,808.22	AtMaturity	
5-Jul-17	1,000,000.00	2.5000%	Bankwest	A-1+	1,000,000.00	5-Apr-17	1,003,904.11	535215	3,904.11	AtMaturity	
19-Jul-17	2,000,000.00	2.6000%	Bankwest	A-1+	2,000,000.00	23-Feb-17	2,013,961.64	534944	13,961.64	AtMaturity	
26-Jul-17	500,000.00	2.5200%	ANZ Banking Group	A-1+	500,000.00	26-Apr-17	501,242.74	535217	1,242.74	AtMaturity	
2-Aug-17	1,500,000.00	2.5000%	IMB Ltd	A-2	1,500,000.00	24-May-17	1,500,821.92	535295	821.92	AtMaturity	
8-Aug-17	500,000.00	2.5000%	National Australia Bank	A-1+	500,000.00	10-May-17	500,753.42	535296	753.42	AtMaturity	
16-Aug-17	1,000,000.00	2.5000%	Bankwest	A-1+	1,000,000.00	18-May-17	1,000,958.90	535297	958.90	AtMaturity	
23-Aug-17	1,500,000.00	2.5000%	Bankwest	A-1+	1,500,000.00	24-May-17	1,500,821.92	535298	821.92	AtMaturity	
30-Aug-17	1,000,000.00	2.4700%	National Australia Bank	A-1+	1,000,000.00	31-May-17	1,000,067.67	535299	67.67	AtMaturity	
30-Aug-17	500,000.00	2.4800%	ANZ Banking Group	A-1+	500,000.00	31-May-17	500,033.97	535300	33.97	AtMaturity	
30-Aug-17	1,000,000.00	2.4800%	ANZ Banking Group	A-1+	1,000,000.00	31-May-17	1,000,067.95	535301	67.95	AtMaturity	

Broken Hill City Council
Investment Holdings Report



Term Deposits											
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
	16,000,000.00	2.5109%			16,000,000.00		16,050,358.90		50,358.90		

Broken Hill City Council Accrued Interest Report

Accrued Interest Report

Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
Westpac Group	473409	1,489,407.30				31		
Cash								
IMB Ltd	534939	1,500,000.00	1-Feb-17	3-May-17	9,723.29	2	213.70	2.60%
Westpac Group	534943	1,500,000.00	3-Feb-17	3-May-17	9,509.59	2	213.70	2.60%
National Australia Bank	534945	500,000.00	8-Feb-17	10-May-17	3,178.77	9	314.38	2.55%
National Australia Bank	534942	1,000,000.00	15-Feb-17	17-May-17	6,357.53	16	1,117.81	2.55%
IMB Ltd	534940	1,500,000.00	22-Feb-17	24-May-17	9,536.30	23	2,410.27	2.55%
Bankwest	535129	1,500,000.00	27-Mar-17	24-May-17	5,958.90	23	2,363.01	2.50%
National Australia Bank	535125	1,000,000.00	1-Mar-17	31-May-17	6,232.88	30	2,054.79	2.50%
ANZ Banking Group	535130	1,500,000.00	1-Mar-17	31-May-17	9,349.32	30	3,082.19	2.50%
National Australia Bank	535126	1,000,000.00	8-Mar-17	7-Jun-17	0.00	31	2,123.29	2.50%
National Australia Bank	535127	1,000,000.00	10-Mar-17	7-Jun-17	0.00	31	2,123.29	2.50%
National Australia Bank	535128	2,500,000.00	15-Mar-17	14-Jun-17	0.00	31	5,329.45	2.51%
Bankwest	535216	1,000,000.00	21-Apr-17	21-Jun-17	0.00	31	2,123.29	2.50%
Bankwest	535215	1,000,000.00	5-Apr-17	5-Jul-17	0.00	31	2,123.29	2.50%
Bankwest	534944	2,000,000.00	23-Feb-17	19-Jul-17	0.00	31	4,416.44	2.60%
ANZ Banking Group	535217	500,000.00	26-Apr-17	26-Jul-17	0.00	31	1,070.14	2.52%
IMB Ltd	535295	1,500,000.00	24-May-17	2-Aug-17	0.00	8	821.92	2.50%
National Australia Bank	535296	500,000.00	10-May-17	8-Aug-17	0.00	22	753.42	2.50%
Bankwest	535297	1,000,000.00	18-May-17	16-Aug-17	0.00	14	958.90	2.50%
Bankwest	535298	1,500,000.00	24-May-17	23-Aug-17	0.00	8	821.92	2.50%
National Australia Bank	535299	1,000,000.00	31-May-17	30-Aug-17	0.00	1	67.67	2.47%
ANZ Banking Group	535300	500,000.00	31-May-17	30-Aug-17	0.00	1	33.97	2.48%
ANZ Banking Group	535301	1,000,000.00	31-May-17	30-Aug-17	0.00	1	67.95	2.48%

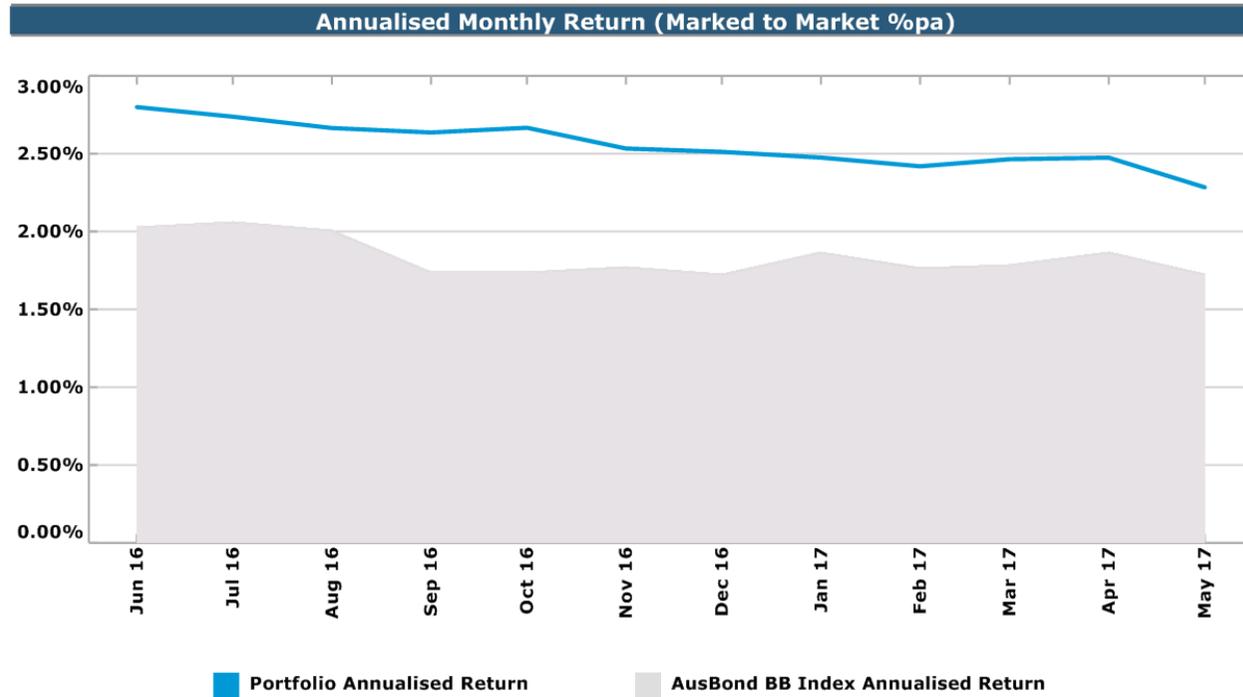
Broken Hill City Council
Accrued Interest Report



Accrued Interest Report

Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
Term Deposit					59,846.58		34,604.79	2.52%
					59,846.58		34,604.79	2.52%

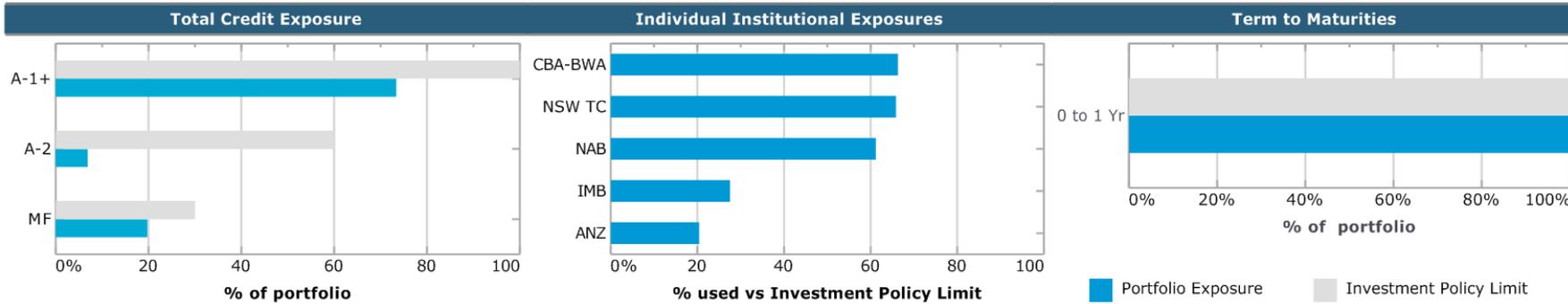
Broken Hill City Council
Investment Performance Report



Historical Performance Summary			
	Portfolio	AusBond BB Index	Outperformance
May 2017	2.28%	1.72%	0.56%
Last 3 Months	2.41%	1.79%	0.62%
Last 6 Months	2.44%	1.79%	0.65%
Financial Year to Date	2.53%	1.82%	0.71%
Last 12 months	2.56%	1.84%	0.72%



Broken Hill City Council
Investment Policy Compliance Report



	Credit Rating	Face Value (\$)		Policy Max	
Short Term	A-1+	15,989,407			
		15,989,407	73%	100%	✓
Short Term	A-2	1,500,000			
		1,500,000	7%	60%	✓
Short Term	MF	4,303,691			
		4,303,691	20%	30%	✓
		21,793,098	100%		

✓ = compliant
X = non-compliant

	% used vs Investment Policy Limit	
Commonwealth Bank of Australia (A-1+, AA-)	66%	✓
New South Wales T-Corp (MF)	66%	✓
National Australia Bank (A-1+, AA-)	61%	✓
IMB Ltd (A-2, BBB)	28%	✓
ANZ Group (A-1+, AA-)	20%	✓
Westpac Group (A-1+, AA-)	15%	✓

	Face Value (\$)	Policy Max	
Between 0 and 1 Year	21,793,098	100%	100% ✓
	21,793,098		

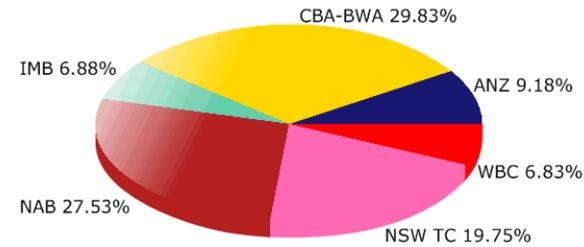
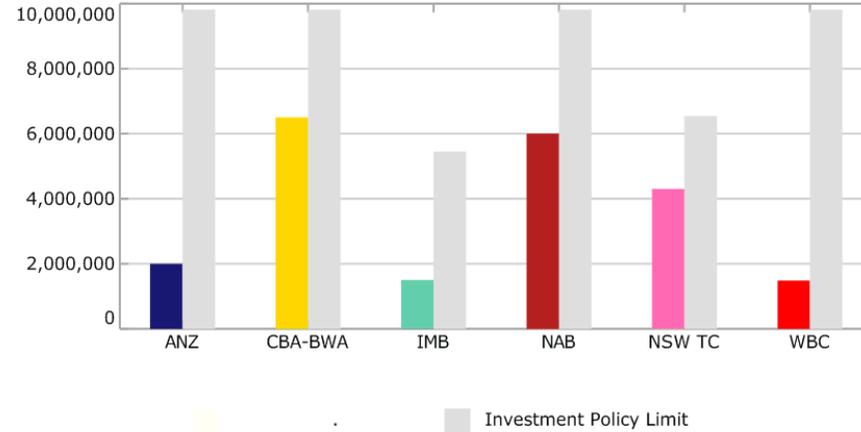
Detailed Maturity Profile	Face Value (\$)	
00. Cash + Managed Funds	5,793,098	27%
01. Less Than 30 Days	5,500,000	25%
02. Between 30 Days and 60 Days	3,500,000	16%
03. Between 60 Days and 90 Days	4,500,000	21%
04. Between 90 Days and 180 Days	2,500,000	11%
	21,793,098	

Broken Hill City Council
Individual Institutional Exposures Report



Individual Institutional Exposures **Individual Institutional Exposure Charts**

Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)
ANZ Group	A-1+, AA-	2,000,000	9,806,894
Commonwealth Bank of Australia	A-1+, AA-	6,500,000	9,806,894
IMB Ltd	A-2, BBB	1,500,000	5,448,275
National Australia Bank	A-1+, AA-	6,000,000	9,806,894
New South Wales T-Corp	MF	4,303,691	6,537,930
Westpac Group	A-1+, AA-	1,489,407	9,806,894
		21,793,098	



Broken Hill City Council

Cash Flows Report



Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>	
3-May-17	534939	IMB Ltd	Term Deposits	Interest - Received	9,723.29	
		IMB Ltd	Term Deposits	Maturity Face Value - Received	1,500,000.00	
		<u>Deal Total</u>				<u>1,509,723.29</u>
	534943	Westpac Group	Term Deposits	Interest - Received	9,509.59	
		Westpac Group	Term Deposits	Maturity Face Value - Received	1,500,000.00	
		<u>Deal Total</u>				<u>1,509,509.59</u>
Day Total					3,019,232.88	
10-May-17	534945	National Australia Bank	Term Deposits	Interest - Received	3,178.77	
		National Australia Bank	Term Deposits	Maturity Face Value - Received	500,000.00	
		<u>Deal Total</u>				<u>503,178.77</u>
	535296	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00	
		<u>Deal Total</u>				<u>-500,000.00</u>
		Day Total				
17-May-17	534942	National Australia Bank	Term Deposits	Interest - Received	6,357.53	
		National Australia Bank	Term Deposits	Maturity Face Value - Received	1,000,000.00	
		<u>Deal Total</u>				<u>1,006,357.53</u>
Day Total					1,006,357.53	
18-May-17	535297	Bankwest	Term Deposits	Settlement Face Value - Paid	-1,000,000.00	
<u>Deal Total</u>					<u>-1,000,000.00</u>	
Day Total					-1,000,000.00	
24-May-17	534940	IMB Ltd	Term Deposits	Interest - Received	9,536.30	
		IMB Ltd	Term Deposits	Maturity Face Value - Received	1,500,000.00	
		<u>Deal Total</u>				<u>1,509,536.30</u>
	535129	Bankwest	Term Deposits	Interest - Received	5,958.90	
		Bankwest	Term Deposits	Maturity Face Value - Received	1,500,000.00	
		<u>Deal Total</u>				<u>1,505,958.90</u>
	535295	IMB Ltd	Term Deposits	Settlement Face Value - Paid	-1,500,000.00	
		<u>Deal Total</u>				<u>-1,500,000.00</u>
			535298	Bankwest	Term Deposits	Settlement Face Value - Paid

Broken Hill City Council

Cash Flows Report



Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
				<u>Deal Total</u>	-1,500,000.00
				Day Total	15,495.21
31-May-17	535125	National Australia Bank	Term Deposits	Interest - Received	6,232.88
		National Australia Bank	Term Deposits	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,006,232.88</u>
	535130	ANZ Banking Group	Term Deposits	Interest - Received	9,349.32
		ANZ Banking Group	Term Deposits	Maturity Face Value - Received	1,500,000.00
				<u>Deal Total</u>	<u>1,509,349.32</u>
	535299	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
	535300	ANZ Banking Group	Term Deposits	Settlement Face Value - Paid	-500,000.00
				<u>Deal Total</u>	<u>-500,000.00</u>
	535301	ANZ Banking Group	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
				Day Total	15,582.19
				Net Cash Movement for Period	3,059,846.58

Next Month Cashflows

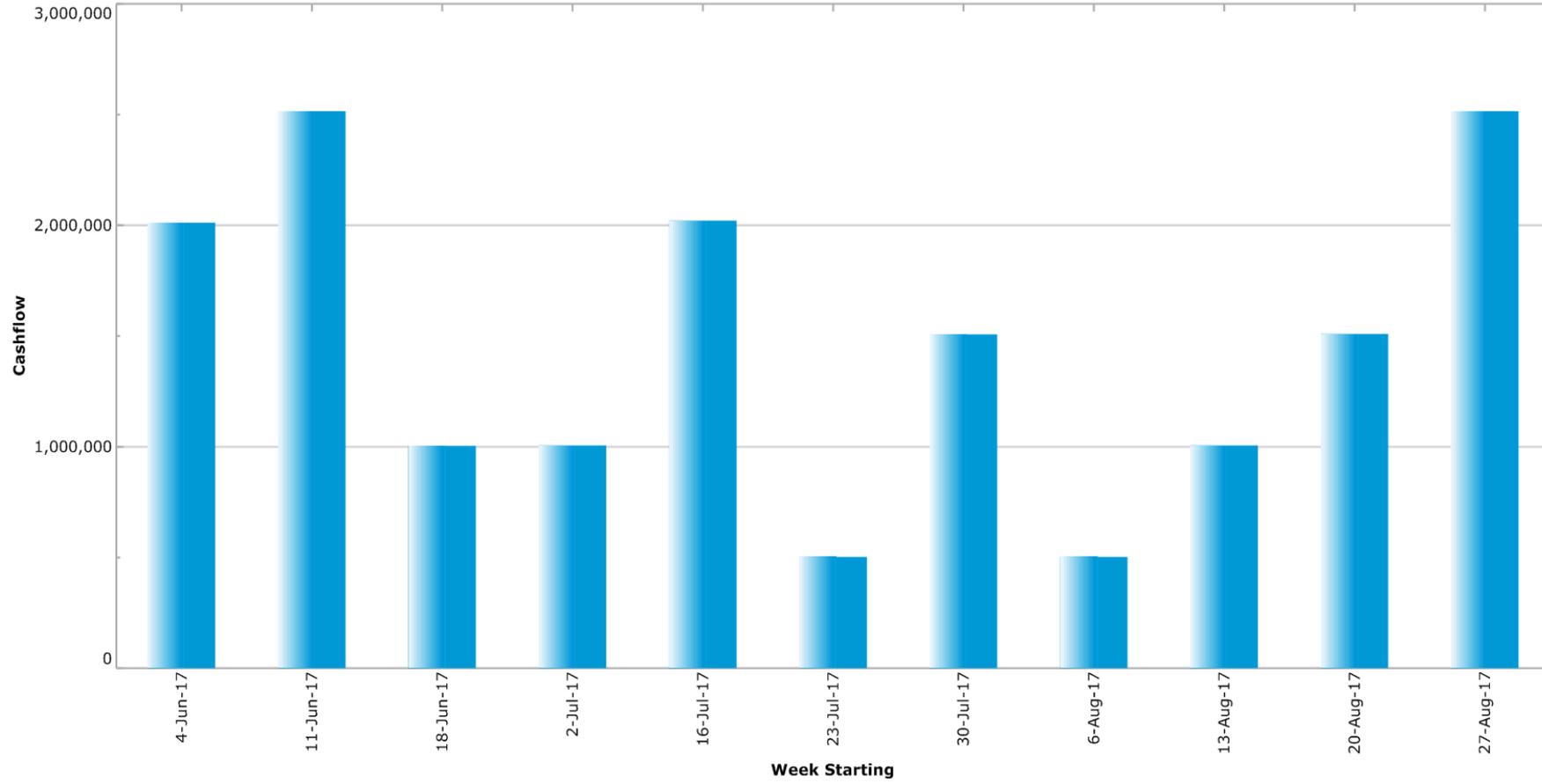
<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
7-Jun-17	535126	National Australia Bank	Term Deposit	Interest - Received	6,232.88
		National Australia Bank	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,006,232.88</u>
	535127	National Australia Bank	Term Deposit	Interest - Received	6,095.89
		National Australia Bank	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,006,095.89</u>
				Day Total	2,012,328.77
14-Jun-17	535128	National Australia Bank	Term Deposit	Interest - Received	15,644.52
		National Australia Bank	Term Deposit	Maturity Face Value - Received	2,500,000.00

Broken Hill City Council
Cash Flows Report



Next Month Cashflows					
<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
				<u>Deal Total</u>	<u>2,515,644.52</u>
				Day Total	2,515,644.52
21-Jun-17	535216	Bankwest	Term Deposit	Interest - Received	4,178.08
		Bankwest	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,004,178.08</u>
				Day Total	1,004,178.08
				Net Cash Movement for Period	5,532,151.37

Broken Hill City Council
Cash Flows Report



ORDINARY MEETING OF THE COUNCIL

June 6, 2017

ITEM 8BROKEN HILL CITY COUNCIL REPORT NO. 104/17

SUBJECT: COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND 1
OF 2017/2018 17/44

Recommendation

1. That Broken Hill City Council Report No. 104/17 dated June 6, 2017, be received.
2. That Council notes the Community Assistance Grants Panel Evaluation for Round 1 of 2017/2018, approved by the General Manager.
3. That Council notes the proposal to increase the Community Assistance Grants budget by \$30,000 for the 2017/2018 financial year as detailed in the report to this Council Meeting as part of the adoption of Council's budget.

Executive Summary:

Council is committed to assisting local community not-for-profit organisations in the delivery of services/activities/programs that align with the objectives of Broken Hill's Community Strategic Plan. To facilitate this Council holds two rounds of Community Assistance Grant funding each year to provide "one-off" financial grants which comply with Section 356 of the *Local Government Act 1993*.

Applications for Community Assistance Grants for Round 1 of 2017/2018 closed on April 30, 2017 at which time Council received twenty (20) applications. From those twenty (20) applications the Community Assistance Grants Panel recommended full support and part support of seventeen (17) applications. This recommendation gained approval from the General Manager.

Report

Due to the recent adoption of the revised Community Assistance Grants Policy, the Community Assistance Grants Panel now assess the applications for Community Assistance Grants and do not assess the Heritage Assistance Grant applications.

Further to this, the newly adopted Community Assistance Grants Policy included changes following amendments to the *Local Government Act 1993* by the *Local Government Amendment (Governance and Planning) Bill 2016* which allows the General Manger under his Delegation of Authority to approve applications for financial assistance that are part of an advertised program.

The change to the *Local Government Act 1993* is to allow Councils to expedite these types of matters and notify applicants sooner; the authority still resides with the Panel made up of Councillors and community members to make recommendations to the General Manager for approval.

Following is an outline of the new approval process:

1. Applications are presented to the Community Assistance Panel for assessment.
2. The Panel assesses applications and makes recommendations to the General Manager for approval.
3. The General Manager approves and provides a report to Council for information.

NOTE: Due to the change in process, the General Manager removed himself from the Community Assistance Grants Panel. His position on the Panel was replaced with the "Our Community" Portfolio Councillor (who is at present Councillor Kennedy).

The purpose of the Community Assistance Grants Policy remains unchanged and provides a framework for Council to provide grants for community events, projects, services or activities known as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

The framework aims to ensure that the allocation of Council's limited resources is undertaken in a fair, transparent, accountable and ethical manner. Council recognises that there can be difficulties in meeting community expectations with the increasingly limited financial resources available. Council also recognises that it is accountable to the community for the management and disbursement of its funds and that it must be done in a manner that maximises the benefits to the community and is seen as fair and equitable.

The Community Assistance Grants Panel met on 30 May 2017 and conducted a robust evaluation of the applications received for Community Assistance Grants for Round 1 of 2017/2018 and presented its recommendations to the General Manager for the awarding of grants. From the twenty (20) applications received, the General Manager endorsed the Panel's recommendation on June 7, 2017 (see attached) to provide grants to the following seventeen (17) organisations:

1. Quota International of Broken Hill
2. Broken Hill Prostate Cancer Support Group
3. Far West HACC Services
4. Broken Hill Zinc Bowling Club
5. Lions Club of Broken Hill
6. Silver City Pastoral and Agricultural Association
7. Broken Hill Veteran Golfers Club
8. Silver City Racing Club
9. Royal Flying Doctor Service Women's Auxiliary
10. Broken Hill Repertory Society
11. Broken Hill Philharmonic Society
12. Broken Hill Tennis Association
13. Broken Hill Eisteddfod Society
14. Broken Hill PCYC
15. Broken Hill FM Association
16. Third Broken Hill Sea Scouts
17. West Football Club

This report is provided to Council for information.

Strategic Direction:

- Key Direction: 1 Our Community
Objective: 1.2 Our Community Works Together
Function: 1.2.1.3 Develop, plant and implement a strategy to support, encourage and celebrate volunteers in our community

DP Action:	Leadership and Governance
Key Direction:	4 Our Leadership
Objective:	4.3 We Unite to Succeed
Function:	4.3.1.7 Gain a better understanding of possible alignments between Council and community groups, local associations and volunteers to ensure opportunities to work together are identified
DP Action:	Leadership and Governance

Relevant Legislation:

Local Government Act 1993, Section 356
Council's adopted Community Assistance Grants Policy

Financial Implications:

The Budget for 2017/2018 for Community Assistance Grants is \$98,000.00 which is split into two Rounds of \$49,000.00 for July-December 2017 and January-June 2018.

Due to the overwhelming response to Round 1, it is proposed to increase the Community Assistance Grants budget for 2017/2018 by \$30,000.00 being an additional \$15,000.00 for each round. This proposed increase is included in the recommendation to Council to adopt Council's budget for 2017/2018; and the General Manager has approved the Community Assistance Grant Panel's recommendation should the increase be approved by Council.

Attachments

1. Panel Evaluation and Approval of Community Assistance Grants for Round 1 of
[↓](#) 2017/2018

JAMES RONCON
GENERAL MANAGER

COMMUNITY ASSISTANCE GRANTS 2017/2018

ROUND 1 OF 2017/2018 – PANEL MEETING – MAY 30, 2017

Meeting commenced 3:00PM

1. ATTENDANCE:

Deputy Mayor Gallagher
Councillor Clark
Councillor Kennedy
Ms. Cheryl Meuret
Ms. Kristina Janjic
Mr. Chris Dougherty

2. DISCLOSURES OF INTEREST:

NAME	APPLICATION DETAILS	REASON
Councillor Clark	Lions Club	Does public speaking at Lions Club
Councillor Clark	Veteran Golfers Club	Husband is a member
Chris Dougherty	Lions Club	Member
Cheryl Meuret	Jesters Softball Team	Member
Councillor Clark	Broken Hill Third Sea Scouts	Knows the Scouts Leader
Councillor Gallagher	Silver City Racing Club	President
Councillor Kennedy	Broken Hill Tennis Association	Member

3. REPORT - COMMUNITY ASSISTANCE GRANT APPLICATIONS

Name	Details	Amount Requested	Meets Eligibility Criteria	Meets Assessment Criteria A	Meets Assessment Criteria B	Panel Assessment Score (out of 40)	Amount Recommended by Panel for approval by GM	Panel Comments
1 – Quota International of Broken Hill	Waiver of Civic Centre Fees for conduct of 10 cent Auction	\$1,380.00	yes	yes	yes	26	\$1,000.00	Part support due to Assessment score and limited funding available
2- Broken Hill Prostate Cancer Support Group	Waiver of Civic Centre Fees for 2017 Prostate Cancer Support Group Gala Ball	\$3,000.00	yes	yes	yes	20	\$1,000.00	Part support due to Assessment score and limited funding available
3 – Far West HACC Services	Rental subsidy for Seniors' Lounge at North Mine Hall	\$5,000.00	Yes	Yes	Yes	32	\$5,000.00	Fully support
4 – Broken Hill Zinc Bowling Club	Grant for sand, oven and bench seats at Bowling Club	\$10,944.00	Yes	Yes	Yes	25	\$2,000.00	Part support due to Assessment score and limited funding available
5 – Lions Club of Broken Hill	Annual fee for signs on highway entrances to the City	\$645.00	Yes	Yes	Yes	32	\$645.00	Fully support
6 – Silver City Pastoral and Agricultural Assoc	Waste services fee and Memorial Oval hire fee	\$5,964.75	Yes	Yes	Yes	34	\$5,964.75	Fully support
7 – Broken Hill Veteran Golfers Club	Grant towards "Week of Golf" activities	\$500.00	Yes	Yes	Yes	24	\$500.00	Fully support
8 – Silver City Racing Club	Waste services fee for Silver City Cup Races	\$1,884.75	Yes	Yes	Yes	30	\$1884.75	Fully support
9 – RFDS Women's Auxilliary	Waiver of Civic Centre fees and other associated costs for RFDS fundraising Ball	\$3,000.00	Yes	Yes	Yes	20	\$2000.00	Part support due to Assessment score and limited funding available

Name	Details	Amount Requested	Meets Eligibility Criteria	Meets Assessment Criteria A	Meets Assessment Criteria B	Panel Assessment Score (out of 40)	Amount Recommended by Panel for approval by GM	Panel Comments
10 – Broken Hill Repertory Society	Rates subsidy for Theatre 44 and upgrade to electrical boards	\$9,000.00	Yes	Yes	Yes	32	\$5,500.00	Part support due to limited funding available
11 – Broken Hill Philharmonic Society	Rates subsidy for principal premises at 200 Crystal Street	\$2,335.00	Yes	Yes	Yes	28	\$1,500.00	Part support due to Assessment score and limited funding available
12 – Patton Village Committee	Towards providing evening youth activities at South Community Library	\$5,500.00	Yes	Yes	Yes	16	nil	Panel agreed to not support
13 – Broken Hill Tennis Association	Purchase and installation of 2 new light towers and lights	\$38,808.00	Yes	Yes	Yes	32	\$5000.00	Part support due to Assessment score and limited funding available
14 – Broken Hill Eisteddfod Society	Waiver of Civic Centre fees and remainder towards Adjudicator Fees	\$4,000.00	Yes	Yes	Yes	34	\$4000.00	Fully support
15 – Broken Hill PCYC	Towards introduction of 4 new programs at the Centre	\$15,000.00	Yes	Yes	Yes	34	\$6,500.00	Being \$4,500 for Seniors Fitness program and \$2,000 for Autism activity program. Part support due to limited funding available
16 – Broken Hill FM Association	Purchase and installation of new transmission equipment	\$19,340.79	Yes	Yes	Yes	26	\$3,000.00	Part support due to Assessment score and limited funding available
17 – Third Broken Hill Sea Scouts	Purchase and laying of pavers in front yard at Scout Hall	\$11,500.00	Yes	Yes	Yes	23	\$2,000.00	Part support due to Assessment score and limited funding available
18 – Parkrun Australia	Equipment to set-up Parkrun Broken Hill	\$7,000.00	Yes	Yes	Yes	16	nil	Panel agreed to not support

Name	Details	Amount Requested	Meets Eligibility Criteria	Meets Assessment Criteria A	Meets Assessment Criteria B	Panel Assessment Score (out of 40)	Amount Recommended by Panel for approval by GM	Panel Comments
19 – West Football Club	Upgrade to Club Gym and beautification of War Memorial	\$8,000.00	Yes	Yes	Yes	21	\$1500.00	Part support due to Assessment score and limited funding available
20 – Broken Hill Jesters Softball Team	Accommodation and mini-bus hire for team to travel to Tasmania for Masters Games	\$8,000.00	No	n/a	n/a	-	-	-
TOTAL							48,994.75	

Note: Councillor Gallagher left the meeting room whilst the Panel considered the application from the Silver City Racing Club.

4. PANEL RECOMMENDATION

- 1) The Community Assistance Grants Panel recommends that the above grants be approved for Round 1 of 2017/2018 from the funding available of \$49,000.00.
- 2) Should Council approve the increase of \$30,000.00 to the Community Assistance Grants budget at the June 2017 Council Meeting; the Panel recommends that \$15,000 for Round 1 be granted to the following:
 - **Broken Hill Repertory Society** **\$3,500.00**
 - **Broken Hill PCYC** **\$8,500.00**
 - **Broken Hill Tennis Association** **\$3,000.00**
- 3) In order to assist the Broken Hill Tennis Association to seek additional funding, the Panel recommends that the General Manager approves for Council's Grants Officer to assist the Broken Hill Tennis Association with a Department of Sport & Recreation grant application if required.

5. GENERAL BUSINESS

Nil

6. MEETING CONCLUDED – 4:50pm

SIGNED BY PANEL MEMBERS PRESENT

GENERAL MANAGER'S APPROVAL

Agreed + Support Panels recommendations along with increase in proposed funding
to be considered as part of June Ordinary meeting of Council
Also would like media + Councils Coordinator to approve + provide standard
acknowledgement of Council assistance, maximize Council media opps.



JAMES RONCON, GENERAL MANAGER

7 June 2017.

DATE

ORDINARY MEETING OF THE COUNCIL

June 14, 2017

ITEM 9BROKEN HILL CITY COUNCIL REPORT NO. 105/17SUBJECT: LIVE STREAMING - COMMUNICATIONS AUDIT 16/6**Recommendation**

1. That Broken Hill City Council Report No. 105/17 dated June 14, 2017, be received.
2. That Council supports a closed trial of live streaming for the July 2017 Council Meeting, with subsequent meetings to be streamed to the public from August 2017.
3. That Council note the communications audit being undertaken with Sauce Communications, and current data surrounding community engagement.

Executive Summary:

Council is continually looking to utilise new engagement methods to communicate with the community, and has identified live streaming as viable option to add another level of accessibility to Council meetings. A live stream will enable residents to tune into Council meetings on their computer or smart device and stay informed on critical decisions being debated and adopted by elected representatives.

Council is further investigating community engagement and communication methods through a communications audit being carried out in partnership with Sauce Communications. Internal surveys and meetings with Council departments have already occurred, and the engagement process will be extended to the public via surveys in July. This process will inform the Communication and Engagement Strategy which will be compiled for Council consideration at a later date.

Report:

Council is looking to integrate live streaming technology into its Ordinary Monthly Meetings. A live stream will enable residents to tune into Council meetings on their computer or smart device and stay informed on critical decisions being debated and adopted by elected representatives.

The implementation would be carried out in two phases.

The first would involve a trial "closed feed" being streamed from a Council iPhone directly to a closed Facebook account at the July meeting. The feed would be unavailable to the public, and would be assessed by Council's Communications staff to ensure the video and audio quality are satisfactory.

Should the trial prove successful, Council would then provide a live stream of the August meeting directly to the public via Council's Facebook. Although a live stream does not allow residents to directly interact with the meeting or Councillors, it greatly increases accessibility, allowing anyone to view proceedings from a computer or smart device.

Please note that the feed would be cut during the discussion of confidential items, then restarted when the recommendations from confidential sessions are announced by the General Manager.

Live streaming has already been successfully used by Council, and has the potential to offer greater reach than traditional engagement methods.

At a recent Community Engagement session surrounding the design of the City's new archives, Council live streamed a design presentation by Sue Hodges Productions and their design team.

While the sessions itself only attracted a handful of attendees, the live stream attracted hundreds of viewers. It also allowed the stream to remain available on Council's Facebook for later viewing at residents' leisure, and has now attracted in excess of 1300 views.

The online format allows residents to provide input during the stream, and ask questions that can be answered by staff.

Live streaming is just one of the ways Council has been looking to boost its engagement with the local community.

In the last 11 months Council has used 360-degree video, 10-hour public information sessions, surveys, infographics, animated cartoons, engagement sessions, and harnessed key social media platforms to keep the community better informed of Council's activities, and maximise opportunities for community feedback.

Council has also sought to create a stronger online presence in line with the ever-increasing take-up of technology in Broken Hill. An improved online presence ensures Council can deliver facts around Council projects and services to a large sector of the community in an instant, keeping them better informed, and providing an always-available point of reference for those seeking information.

Current data shows Council's organic social media reach is up 47 per cent, visits to Council's news page on the website has increased 146 per cent, and around twice as many media releases have been distributed compared to the previous year.

To build on this improvement, Council is currently undertaking a communications audit with Sauce Communications.

This audit of Council's communication methods and processes will provide an impartial and independent assessment of Council's communications, and should allow us to further improve engagement methods.

An internal survey and focus groups to consider internal communications has already been completed, and Council will look to extend that process to the public in July through a survey of residents and businesses.

This process will inform the creation of a new Communication and Engagement Strategy which will be compiled for Council consideration at a later date.

A summary of Council's communications data for the last 11 months is attached for consideration.

Strategic Direction:

Key Direction: 4 Our Leadership
Objective: 4.4 Our Community is Engaged and Informed
Function: Customer Relations
DP Action: 4.4.1.1 Develop a communications strategy aimed at increasing information provision and engagement of our community

Relevant Legislation:

Local Government Act 1993

Financial Implications:

\$7,128.00 to cover provision of this service has been included in the budget for 2017/2018.

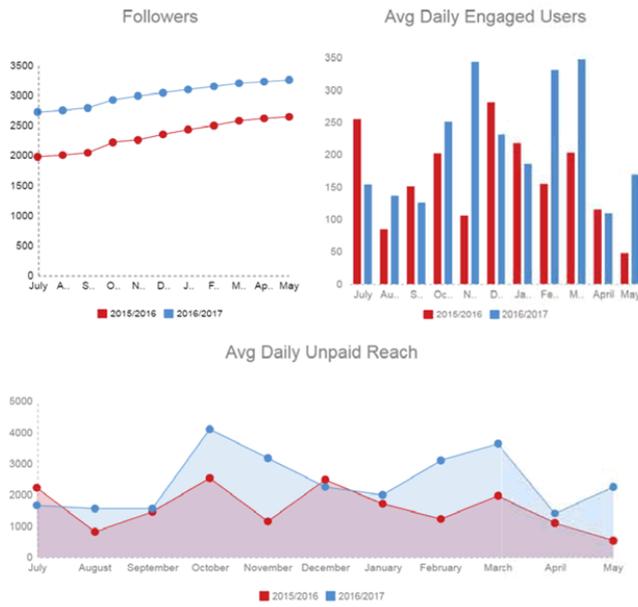
Attachments

1. [↓](#) Communications Data

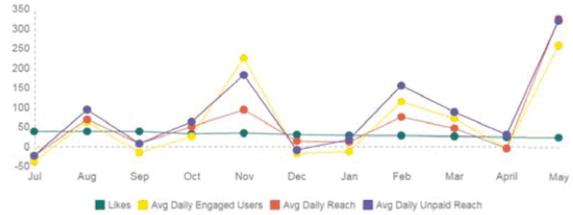
JAMES RONCON
GENERAL MANAGER

BROKEN HILL CITY COUNCIL COMMUNICATIONS DATA JULY 2016 - MAY 2017

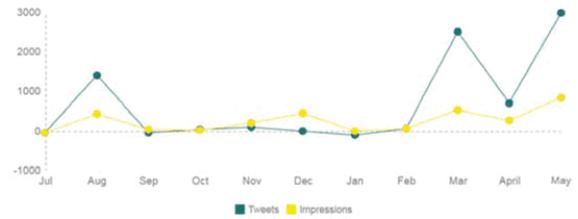
BHCC Facebook



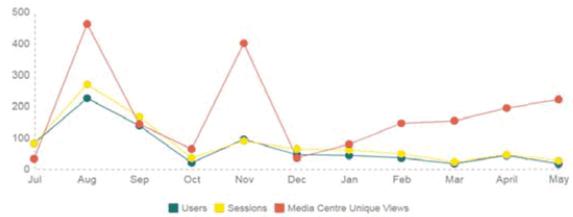
FB Growth Data as %



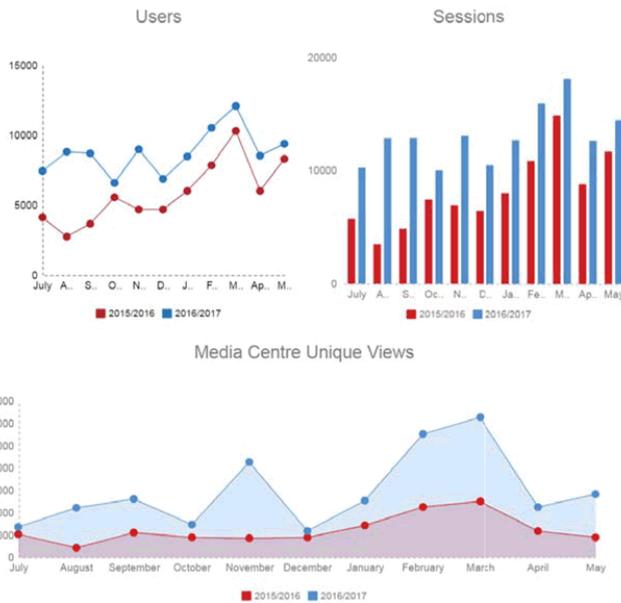
Twitter Growth Data as %



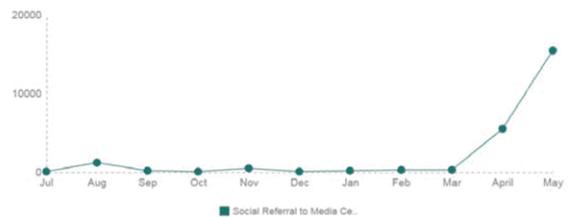
Website Growth Data as %



www.brokenhill.nsw.gov.au



Media Centre Social Referral Growth Data as %



ORDINARY MEETING OF THE COUNCIL

June 13, 2017

ITEM 10BROKEN HILL CITY COUNCIL REPORT NO. 112/17

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO
371 HELD TUESDAY JUNE 6, 2017. 11/397

Recommendation

1. That Broken Hill City Council Report No. 112/17 dated June 13, 2017, be received.
2. That the minutes for the Local Traffic Committee Meeting No. 371, held June 6, 2017, be received.
3. Item number 371.7.1 - That the request for road closure as per The Palace Hotel's Traffic Control Plan for:

Date: 5/24/2017

Author: D Morris

Project: Road Closure – Broken Heel Festival
Card Number 0033028816.

be endorsed by Council and that any costs associated with the road closure be covered by The Palace Hotel.

4. Item number 371.7.2 – That the loading zone located in Oxide Street in front of the Old Royal Tavern, 146-148 Oxide Street, be removed and replaced with parallel parking. A taxi zone to be placed in Mica Street near the vicinity of the Old Royal Tavern, 146-148 Oxide Street for the purpose of allowing a drop-off area with the aim to reduce the occurrence of double parking in the Oxide Street area
5. Item number 371.7.3 – That Council notes that the committee have no objections to the School of the Air, Motorcade Event that will be held on Tuesday, 1 August 2017
6. Item number 371.7.4 – That Council contact the businesses within Argent Lane from Bromide to Kaolin Streets in relation to the proposed installation of 'No Parking Signs'; and if there are no objections from this consultation, signage will be installed.
7. Item number 371.7.5 – That existing signage located in the vicinity of 130 – 136 Eyre Street be removed and replaced with two 'No Stopping' signs.

Executive Summary:

Guidelines published in March 2009 by the Roads and Traffic Authority (now known as the Roads and Maritime Services), titled '*A guide to the delegation to councils for the regulation of traffic*' states: "The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the elected Council must be referred directly to Roads and Maritime Services or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Roads and Maritime Services & the NSW Police and wait 14 days before proceeding.”

Report:

This report is to provide Council with the minutes and action list of the Local Traffic Committee meeting held June 6, 2017 which details recommendations to Council for consideration and adoption.

Strategic Direction:

Key Direction:	4. Our Leadership
Objective:	4.3 United We Stand
Function:	Leadership & Governance
DP Action:	4.3.1.1 Develop committees and/or workgroups for key issues and projects impacting Council and the City

Relevant Legislation:

- *Road Transport (Safety and Traffic Management) Regulation 1999*, and
- Road Rules 2008
- A guide to the delegation to councils for the regulation of traffic (guidelines)

Financial Implications:

Financial implications for any of the recommendations to Council will be detailed in the LTC minutes, if relevant.

Attachments

1. [↓](#) Minutes of Local Traffic Committee Meeting No 371

BRENDAN SMITH
CHIEF OPERATING OFFICER

JAMES RONCON
GENERAL MANAGER

LOCAL TRAFFIC COMMITTEE MINUTES OF MEETING NO 371

Held 9.30am Tuesday 6 June 2017
Ground Floor Meeting Room - Council Administration Building

The Chairperson Infrastructure Manager, Andrew Buggy opened the meeting at 9:32am and welcomed all representatives present.

371.1 Present

Andrew Buggy	Chairperson Manager Infrastructure, Broken Hill City Council
Joe Sulicich	Roads and Maritime Services (RMS) Representative
Sergeant Kerri Lane	Broken Hill Police (Police) Representative
Peter Beven	Local Member's Representative
Marion Browne	Councillor
James Druitt	Observer, Asset Planner Transport, Broken Hill City Council
Penny Robinson	Minute Secretary Administration Officer, Broken Hill City Council

371.2 Apologies - Nil

371.3 Disclosure of interest

Nil

371.4 Adoption of previous minutes

Previous minutes of meeting No 370 held 2 May 2017 were confirmed via online voting as follows:

All in favour:	Council, Police, RMS Local Member's Representative
Yet to vote:	N/A
Against:	N/A

3715 Council Resolutions

The following Committee recommendations were adopted by Council at its meeting held 31 May 2017.

<p>ITEM-12--BROKEN-HILL-CITY-COUNCIL-REPORT-NO.-93/17--DATED-MAY-15,-2017--MINUTES-OF-THE-LOCAL-TRAFFIC-COMMITTEE-MEETING-NO-369-HELD-TUESDAY-APRIL-4,-2017-AND-MEETING-NO-370-HELD-TUESDAY-MAY-2,-2017 → 11/397</p>	
<p>Recommendation</p> <p>1.→ That Broken Hill City Council Report No. 93/17 dated May 15, 2017, be received.</p> <p>2.→ That the minutes for the Local Traffic Committee Meeting No. 369, held April 4, 2017, be received and recommendations within minutes be adopted.</p> <p>3.→ That the minutes for the Local Traffic Committee Meeting No. 370, held May 2, 2017, be received and recommendations within minutes be adopted.</p>	
<p>RESOLUTION Minute No 45551 Councillor M. Browne moved →) Councillor J. Nolan seconded →)</p>	<p>That the recommendation of item 12 be adopted. CARRIED</p>

Page Break

371.6 Matters Arising from the Previous Meeting

Nil

371.7 Correspondence In

Item No.	TRIM No.	Details
371.7.1	D17/25071	<p>Broken Heel Festival – Traffic Control Plan (TCP) for review and comment.</p> <p>The committee reviewed the TCP provided for the 2017 Broken Heel Festival. It is noted that the TCP is the same area as submitted for the 2016 Festival.</p> <p>The committee have no objections to the TCP submitted for 2017 That the request for road closure as per The Palace Hotel's Traffic Control Plan for:</p> <p style="padding-left: 40px;">Date: 5/24/2017 Author: D Morris Project: Road Closure – Broken Heel Festival Card Number 0033028816.</p> <p>Be endorsed by Council and that any costs associated with the road closure be covered by The Palace Hotel. Council</p>

Item No.	TRIM No.	Details
		Police All present representatives.
371.7.2	D17/13433	Old Royal Tavern - Street maintenance requests. The correspondence received was reviewed and discussed by the committee. It was identified that a majority of the matters raised are not committee issues. Council's Manager Infrastructure, Andrew Bruggy advised that Council will address; the removal of the footbridge; the tree and pavers. The Loading Zone located in Oxide Street in front of the Tavern, is a committee related issue. Recommendation below. Should the below recommendation be adopted by Council, correspondence will be issued to local taxi companies to advise of the change to taxi parking in the vicinity. The Loading Zone located in Oxide Street in front of the Old Royal Tavern, 146-148 Oxide Street, be removed and replaced with parallel parking. A taxi zone to be placed in Mica Street near the vicinity of the Old Royal Tavern, 146-148 Oxide Street for the purpose of allowing a drop-off area with the aim to reduce the occurrence of double parking in the Oxide Street area. Police Local Member's Representative All present representatives.
		Police Local Member's Representative All present representatives.
371.7.3	D17/24971	School of the Air, Motorcade Event. The Motorcade Event has occurred over the last few years. Police are aware of this event and are providing and escort. The committee have no objections to the event The committee have no objections to the School of the Air, Motorcade Event that will be held on Tuesday, 1 August 2017. Police RMS All present representatives.
		Police RMS All present representatives.
371.7.4	D17/23162	Request for 'No Parking' Signs – Argent Lane. Matter discussed relating to vehicles parking in the Argent Lane area near Gloria Jeans and the Visitor Information Centre. Parking in the lane is reported to block access of larger vehicles to the Argent Lane. This area was not reviewed in Council's Parking Strategy. The Lane area has frequent flow of traffic. Recommendation below. Council to contact the businesses within Argent Lane from Bromide to Kaolin Streets in relation to the proposed installation of 'No Parking Signs'. If there are no objections from this consultation, signage will be installed. Local Member's Representative

Item No.	TRIM No.	Details
371.7.5	D17/24484	Police All present representatives. 'No Stopping' Signs requested for the vicinity of 130 – 136 Eyre Street.
		Sight distance/vision of pedestrians said to be a concern when vehicles are parked in the area. Council to investigate required distance required for line of sight. Discussion of trucks and vehicle use in the area and the number of vehicles using the area.
		The committee discussed who will be effected by the installation of the signage. It was identified that it would only primarily effect the correspondents business and their employees who use this parking area. Recommendation below.
		Existing signage located in the vicinity of 130 – 136 Eyre Street is to be removed and replaced with two 'No Stopping' signs.
		RMS Police All present representatives.

371.8 Correspondence Out - Nil

371.9 General Business

Item No.	TRIM No.	Details
371.9.1	N/A	Councillors have accepted the offer made previously to participate in a tour through Perilya – North Mine. Noted by the committee.

Item No.	TRIM No.	Details
371.9.2	N/A	Council Officer will investigate why Argent Lane from Bromide to Kaolin Streets is a one way lane. Findings to be reported back to the committee.

Item No.	TRIM No.	Details
371.9.3	N/A	Police, Sergeant Kerri Lane queried the Silverton Windfarm truck route and Councils' involvement in the proposed truck route. Police concerns are relating to; trucks holding up traffic due to length and width of vehicles; turning on/off of the road to the windfarm; traffic meeting each other; escorted vehicles being able to pull over and vehicle speed on dirt roads. Council's Manager Infrastructure, Andrew Bruggy advised the committee that Council has limited involvement and this is not a committee matter. RMS state roads are involved relating to the proposed truck route. Council's Manager Infrastructure, Andrew Bruggy advised that the committee are invited to the windfarm when open for a tour. Council's Manager Infrastructure, Andrew Bruggy advised that he will extend an invitation to the General Manager or the Traffic Engineer of the Silverton Windfarm project to present to the committee at the July meeting. Police will also extend an invitation to a representative from the Silverton Community Consultative Committee to also attend this presentation.

Item No.	TRIM No.	Details
371.9.4	N/A	Local Member's Representative, Peter Beven asked Council's Manager Infrastructure, Andrew Bruggy have Council received any plans for the Murray River to Broken Hill pipeline.
		Council's Manager Infrastructure, Andrew Bruggy advised not at this stage however, he will provide plans to the committee when available and possibly arrange a presentation if suitable.
		N/A

371.10 Action Item List

Item No.	356.9.1
TRIM No.	D16/32609
CRM No.	24806/2016
Responsible Officer	Asset Planner Transport, James Druitt
Current Status	June 2017 – Council have drafted a letter to be issued to the residents of the Wright Street area with a feedback sheet relating to the option for safety devices.
Date	Item Details
February 2016	Wright and Warnock Street Intersection Councillor Browne has been approached by a resident for the Committee to consider alternative options to reduce speeds of motorists in this area as the current measures in place are not adequate.
Date	Committee Recommendation/s
July 2016	Two week trial to commence of a temporary closure of the areas. Advertising in BDT to occur, letter box drop arranged for local residents by James Druitt and secretary to advise via email the local emergency services.
August 2016	James Druitt to report the outcome and feedback to the committee for further review.
September 2016	Andrew Bruggy and James Druitt to investigate the installation of speed humps in Wright Street.
February 2017	The committee propose that Council offer to provide safety devices to the residents of the houses at the top of Wright and Warnock Street as a means to resolve this issue. The committee conclude that a permanent road closure is not required at the Wright and Warnock Street intersection.
Action Date	Running Actions
October 2016	Council's, Asset Planner Transport, James Druitt has costed speed humps awaiting advice on installation. Design plan to be provided to next meeting.
November 2016	

	<p>Councils', Asset Planner Transport, James Druitt has provided a report to committee with costing for proposed works.</p> <p>Query from the committee if the residents agree with the speed hump installation - Asset Planner Transport advised that this was advised in consultation with the local residents.</p> <p>Query if Warnock Street traffic has also been reviewed? Speed counters reviewed this area previously.</p> <p>Chairperson, David Zhao suggests that bollards be extended from the Warnock Street bend rather than installing the speed hump.</p> <p>Council to speak with the residents primarily effected at the Warnock Street end of Wright Street relating to bollards or guard rails instead of speed hump. Also identify individual concerns. Council to report back to December 2016 meeting.</p>
December 2016	<p>Council Officer James Druitt spoke to the residents and they voiced that they would like the street closed. This is resulted because of several crashes into fences, no major crashes/fatalities etc. However if the street is closed it may cause issued for diverting the traffic. Discussion from the committee suggest that a road closure may not be the best option and discussion of guard rails being installed in the area.</p> <p>Further investigation required as to implications if the road is closed.</p> <p>Traffic count previously conducted and concluded minimal vehicles speeding in the area. When the temporary road closure occurred vehicles then used the lanes near Wright and Long Street.</p>
February 2017	<p>RMS to undertake further investigation to provide a report on road closure implications to be provided to the committee.</p> <p>Remains pending.</p> <p>The committee discussed this item in length going over the discussion raised in previous months in consideration with the traffic counts conducted and crash history of the area. The committee wish to see this item come to a conclusion in the near future. The committee propose a new recommendation to Council being that; Council offer to provide safety devices to the residents of the houses at the top of Wright and Warnock Street as a means to resolve this issue and; the committee conclude that a permanent road closure is not required at the Wright and Warnock Street intersection.</p>
March 2017	
April 2017	Remains pending
May 2017	Asset Planner Transport, James Druitt to follow up actions required as the proposed recommendation was adopted by Council at its meeting March 2017.
June 2017	Asset Planner Transport, James Druitt to follow up actions required.
	Council have drafted a letter to be issued to the residents of the Wright Street area with a feedback sheet relating to the option for safety devices.
Target Date	Not Determined

Item No.	365.7.4
TRIM No.	D16/49822
CRM No.	27431/2017
Responsible Officer	Council's Asset Planner Transport
Current Status	June 2017 - Completed
Date	Item Details
November 2016	Sacred Heart Parish requesting Sulphide Street drop-off zone for parishioners and visitors that may be aged or have a disability to have easier access to the Cathedral. Requesting Saturday from 5pm to 7pm and Sundays from 9am to 11am.
Date	Committee Recommendation/s
November 2016	Council Officer to have discussion with correspondent relating to needs/who will fund this request and provide a report back to the committee for recommended actions.
December 2016	Line-marking and signage works to be undertaken in Sulphide Street, in front of the cathedral with the costing to be funded by the Sacred Heart Parish. Works to include 2 car park spaces for drop off purposes only with a 'NO PARKING' sign to also be installed. Council to provide a quote to the Sacred Heart Parish to advise of cost for works.
Action Date	Running Actions
November 2016	Is disable parking more appropriate for this area? Is there any existing disabled parking in this area?
December 2016	Council's Asset Planner Transport provided the committee with plans that will include 2 spaces for drop off with a 'NO PARKING' sign. RMS representative, Joe Sulicich was advised by Father Fulzun that the Sacred Heart Parish will fund this line-marking and signage request.
February 2017	Pending Council adopt new recommendation.
March 2017	Recommendation adopted in February 2017 Council meeting - Council to provide a quote to the Sacred Heart Parish to advise of cost for works.
April 2017	Sales and Services quote paid. CRM entered for works to commence. CRM 27431/2017
May 2017	Works to be arranged including line-marking. Materials have been ordered.
Target Date	



Item No.	367.7.2
TRIM No.	D17/3942
CRM No.	Nil
Responsible Officer	Council's Infrastructure Projects Engineer, David Zhao (Alternate Chairperson)
Current Status	June 2017 - Pending
Date	Item Details
February 2017	Request to remove refuge island adjacent to the Galena Street car wash.
Date	Committee Recommendation/s
February 2017	<p>Council Officer to draft a parking plan for the area in-front of the houses in question by the refuge in Galena Street, opposite McDonalds. The plan is to be provided to the committee for further review.</p> <p>Chairperson, David Zhao to arrange a joint media release with RMS and Police relating to jay-walking and possible fines that can be incurred.</p>
Action Date	Running Actions
February 2017	<p>Video supplied with correspondence, video was viewed by the committee.</p> <p>RMS, Joe Sulicich advised committee that; this refuge was installed early 2015 and was funded by RMS; that on-site consultation took place prior to installation and; letters of support from the community were provided at the time. Joe Sulicich provided to the committee a copy of a Council media release that provided information to the community on the installation of the refuge.</p> <p>Joe Sulicich advised committee that the intention of the refuge was to provide a crossing area and slow traffic.</p> <p>Discussion of placement of refuge and if it is in the most appropriate place for crossing. RMS advised that the refuge was placed in that location as was required to meet standards for the installation.</p> <p>Discussion of parking availability in front of the property as the committee identify that this is the primary concern from the correspondence.</p> <p>The committee concluded that the refuge will not be removed however parking in the area may need to be reviewed.</p> <p>Councillor Browne queried can there be some media around using this refuge. Chairperson David Zhao advised that he will discuss with Council's Communications Specialist the possibility of a combined</p>

March 2017	media release between Council, RMS and police about jay-walking and fines that can be incurred. Discussion of the matter. Council Officer, James Druitt has held discussion with the Car Wash manager relating to the footpath on the car wash side being uneven/rough for pedestrians. Discussion to be ongoing re condition of the footpath area.
April 2017	Pending – previous recommendation to go to March Ordinary Council meeting.
May 2017	Proposed recommendation adopted by Council at its March 2017 meeting. Asset Planner Transport, James Druitt is to arrange the actions as per recommendation
June 2017	Pending
Target Date	April 2017

Item No.	368.9.3
TRIM No.	Nil
CRM No.	CRM No 27179/2017
Responsible Officer	Minute Secretary, Penny Robinson
Current Status	June 2017 - Completed

Date	Item Details
March 2017	RMS, Joe Sulicich reported to the committee concerns of gum trees overhanging and require trimming as obstruct vision of drivers.

Date	Committee Recommendation/s
March 2017	Nil

Action Date	Running Actions
March 2017	CRM to be entered by minute secretary.
April 2017	RMS, Joe Sulicich was advised that a customer request was logged. Joe requested that the description be amended to reflect the trimming is required by the RMS works depot driveway, Bagot Street. RMS to confirm if vision remains an issue for drivers
May 2017	RMS, Joe Sulicich will follow up if this tree trimming has improved the vision concerns of RMS staff and will advise if this matter is resolved.

Target Date	March 2017
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[REDACTED]	
Item No.	370.10.1
TRIM No.	N/A
CRM No.	N/A
Responsible Officer	Council's Asset Planner Transport James Druitt
Current Status	June 2017 – Pending, works to commence within the next week.
Date	Item Details
May 2017	Police, Sergeant Kerri Lane – Warnock and Galena Street Stop sign is requested to be removed. Police advise that the 'Stop' sign is not being enforced as is not correctly placed on the intersection.
Date	Committee Recommendation/s
May 2017	The committee agree with the request for the 'Stop' sign to be removed and replaced with a 'Give Way' sign.
Action Date	Running Actions
May 2017	Council's Asset Planner Transport James Druitt will place this request on the works schedule.
Target Date	June 2017

Item No.	370.10.3
TRIM No.	N/A
CRM No.	27936/2017
Responsible Officer	Council's Administration Officer, Penny Robinson to enter CRM.
Current Status	June 2017 – Pending as Council staff could not identify tree for trimming, Council's Manager Infrastructure will arrange for Local Member's Representative, Peter Beven to meet a Council Officer at the site to correctly identify.
Date	Item Details
May 2017	Local Member's Representative, Peter Beven advised that at the corner of Cummins and Bromide Street has a low hanging tree that requires lopping. The tree currently obstructs vision for vehicles entering the eastern corner of the intersection.
June 2017	Pending as Council staff could not identify tree for trimming, Council's Manager Infrastructure will arrange for Local Member's Representative, Peter Beven to meet a Council Officer at the site to correctly identify.
Date	Committee Recommendation/s
May 2017	N/A
Action Date	Running Actions
May 2017	CRM to be entered.
Target Date	June 2017



Item No.	370.10.4
TRIM No.	N/A
CRM No.	27937/2017
Responsible Officer	Council's Administration Officer, Penny Robinson to enter CRM.
Current Status	June 2017 – Pending as Council staff could not identify the saltbush for trimming, Council's Manager Infrastructure will arrange for Local Member's Representative, Peter Beven to meet a Council Officer at the site to correctly identify.
Date	Item Details
May 2017	Local Member's Representative, Peter Beven advised that on the corner of Argent and Garnet Streets that a small saltbush on the southern corner requiring removal as obstructs vehicle vision. The tree currently obstructs vision for vehicles entering the eastern corner of the intersection.
June 2017	Pending as Council staff could not identify the saltbush for trimming, Council's Manager Infrastructure will arrange for Local Member's Representative, Peter Beven to meet a Council Officer at the site to correctly identify.
Date	Committee Recommendation/s
May 2017	N/A
Action Date	Running Actions
May 2017	CRM to be entered.
Target Date	June 2017
371.11 Next Meeting Date	Tuesday, 4 July 2017
371.12 Meeting Closed	10:16am

Strategic Direction:

Key Direction: 4 - Our Leadership
Objective: 4.2 – Our Leaders Make Smart Decisions
Function: Leadership and Governance
DP Action: 4.2.1.1 - Decisions are made in a timely manner to ensure effective delivery.

Relevant Legislation:

Local Government Act 1993

Financial Implications:

Nil

Attachments

1. [↓](#) Action List

JAMES RONCON
GENERAL MANAGER

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>3. That Council authorises the Mayor and General Manager to execute the sale of land contract under the Common Seal of Council.</p> <p>RESOLUTION Minute No. 45536 Councillor J. Nolan moved) Councillor M. Browne seconded)</p>		<p>That the recommendation of item 21 be adopted.</p> <p style="text-align: right;">CARRIED</p>
<p>Ordinary Meeting of the Council 31 May 2017</p>	<p>False Reports</p>	<p>ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 93/17 - DATED MAY 15, 2017 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 369 HELD TUESDAY APRIL 4, 2017 AND MEETING NO 370 HELD TUESDAY MAY 2, 2017 11/397</p> <p><u>Recommendation</u></p> <p>1. That Broken Hill City Council Report No. 93/17 dated May 15, 2017, be received.</p> <p>2. That the minutes for the Local Traffic Committee Meeting No. 369, held April 4, 2017, be received and recommendations within minutes be adopted.</p> <p>3. That the minutes for the Local Traffic Committee Meeting No. 370, held May 2, 2017, be received and recommendations within minutes be adopted.</p> <p>RESOLUTION Minute No. 45551 Councillor M. Browne moved) Councillor J. Nolan seconded)</p> <p>That the recommendation of item 12 be adopted.</p> <p style="text-align: right;">CARRIED</p>

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 31 May 2017	False Reports	
<p>ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 84/17 - DATED APRIL 07, 2017 - ANNUAL FEES - MAYOR AND COUNCILLORS 11/20</p>		
<p><u>Recommendation</u></p> <ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 84/17 dated April 7, 2017, be received. 2. That effective 1 July 2017, the Local Government Remuneration Tribunal annual fee increase of 2.5% be applied to the current 2016/17 fees for the Mayor and Councillors. 3. That allocation of a fee for the Deputy Mayor when he/she acts in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed. <p>RESOLUTION Minute No. 45542 Councillor M. Browne moved) Councillor B. Licul seconded)</p> <p style="text-align: right;">That the recommendation of item 3 be adopted.</p> <p style="text-align: right;">CARRIED</p>		
Ordinary Meeting of the Council 31 May 2017	False Confidential Matters	
<p>ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 99/17 - DATED MAY 17, 2017 - NETWASTE TENDER F2422 - TENDER FOR COLLECTION AND RECYCLING OF SCRAP METAL FOR COUNCILS IN THE NETWASTE REGION - CONFIDENTIAL 11/199</p> <p>(General Manager's Note: This report considers a tender and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).</p>		
<p><u>Recommendation</u></p> <ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 99/17 dated May 17, 2017, be received. 2. NetWaste Tender F2442 – Tender for the Collection and Recycling of Scrap Metal for Councils in the NetWaste Region Contract be awarded to SIMS Metal Management 3. That Council confirm its involvement in the Contract to the NetWaste Projects Coordinator and execute the Contract documents as appropriate 		

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 31 May 2017	False	Confidential Matters
<p>ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 100/17 - DATED MAY 18, 2017 - TENDER FOR REPLACEMENT BANTAM COMPACTOR AND TENDER FOR NEW HOOK LIFT TRUCK - CONFIDENTIAL T17/2</p> <p>(General Manager's Note: This report considers a tender and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> That Broken Hill City Council Report No. 100/17 dated May 18, 2017, be received. That Council accept the tender (T17/2) from Johnson Truck and Coach Services Pty Ltd for a HINO FD1124 Pro-shift with 8m3 Bucher Compactor for \$200 985.19 exc GST + on road costs That Council accept the tender from Johnson Truck and Coach Services Pty Ltd for HINO 700 Series plus multi-lift hook option for \$263 710.54 exc GST + on road costs <p><u>Minute No. 45557</u> Councillor T. Kennedy moved) Councillor C. Adams seconded)</p> <p style="text-align: right;">That the recommendations of items 19 and 20 be adopted.</p> <p style="text-align: right;">CARRIED</p>		

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
ACTIONS COMMENCED		
Confidential Matters of the Council 29 February 2012	False	Confidential Matters
ITEM 1 (Item 45 in open minutes) - SUSTAINABILITY REPORT NO. 8/12 - DATED JANUARY 13, 2012 – RENEWAL OF LEASE TO THE AERO CLUB OF BROKEN HILL INC. AT AIRPORT - CONFIDENTIAL		
<p style="text-align: right;">11/232</p>		
<p><u>Recommendation</u></p>		
<p>That Sustainability Report No. 8/12 dated January 13, 2012 be received.</p>		
<p>That Council renew its lease with The Aero Club of Broken Hill Inc. for a period of five (5) years being the first option to renew the lease.</p>		
<p>That the lease be amended as outlined in the body of this report to address water charges.</p>		
<p>That documents relating to this matter be executed under Council's Common Seal as required.</p>		
<p>RESOLUTION</p>		
<p><u>Minute No. 43222</u></p>		
Councillor B. Algate moved)	That the recommendation of item 1 be adopted.
Councillor N. Gasmier seconded)	
<p style="text-align: right;">CARRIED</p>		
<p>23 May 2017 - 11:44 AM - Leisa Bartlett</p>		
<p>no change, LPI rejected original plans due to their condition. Plans have been resubmitted for approval.</p>		
<p>13 Apr 2017 - 1:59 PM - Leisa Bartlett</p>		
<p>Still pending finalisation of RFDS subdivision with LPI</p>		
<p>16 Sep 2016 - 1:25 PM - Leisa Bartlett</p>		
<p>Awaiting documentation from Surveyor. Due to recent subdivision for sale of land to RFDS, the DP planning numbers will change and therefore will affect this subdivision for lease purposes, therefore it is necessary to wait until the DPI have processed the RFDS subdivision before this plan is lodged.</p>		
<p>17 Aug 2016 - 1:51 PM - Tracy Stephens</p>		

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
		Awaiting new Administration Sheet for signing by GM and Mayor. Subdivision plans can then be registered with LPI.
<i>06 Jun 2016 - 3:46 PM - Brendan Smith</i>		Action reassigned to Andrew Bruggy by: Leisa Bartlett
<i>19 Jan 2016 - 2:59 PM - Leisa Bartlett</i>		Sub-division plans being lodged with Dept. Lands Information. Once the plan is registered, the lease can be finalised.
<i>06 May 2015 - 4:56 PM - Frederick Docking</i>		Pending Sub Division for lease purposes
<i>11 Dec 2014 - 4:42 PM - Frederick Docking</i>		Amendment for water charges to lease draft signed and returned. GM to sign off DA and return to Tracey Stephens for consent for lease purposes.
<i>11 Jun 2014 - 3:29 PM - Louine Hille</i>		Plan requires minor amendment to stop it being requisitioned. Development Consent to subdivision for lease purposes required. Development Application being compiled.
<i>13 Feb 2014 - 12:10 PM - Michelle Rolton</i>		Lot numbering determined, awaiting final plan.
<i>17 Jan 2014 - 12:14 PM - Louine Hille</i>		Draft Plan received for examination and approval.
<i>15 Nov 2013 - 11:06 AM - Michelle Rolton</i>		Plan now due November 2013, as additional survey works were required.
<i>22 Oct 2013 - 2:18 PM - Louine Hille</i>		New plan of subdivision for Lease purposes being prepared. Due 30 October 2013.
<i>06 Jun 2013 - 3:28 PM - Leisa Bartlett</i>		LPI have rejected registration due to change in Airport Title descriptions. Further survey work required prior to re-lodgement of Lease.
<i>07 Feb 2013 - 3:26 PM - Leisa Bartlett</i>		Lease with Council's Solicitor for registration. Lease has been requisitioned twice due to plan reference - LPI have changed rules. Further advice to be sought from Council's Solicitor.
<i>02 Aug 2012 - 3:25 PM - Leisa Bartlett</i>		Reminder to return documents sent.
<i>03 May 2012 - 3:23 PM - Leisa Bartlett</i>		Documents with Lessee for execution.

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Extraordinary Meeting of the Council 30 October 2013	False Further Business	
ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 269/13 - DATED OCTOBER 17, 2013 - WILLYAMA COMMON - COMPULSORY ACQUISITION OF CROWN LAND AT BROKEN HILL AIRPORT 11/89, 11/214		
<u>Recommendation</u>		
That Broken Hill City Council Report No. 269/13 dated October 17, 2013, be received.		
That Council compulsorily acquire Crown Land being Lots 5938 and 5939 in DP 725373 as shown in the attached diagram for “Airport Purposes” to formalise existing occupation.		
That the acquisition be under the Terms of the Local Government Act 1993.		
That the consent of the Minister and Governor be sought for the acquisition.		
That Council seek agreement from Trade and Investment, Crown Lands Western Division for the acquisition.		
That Minerals be excluded from the acquisition.		
That Council obtain a Native Title opinion in relation to Lot 5939 in DP 725373, formerly part of Western Lands Lease 1060.		
That if necessary, Council liaise with other parties that may have an interest in Lot 5939 in DP 725373 should Native Title issues require to be addressed.		
That upon acquisition the land be classified as Operational Land.		
That compensation be determined as at the date of acquisition by the Acquisition Valuation Branch of the Land and Property Management Authority.		
That the consent of the Crown (Trade and Investment, Crown Lands Western Division) and the Division of Local Government be sought should all matters be agreed upon to dispense with pre-acquisition requirements given that the compensation as determined at the date of acquisition will be the purchase price.		
That documents relating to this matter be executed under Council’s Common Seal if required.		
RESOLUTION		
<u>Minute No. 44468</u>		
Councillor D. Gallagher moved)	That the recommendation of item 1 be adopted.	

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Councillor C. Adams seconded)		CARRIED
<p>16 Sep 2016 - 1:27 PM - Leisa Bartlett</p> <p>Results of EOI need to be analysed and assess implications.</p> <p>20 Jun 2016 - 2:41 PM - Leisa Bartlett Pending outcome of Expression of Interest process.</p> <p>16 Sep 2015 - 11:38 AM - Andrew Bruggy Council sending letter to Minister and Crown.</p> <p>20 Apr 2015 - 4:18 PM - Leisa Bartlett With impending EOI outcome - no further action at this stage with report to future Council Meeting.</p> <p>12 Jun 2014 - 11:37 AM - Louine Hille History of site being compiled for submission to Barrister.</p> <p>14 May 2014 - 11:41 AM - Leisa Bartlett Native Title status of one remaining lot to be determined.</p>		
Ordinary Meeting of the Council 24 September 2014	False	Reports
<p>ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 231/14 - DATED SEPTEMBER 04, 2014 - LICENCE PART LIVING DESERT STATE PARK ADJACENT 376 NINE MILE ROAD TO FORMALISE ADVERSE POSSESSION</p> <p style="text-align: right;">11/411</p>		
<p><u>Recommendation</u></p> <p>That Broken Hill City Council Report No. 231/14 dated September 4, 2014, be received.</p> <p>That Council, in its appointed capacity of Trust Manager of the Living Desert State Park Trust grant a Licence, with Ministerial consent, to Cristal-Lee White and Mathew Joseph Dempster for the purpose of "Environmental Protection and Access".</p> <p>That documents relating to this matter be executed under Council's Common Seal in the absence of a Trust Seal.</p>		
<p>RESOLUTION</p> <p>Minute No. 44768</p> <p>Councillor P. Black moved)</p> <p>Councillor C. Adams seconded)</p> <p style="text-align: right;">That the recommendation of item 14 be adopted.</p>		

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>15 Jun 2017 - 10:04 AM - Leisa Bartlett</p> <p>Instructions have been sent to Solicitor to draw up licence document.</p> <p>16 Mar 2017 - 11:26 AM - Leisa Bartlett</p> <p>Council has received written advice from the NSW Aboriginal Land Council on Wednesday 15th March that there is no objection to the issue of the Crown Licence, on the condition that:</p> <ol style="list-style-type: none"> The tenure is no higher than a licence The licence only formalises the existing informal arrangement (area affected by the dam and the existing access to the property) The licence terminates if the claim of the subject land (Living Desert) is granted in the future Any proposed future works on the claimed land in relation to this licence – with the exception of basic fence maintenance – is referred to the NSW ALC for consent prior to the works commencing. <p>Council's Solicitor will now be advised to continue to draw up licence agreement.</p> <p>16 Sep 2016 - 1:34 PM - Leisa Bartlett</p> <p>Due to Aboriginal Land Claim and native title implications, this matter needs to be referred to Crown Lands for review prior to proceeding. This may take several months before advice is received.</p> <p>06 Jun 2016 - 3:47 PM - Brendan Smith</p> <p>Action reassigned to Andrew Bruggy by: Leisa Bartlett</p> <p>10 Dec 2015 - 9:39 AM - Brendan Smith</p> <p>Action reassigned to Leisa Bartlett by: Leisa Bartlett</p> <p>06 May 2015 - 4:59 PM - Frederick Docking</p> <p>Further investigation required into obtaining Ministerial Consent for Licence. Have made contact with Crown Lands.</p>		<p>CARRIED</p>
<p>Confidential Matters of the Council 25 November 2015</p>	<p>False</p> <p>Confidential Matters</p>	<p>ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 268/15 - DATED OCTOBER 28, 2015 - - CONFIDENTIAL 11/63</p> <p><u>Recommendation</u></p> <p>That Broken Hill City Council Report No. 268/15 dated October 28, 2015, be received.</p> <p>That Council, in its capacity as Trustees of the Willyama Common, grant three licenses to Anthony Schembri; John and Leanne Ray; and Mark Doyle for recreational purposes (a permissible use as described in the Management Plan of the Willyama Common) for the keeping of horses, horse riding and training).</p> <p>That the licenses be drawn subject to the three applicants agreeing to pay market rent for the land and associated legal/license set-up fees and that the granting of the licenses is also subject to the applicants abiding by the Management Plan for the Willyama Common and the Local Environmental Plan with regards to any development of the subject land.</p>

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>That the license terms be for four years, with the option to renew being first offered to the current licensees.</p>		
<p>That the common seal be affixed to the licences as required.</p>		
<p>That Karl Hahn be advised that a license is not available for the land indicated in his submission which encompasses the old south depot, south of Broken Hill in the Willyama Common due to it being a restricted area which is subject to asbestos rehabilitation works.</p>		
<p>RESOLUTION</p>		
<p><u>Minute No. 45147</u></p>		
<p>Councillor P. Black moved)</p>		<p>That the recommendation of item 27 be adopted.</p>
<p>Councillor B. Algate seconded)</p>		
<p style="text-align: right;">CARRIED</p>		
<p>15 Jun 2017 - 10:05 AM - Leisa Bartlett</p>		
<p>Information sent to solicitor to draw up licence document.</p>		
<p><i>16 Mar 2017 - 11:24 AM - Leisa Bartlett</i></p>		
<p>Council has received written advice from the NSW Aboriginal Land Council on Thursday 16th March, advising that the licence for the area occupied by Schembri can be granted with the following conditions:</p>		
<p>a. Any improvements being of a temporary nature to be removed if required if the licence is terminated;</p>		
<p>b. The licence agreement containing a provision that is may be terminated in the event Aboriginal Land Claim 40503 is determined as a grant by the Crown Lands Minister</p>		
<p>c. The Aboriginal Culture and Heritage protection provisions of National Parks and Wildlife Act 1974 being complied with.</p>		
<p>Council's Solicitor will now be instructed to continue to draw up licence agreement.</p>		
<p><i>12 Sep 2016 - 3:55 PM - Leisa Bartlett</i></p>		
<p>Submission to be sent to Land Claims Unit to assess the proposed licence and determine whether licence can be issued.</p>		
<p><i>06 Jun 2016 - 12:26 PM - Leisa Bartlett</i></p>		
<p>Two applicants have withdrawn due to valuation and recent Aboriginal Land Claim. seeking legal advice regarding issuing a licence to third applicant due to Land Claim.</p>		
<p><i>13 Apr 2016 - 5:06 PM - Leisa Bartlett</i></p>		
<p>Valuations received for market rent and 3 applicant advised of annual rent amount and terms of licence and requested to advsie Council by May 13, 2016 if they wish Council to proceed to draw up licence agreements.</p>		
<p><i>07 Dec 2015 - 1:58 PM - Leisa Bartlett</i></p>		
<p>Process commenced for issuing of licences.</p>		

COUNCIL RESOLUTIONS – ACTION LIST

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 31 August 2016	False Reports	
ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 182/16 - DATED AUGUST 15, 2016 - LEASE OF LAND AT GLADSTONE PARK TO ALMA SWIMMING CLUB INC.		
<p style="text-align: right;">11/197</p>		
<p><u>Recommendation</u></p>		
<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 182/16 dated August 15, 2016, be received. 2. That Council's previous resolution of September 2, 2009 (minute number 42106) be rescinded in favour of a new motion: <ol style="list-style-type: none"> a. That Council, in its appointed capacity to manage the affairs of the Gladstone Park Reserve Trust, lease as much land as is necessary fronting Morish Street to formalise the existing occupation by the Alma Swimming Club Inc. together with an additional four metres along the eastern side of the site, for swimming club purposes. b. That the term of the lease be five years and that during this term, Council investigates another Trust model for management of the Gladstone Park Reserve that is better suited to the usage of the Reserve and also acceptable to the Department of Crown Lands. c. That rental at commencement be \$250 per annum and that this rental be reviewed annually for CPI increases. d. That public liability insurance in the sum of \$20 million be provided noting the rights and interests of Council as Trustee and the Minister administering the Crown Lands Act 1989, and that this amount be increased from time to time as required by Council's insurers. e. That the Alma Swimming Club insure its assets and contents for replacement value as determined in conjunction with its insurer. f. That all other standard leasing requirements be complied with. g. That the Alma Swimming Club be liable for Council's legal fees incurred in this matter. h. That, in the absence of a Trust Seal, lease documents be signed by the Mayor and General Manger under Council's Common Seal. 		
<p>RESOLUTION</p>		
<p><u>Minute No. 45323</u></p>		
Councillor J. Nolan moved)	That the recommendation of item 15 be adopted.
Councillor J. Richards seconded)	
<p style="text-align: right;">CARRIED</p>		
<p>15 Jun 2017 - 10:06 AM - Leisa Bartlett</p>		

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>Alma Swimming Club have approved the draft lease. Council's Solicitor is finalising lease and sending to Alma Swimming Club to sign.</p> <p>23 May 2017 - 10:03 AM - Leisa Bartlett Reply received from Alma Swimming Club with queries on lease clauses. Liaising with Club at present.</p> <p>13 Apr 2017 - 10:35 AM - Leisa Bartlett Further email enquiry sent to Swimming Club whether they have received and reviewed the lease documents.</p> <p>17 Mar 2017 - 2:48 PM - Leisa Bartlett Solicitor sent lease documents to Alma swimming club on 19 Feb 2017. No response to date</p> <p>09 Feb 2017 - 11:41 AM - Leisa Bartlett Draft lease received and checked. Solicitor to send lease to Alma Swimming Club for signature prior to sending to Council.</p> <p>17 Nov 2016 - 5:03 PM - Louise Schipanski Meeting held, instructions to be sent to Solicitor to draft lease.</p> <p>16 Sep 2016 - 2:38 PM - Leisa Bartlett Meeting to be arranged with Alma Swimming Club to discuss Council resolution and terms of lease.</p>		
<p>Ordinary Meeting of the Council 28 September 2016</p> <p style="text-align: center;">False Reports</p>		
<p>ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 195/16 - DATED SEPTEMBER 06, 2016 - DELEGATION OF FUNCTIONS 11/264</p>		
<p><u>Recommendation</u></p> <ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 195/16 dated September 6, 2016, be received. 2. That Council notes the Schedule of Delegable Functions for the Broken Hill City Council attached to this report at Attachment 1. 3. That Broken Hill City Council delegate to the Mayor of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 2. 4. That Broken Hill City Council delegate to the Deputy Mayor of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 3. 5. That Broken Hill City Council delegate to the General Manager of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 4. 		

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>6. That the Chief Operating Officer (Deputy General Manager) be appointed to act as General Manager if the General Manager is sick or otherwise absent from work on leave, such appointment to cease upon the return to work of the General Manager; and that such person acting as General Manager pursuant to this resolution has all the functions, delegations, and sub-delegations given to the General Manager by the Council.</p> <p>7. That Broken Hill City Council delegate to staff who hold the positions of Chief Operating Officer (Deputy General Manager), Manager Engineering Services, Manager Planning Development and Compliance, Asset Planner Buildings, Asset Planner Parks and Open Spaces, Roads and Parks Coordinator, Waste Management Coordinator, Trades Coordinator, Team Leader Parks and Open Spaces, Team Leader Roads, Labourer/Plant Operator, Works Operator, Ranger Living Desert and Finance Operations Coordinator, Senior Airport Reporting Officer, Airport Reporting Officer and Cemetery Services Coordinator of the Broken Hill City Council the relevant Functions under the <i>Noxious Weeds Act 1993</i> as indicated in the table attached to this report at Attachment 5.</p> <p>8. That in accordance with the Local Government’s Promoting Better Practice Review, the Delegations of Functions be reviewed in two years’ time (September 2018).</p> <p>9. That Council noted that the <i>Local Government Amendment (Governance and Planning) Bill 2016</i> will be presented to a future Council Meeting, once the commencement date has been proclaimed, explaining the amendments to the <i>Local Government Act 1993</i> and whether any amendments are required to the Delegations of Functions.</p>		
<p>RESOLUTION Minute No. 45335 Councillor M. Browne moved) Councillor B. Licul seconded)</p>		<p>That the recommendation of item 9 be adopted.</p> <p style="text-align: right;">CARRIED</p>
<p><i>15 Jun 2017 - 3:26 PM - Leisa Bartlett</i></p>		
<p>Delegations from Council to staff were completed in October 2016. Sub-delegations from the General Manager to staff will be completed before September 2017</p>		
<p><i>09 Feb 2017 - 4:37 PM - Leisa Bartlett</i></p>		
<p>As per LG Act, delegations will be issued to staff within first 12 months of new term of Council.</p>		
<p>Confidential Matters of the Council 28 September 2016</p>	<p>False Confidential Matters</p>	<p>ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 212/16 - DATED SEPTEMBER 15, 2016 - EXPRESSION OF INTEREST 16/4 - SALE OF LAND AT THE BROKEN HILL REGIONAL AIRPORT - CONFIDENTIAL EO116/4 (General Manager's Note: This report considers sale of land and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business). Recommendation</p>

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>1. That Broken Hill City Council Report No. 212/16 dated September 15, 2016, be received.</p> <p>2. That Council accepts the offer of \$8,500.00 from Mr Phillip Cvirn for purchase of land at the Broken Hill Regional Airport being part Lot 1 in DP1162606 (Lot 52 in DP876533 on Council's internal mapping system).</p> <p>3. That each party be liable for their own legal costs incurred.</p> <p>4. That the Mayor and General Manager be delegated to sign the sale of land contract under the Common Seal of Council.</p> <p><i>23 May 2017 - 10:40 AM - Leisa Bartlett</i></p> <p>Plans rejected by LPI due to condition of papers. Plans to be re-submitted. Surveyor has been engaged pending plans being approved. Estimate this to be completed by end of June.</p> <p><i>13 Apr 2017 - 2:02 PM - Leisa Bartlett</i></p> <p>March/April contact made with RFDS to sign Section 88 form and forward to Department of Land and Property Information to finalise sale.</p> <p><i>17 Mar 2017 - 2:49 PM - Andrew Bruggy</i></p> <p>Mr Cvirn was advise 16th March, that still with Land and Property Information</p> <p><i>22 Dec 2016 - 2:23 PM - Leisa Bartlett</i></p> <p>Surveyor delayed due to waiting for Department of Property Land Information to register subdivision plans for sale of land at Airport to RFDS. Once these plans have been registered, plans to subdivide land for Mr Cvirn can be drawn.</p> <p><i>13 Oct 2016 - 4:57 PM - Leisa Bartlett</i></p> <p>Letters sent to both applicants. Surveyor to be arranged to survey land for subdivision for sale purposes.</p>	<p>False</p>	<p>Confidential Matters</p>
<p>Ordinary Meeting of the Council 30 November 2016</p> <p>ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 246/16 - DATED NOVEMBER 23, 2016 - SUBDIVISION AND SALE OF LAND LOT 1 DP 1140550 - CONFIDENTIAL</p> <p>(General Manager's Note: This report considers Subdivision and Sale of Land and is deemed confidential under Section 10A(2) (a) of the Local Government Act, 1993 which contains matters that will involve the discussion of personnel matters concerning a particular individual).</p> <p><u>Recommendation</u></p>	<p>11/338</p>	<p>1. That Broken Hill City Council Report No. 246/16 dated November 23, 2016, be received.</p> <p>2. That Broken Hill City Council subdivide the land at 173 Murton Street (Lot 1 DP 1140550) and prepare sale of land contracts to the affected parties.</p>

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>3. That the Mayor and General Manager be authorised to sign the sale of land contracts and transfers under the Common Seal of Council.</p> <p>16 Jun 2017 - 2:23 PM - Leisa Bartlett Council's solicitor is waiting for advice from purchaser's solicitor.</p> <p>17 Mar 2017 - 3:48 PM - Leisa Bartlett solicitors are finalising contracts.</p> <p>06 Dec 2016 - 4:59 PM - Jay Nankivell Solicitor and surveyor engaged to prepare subdivision and contracts for sale of land.</p>		
<p>Ordinary Meeting of the Council 14 December 2016</p>	<p>False</p> <p>Confidential Matters</p>	<p>ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 266/16 - DATED DECEMBER 13, 2016 - EO16/5 - LEASING OPPORTUNITIES AT THE TOURIST AND TRAVELLERS CENTRE - CONFIDENTIAL EO16/5</p> <p>(General Manager's Note: This report considers a lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> That Broken Hill City Council Report No. 266/16 dated December 13, 2016, be received. That Council enters into a lease arrangement with JA & JM Gordon Investments Pty Ltd for occupation of Shop 3 at the Tourist and Travellers Centre plus exclusive use of two designated parking spaces located between the trade waste receptacle and the bus wash bay at the Centre. That the initial term of the lease be three years with three options to renew the lease each of three years duration. That the initial base rental be \$2,937.00 to be increased by a percentage of outgoings of the Tourist and Travellers Centre, to be negotiated by the General Manager. That the total rental amount be reviewed for CPI increases on July 1 each year with the first CPI review to be July 1, 2017. That all other standard lease terms as per the <i>Conveyancing Act 1919</i> be included. That the General Manager and Mayor be authorised to sign the lease contract under the Common Seal of Council.

COUNCIL RESOLUTIONS – ACTION LIST

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>RESOLUTION Minute No. 45422 Councillor T. Kennedy moved) Councillor M. Browne seconded)</p> <p><i>07 Jun 2017 - 8:59 AM - Razija Nu'man</i> Liaising with Solicitor regarding requested amendments by Lessee..</p> <p><i>19 May 2017 - 10:54 AM - Leisa Bartlett</i> Contact made with Lessee who advised that his Solicitor is reviewing the lease prior to him signing. Expect matter to be finalised in the next few weeks.</p> <p><i>03 Apr 2017 - 1:34 PM - Leisa Bartlett</i> Lease forwarded to interested lessee end of March 2017.</p> <p><i>16 Mar 2017 - 1:52 PM - Leisa Bartlett</i> Council's solicitor has forwarded through a draft lease for checking.</p> <p><i>09 Feb 2017 - 11:50 AM - Leisa Bartlett</i> Negotiations are occurring with applicant regarding final rental amount.</p>		<p>That the recommendation of item 24 be adopted.</p> <p>CARRIED</p>
<p>Ordinary Meeting of the Council 26 April 2017</p> <p>ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 78/17 - DATED APRIL 06, 2017 - UNITS 1-12/14 BLENDE STREET - PROPOSED TRANSFER TO LEGACY - CONFIDENTIAL 11/333 (General Manager's Note: This report considers Legal advice and is deemed confidential under Section 10A(2) (g) of the Local Government Act, 1993 which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 78/17 dated April 6, 2017, be received. 2. That Council authorize the General Manager to sign the Deed of Agreement with Legacy and forward to Adelaide Legacy 3. That the seal of the Council be applied to the document 4. That upon Legacy signing of the Deed that Council authorize the General Manager to undertake all necessary negotiations and steps to finalise transfer of title to Adelaide Legacy Inc. the governing body for Legacy in South Australia and Broken Hill. 	<p>False</p> <p>Confidential Matters</p>	

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>RESOLUTION Minute No. 45532 Councillor B. Algate moved) Councillor C. Adams seconded)</p> <p><i>07 Jun 2017 - 9:04 AM - Razija Nu'man</i> Minor changes occurred to Deed of Agreement with new Deed needing to be signed. New Deed signed and sealed 6 June 2017 for forwarding to Council solicitor. <i>18 May 2017 - 5:10 PM - Leisa Bartlett</i> Documents signed and sealed and forwarded to Council's solicitor.</p>		<p>That the recommendation of item 17 be adopted.</p> <p style="text-align: right;">CARRIED</p>
<p>Ordinary Meeting of the Council 26 April 2017</p>	<p>False Confidential Matters</p>	<p>ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 79/17 - DATED APRIL 10, 2017 - LEASE AT AIRPORT TO AIRSERVICES AUSTRALIA - PART OF LOT 1 IN DP1162606 AND LOT 3 IN DP1162606 - CONFIDENTIAL 11/197 (General Manager's Note: This report considers a lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 79/17 dated April 10, 2017, be received. 2. That Council enters a lease arrangement with AirServices Australia for use of land at the Airport for aviation control services being Part of Lot 1 in DP1162606 and Lot 3 in DP1162606. 3. That the initial term of the lease be 10 years with 2 x 10 year options of renewal. 4. That the rental be \$1.00 per annum. 5. That AirServices Australia be liable for all legal fees in the set up and renewal of the lease. 6. That the Mayor and General Manager be authorised to execute the lease documents under the Common Seal of Council.

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
RESOLUTION		
Minute No. 45533 Councillor B. Licul moved) Councillor M. Clark seconded)		That the recommendation of item 18 be adopted.
CARRIED		
<i>16 Jun 2017 - 2:38 PM - Leisa Bartlett</i>		
<i>Liaising with Solicitor regarding amendments requested from AirServices Australia</i>		
<i>19 May 2017 - 10:59 AM - Leisa Bartlett</i>		
Letter sent to Solicitor advising of Council resolution to draw up new lease documents.		
ACTIONS COMPLETE SINCE LAST COUNCIL MEETING		
Ordinary Meeting of the Council 26 April 2017	False	Reports
ITEM 1- BROKEN HILL CITY COUNCIL REPORT NO. 63/17 - DATED APRIL 11, 2017 - CORRESPONDENCE REPORT - MENINDEE LAKES WATER PROPOSAL 12/11		
RESOLUTION		
Minute No. 45515 Councillor T. Kennedy moved) Councillor D. Gallagher seconded)		<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 63/17 dated April 11, 2017, be received. 2. That correspondence dated April 10, 2017 from the Member for Barwon, the Hon Kevin Humphries MP, be received. 3. That Council sends correspondence to the Member for Barwon, Mr. Jeremy Buckingham MLC, the Premier of NSW, Minister for Water and the Shadow Minister for Water stating that Council rejects the NSW Government's water proposal and that Council supports, in principal, the Member for Barwon's

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>2. That Council adopts the draft revised Media Relations Policy as a Policy of Council.</p> <p>RESOLUTION Minute No. 45544 Councillor B. Algate moved) Councillor B. Licul seconded)</p> <p>07 Jun 2017 - 11:55 AM - Leisa Bartlett All processes complete to adopt Policy. COMPLETE</p>		<p>That the recommendation of item 5 be adopted.</p> <p style="text-align: right;">CARRIED</p>
<p>Ordinary Meeting of the Council 31 May 2017</p> <p>False Reports</p> <p>ITEM 6- BROKEN HILL CITY COUNCIL REPORT NO. 83/17 - DATED APRIL 06, 2017 - ADOPTION OF DRAFT CEMETERY MANAGEMENT POLICY_ 12/14</p> <p>RESOLUTION Minute No. 45545 Councillor J. Nolan moved) Councillor C. Adams seconded)</p>		<p>1. That Broken Hill City Council Report No. 83/17 dated April 6, 2017, be received.</p> <p>2. That Council adopts the Draft Cemetery Management Policy as a policy of Council with the following amendments:</p> <p>4.15 – fourth paragraph to remove the word ‘and’ and insert the word “or” to read “... <u>or do not wish to acknowledge</u>...”</p> <p>1.1.5 d) remove the word “all” to read: “...ongoing collation of burial records, where possible;”</p> <p>In the Definitions section, under the definition for “Slab” insert the words “or other stone” to read: “...concrete <u>or other stone</u> covering the gravesite”.</p> <p>4.1 – replace the last sentence to read: “Where subsidence is evident, Council may fill and compact the ground after discussing the proposed</p>

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>07 Jun 2017 - 11:55 AM - Leisa Bartlett</p> <p>All processes complete to adopt Policy. COMPLETE</p>		<p><i>works with the exclusive rights holder, or after making reasonable attempts to contact the exclusive rights holder to discuss the proposed works.</i></p> <p>CARRIED</p>
<p>Ordinary Meeting of the Council 31 May 2017</p>	<p>False Reports</p>	<p>ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 88/17 - DATED MAY 12, 2017 - DRAFT COMPLIANCE AND ENFORCEMENT POLICY 2017 FOR PUBLIC EXHIBITION 12/14</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 88/17 dated May 12, 2017, be received. 2. That Council endorse the Draft Compliance and Enforcement Policy 2017 for the purposes of public consultation. 3. That the Draft Compliance and Enforcement Policy be exhibited for public comment for a 28 day period. 4. That the Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Compliance and Enforcement Policy. <p>RESOLUTION</p> <p>Minute No. 45546</p> <p>Councillor C. Adams moved) Councillor M. Browne seconded)</p> <p>That the recommendation of item 7 be adopted.</p> <p>CARRIED</p> <p>05 Jun 2017 - 10:06 AM - Leisa Bartlett</p> <p>Draft Policy placed on public exhibition closing 30 June 2017. COMPLETE</p>

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 31 May 2017	False Reports	
<p>ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 89/17 - DATED MAY 17, 2017 - DRAFT RELATED PARTY TRANSACTION POLICY FOR PUBLIC EXHIBITION 12/14</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> That Broken Hill City Council Report No. 89/17 dated May 17, 2017, be received. That the Draft Related Party Transaction Policy be endorsed for the purpose of public exhibition. That the Draft Related Party Transaction Policy be exhibited for public comment for a 28 day period. That the Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Related Party Transaction Policy. <p>RESOLUTION <u>Minute No. 45547</u> Councillor B. Algate moved) Councillor C. Adams seconded)</p> <p style="text-align: right;">That the recommendation of item 8 be adopted.</p> <p style="text-align: right;">CARRIED</p> <p><i>05 Jun 2017 - 10:07 AM - Leisa Bartlett</i> Draft Policy placed on public exhibition closing 30 June 2017. COMPLETE</p>		
Ordinary Meeting of the Council 31 May 2017	False Reports	
<p>ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 90/17 - DATED MAY 02, 2017 - TEMPORARY SUSPENSION OF ALCOHOL FREE ZONE 11/307</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> That Broken Hill City Council Report No. 90/17 dated May 2, 2017, be received. That Council provide in principle support in order to begin the planning process for the temporary suspension of the Alcohol Free Zone for the portion of Sulphide Street, adjacent to the Palace Hotel. Specific details of the suspension and road closure are Crystal Lane (West end), Sulphide Street (South end) and Sulphide Street and Argent Street (bounded by the Palace Hotel and Argent House). This area will include both footpaths in the closed section of Sulphide Street. 		

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>3. That the temporary suspension be in place from Friday, 08 September to Monday, 11 September 2017 subject to the final conditions, inclusive of trading times, contained in the liquor licence as advised by Barrier Local Area Command.</p> <p>4. That the temporary suspension of the Alcohol Free Zone be advised to the public by way of media release and advertisement in the Barrier Daily Truth. That the advertisement also confirms that all other existing alcohol free zones in Broken Hill remain in force.</p> <p>5. That the General Manager be authorised to implement the suspension and advertising processes on final advice of Barrier Local Area Command.</p> <p>6. That Barrier Local Area Command be advised of Council's decision.</p> <p>RESOLUTION <u>Minute No. 45548</u> Councillor J. Nolan moved) Councillor B. Licul seconded)</p> <p>07 Jun 2017 - 9:00 AM - Razija Nu'man Follow up letters sent to D.I. Fuller at Barrier LAC and E.La Rovere, The Palace on 6 June 2017. Traffic Committee held meeting 6 June 2017. Minutes in support of traffic management for the event to be endorsed at Council June Ordinary Meeting. Next steps will be to await confirmation of licence arrangements by Barrier LAC for completion of Council resolutions.</p> <p>COMPLETE.</p>		<p>That the recommendation of item 9 be adopted.</p> <p style="text-align: right;">CARRIED</p>
<p>Ordinary Meeting of the Council 31 May 2017</p> <p>ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 95/17 - DATED MAY 08, 2017 - NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL S355 COMMITTEES</p> <p><u>Recommendation</u></p> <p>1. That Broken Hill City Council Report No. 95/17 dated May 8, 2017, be received.</p> <p>2. That Loene Crowley and Mark Curtis be appointed as community representatives on the BIU Band Hall Community Committee.</p>	<p>False</p> <p>Committee Reports</p> <p style="text-align: right;">11/9</p>	

COUNCIL RESOLUTIONS – ACTION LIST

Printed: Friday, 16 June 2017 3:09:00 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<i>05 Jun 2017 - 10:08 AM - Leisa Bartlett</i>		Letters sent to new members and Committee chairperson advised. COMPLETE

COMMITTEE REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 113/17 - DATED JUNE 13, 2017 - MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD MAY 16, 2017. (12/51)..... 432

2. BROKEN HILL CITY COUNCIL REPORT NO. 107/17 - DATED JUNE 15, 2017 - MINUTES OF THE ART GALLERY ADVISORY COMMITTEE MEETING HELD 19 APRIL 2017 (12/46) 435

3. BROKEN HILL CITY COUNCIL REPORT NO. 114/17 - DATED JUNE 15, 2017 - MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE MEETING HELD 6 JUNE 2017 (12/52) 439

4. BROKEN HILL CITY COUNCIL REPORT NO. 115/17 - DATED JUNE 19, 2017 - NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL S355 COMMITTEES (11/9)..... 441

ORDINARY MEETING OF THE COUNCIL

June 13, 2017

ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 113/17**

SUBJECT: MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD MAY 16, 2017. 12/51

Recommendation

1. That Broken Hill City Council Report No. 113/17 dated June 13, 2017, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held May 16, 2017 be received.

Executive Summary:

Council has received minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held May 16, 2017 for endorsement by Council.

Report:

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

Accordingly, the Friends of the Flora and Fauna of the Barrier Ranges Community Committee has submitted minutes from its meeting held May 16, 2017 for Council's endorsement.

Strategic Direction:

Key Direction:	1.	Our Community
Objective:	1.4	Our built environment supports our quality of life
Function:		Open Spaces
DP Action:	1.4.1.7	Provide parks and open spaces for passive recreational activity

Relevant Legislation:

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

Attachments

1. Minutes of the Friends of the Flora and Fauna of the Barrier Ranges S355 Community Committee Meeting - 16 May 2017

BRENDAN SMITH
CHIEF OPERATING OFFICER

JAMES RONCON
GENERAL MANAGER

**MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE
BARRIER RANGES S355 COMMITTEE MEETING HELD
16 MAY 2017 AT 4PM – COUNCIL CHAMBER,
240 BLENDE STREET, BROKEN HILL**

12/51

1. **Present:** John Rogers (Chairperson), David Spielvogel, Ronald Tumes, Jeff Crase, Paul Reed, Ann Evers, Rosalind Molesworth, Ray Allen and Darrell Ford (BHCC).
2. **Apologies:** Councillor Marion Browne, Kellie Scott (Vice Chairperson), Gaylene Ford, Sue Spangler, Michael Ford, Nevada Ford, Jill Spielvogel, Jamie Scott, Geoffrey Hoare, Eve-Lyn Kennedy and Dean Fletcher.

Non-Attendance: Sandra Havran, Alison Gander and Lyn Campigli.

3. Confirmation of Minutes of Previous Meeting:

Previous minutes: 18 April 2017

Moved: Jeff Crase

Seconded: Ronald Tumes

4. Business arising from Previous Minutes: Nil

5. Correspondence: Nil

6. Update on Action List Items:

- 6.1 Ongoing Working Bee – Ongoing
- 6.2 Identification Cards – As required
- 6.3 Paving Walk Way – Concrete Flora Site path entrance – Pending
- 6.4 Cold Set – Bitumen pouring over crushed paths - Pending
- 6.5 Paths at Veranda – Completed

7. Reports:

7.1 Working Bee

Working Bee held 6 May 2017 was successful. Thank you to all who participated.

7.2 Attendance

Attendance is still great.

8. Roster:

June

3 and 4 June	David Spielvogel
10 and 11 June	BHCC
17 and 18 June	John Rogers am/Kellie Scott pm
24 and 25 June	Ann Evers

July

1 and 2 July	BHCC
8 and 9 July	David Spielvogel
22 and 23 July	BHCC
29 and 30 July	Gaylene and Nevada Ford

9. General Business:

9.1 Working Bee – Living Desert Flora site

Date: Saturday, 10 June 2017

Time: 9am meet at Office

9.2 Working Bee – To rake Walking Track at South Regeneration

Volunteers were asked if they were available to help rake the walking track in the South Regeneration. All in attendance agreed to this.

Date: Saturday, 24 June 2017

Time: 9am meet at Farwell sign on Airport road.

Please bring a rake.

10. Next Meeting: Tuesday, 20 June 2017 – Council Chamber – 4pm

11. Meeting Closed: 4.40pm

Action List:

6.1 Working Bee - Progressive and Ongoing	D Ford - Ranger
6.2 Identification Cards - As required	Corp Administration
6.3 Concrete Flora Path and Entrance – Pending	D Ford - Ranger
6.4 Cold Set – bitumen pouring over crushed paths - Pending	D Ford - Ranger
6.5 Paths at Veranda - Pending	D Ford - Ranger

ORDINARY MEETING OF THE COUNCIL

June 15, 2017

ITEM 2BROKEN HILL CITY COUNCIL REPORT NO. 107/17

SUBJECT: MINUTES OF THE ART GALLERY ADVISORY COMMITTEE
MEETING HELD 19 APRIL 2017 12/46

Recommendation

1. That Broken Hill City Council Report No. 107/17 dated June 15, 2017, be received.
2. That minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 19 April 2017 be received.

Executive Summary:

Council has received minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 19 April 2017 for endorsement by Council.

Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Broken Hill Heritage Committee (both adopted March 2017), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the Broken Hill Regional Art Gallery Advisory Committee has submitted minutes from its meeting held 19 April 2017 for Council's endorsement.

Strategic Direction:

Key Direction: 4. Our Leadership
Objective: 4.3 We Unite to Succeed
Function: Leadership and Governance
DP Action: 4.3.1.2 Support Councils Section 355 Committees in undertaking their duties with Council

Relevant Legislation:

The Broken Hill Regional Art Gallery Advisory Committee operates under Council's S355 Advisory Committee Framework Manual, the Broken Hill Regional Art Gallery Advisory Committee Constitution and the *Local Government Act, 1993* (Section 355).

Financial Implications:

Nil.

Attachments

1. [↓](#) Minutes of the Broken Hill Regional Art Gallery Advisory Committee

RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON
GENERAL MANAGER



ORDINARY MEETING MINUTES TEMPLATE

*Confirmed 22.5.17
by Tracy Fraser
Sec Andrew Gosling
Signed Maureen Clark
Chairperson*

MINUTES – Art Gallery Advisory Committee

Date	19/04/2017	Time Meeting opened: 1715	Time Meeting closed: 1845
Location	Broken Hill Regional Art Gallery		
Present	Cr. Maureen Clark, Cr. Ron Page, Cr. Branko Licul, Evelyn Kennedy, Jenny Cattonar, Tracy Fraser, John Sloane, Iris Dobbin, Rick Ball, Clark Barrett, Stan Dineen, Susanne Olsen, Andrew Gosling, Tara Callaghan (non-member)		
Apologies	Natasha Bearman, Prof. Simon Molesworth AO, QC		
Observer			
Next Meeting	22 May 2017 – Pro Hart Outback Art Prize Judging		

AGENDA	MOVED BY	SECONDED
Welcome and Apologies	Cr. Clark	Rick Ball
Executive to be elected (via show of hands vote) <i>Chairperson</i> (cr. Maureen Clark) <i>Deputy Chairperson</i> (Rick Ball) <i>Secretary</i> (Tara Callaghan)	Cr. Page Cr. Licul Cr. Clark	Iris Dobbin Cr. Page Cr. Page
Confirmation of Minutes from previous meeting held <i>NIL</i>		
Correspondence: <i>NIL</i> <ul style="list-style-type: none"> • Correspondence In • Correspondence Out 		
Reports: <i>NIL</i> <ul style="list-style-type: none"> • Name of Report • Financial Report 		
Events / Bookings <i>NIL</i>		
General business <i>Update from Tara Callaghan, Gallery and Museum Manager, on the following topics:</i> <i>Briefing on Art Gallery funding structure and programmatic responsibilities with Arts NSW:</i> City Council funding combined with Triennial Funding from Arts NSW for 2016, 2017, 2018. This was initially secured by previous managers at the time. This funding, in conjunction with the Gallery Strategic Plan inform programmatic decisions within the Exhibition Program and Public Programs. This will relate to a further point in our agenda – tonight need to complete selection of 3 local artists for gaps in the 2017		



AGENDA	MOVED BY	SECONDED
<p>Exhibition Program from a public call out for submissions.</p> <p><i>Acquisitions (Alan Jeffrey, John Lindsay Gregory)</i> Full artwork collection of John Lindsay Gregory estate, a bequest from his sister – this is currently in the legal stages. There are 54 Artworks and 3 boxes of books. Slides, journals and photographs to go to the Archives. Alan Jeffrey wood carving (local artist), a bequest from family friends – waiting on full provenance and professional photograph. Artwork already in collection valued at \$1000</p> <p><i>Loan (Brian Martin artworks)</i> Wyndham Cultural Centre are holding a Referendum of Brian Martin's artwork in June of this year and have requested to loan the 11 artworks from our collection. Artworks are valued at \$5000 each – travel insurance covered by council (within our current policy) and exhibition insurance covered by Wyndham – contracts being written up now.</p> <p><i>Building (update on the front windows)</i> Plans with the front windows for visibility from the street. These have been cleared with Liz Vines, Heritage Architect and consultant. Tinting, move fake wall, ventilation, alarms. Contractor for tinting injured so currently on hold.</p> <p><i>Collection Rotation (Vae Victis out for restoration, collection re-hang, install training)</i> Vae Victis will be going to get restored this year. The aim is to have the conservators doing the job to come and help uninstall the artwork as it needs to be lowered through the middle of the Gallery. At the same time we will be looking to do professional development with some of the staff here on installation and art handling. Maybe June 2017.</p> <p><i>Pro Hart Outback Art Prize (update about due date, Judge and Advisory Committee judging on Monday evening 22nd May 2017)</i> Advertising has been happening since January for entries. Judge has been selected and agreed to come out – Kon Gouriotis OAM, Editor in Chief of Artist Profile magazine and previous director Aus Council for the Arts Due date is May 15th 2017. We traditionally receive between 200 – 300 entries and this is shortlisted to approximately 40 finalists to be selected by the Art Gallery Advisory Committee (in Constitution). Monday 22nd for finalist shortlisting, in the Gallery, takes up to 3 hours.</p> <p><i>RFQ Artist in Residence (update on due date and seeking Gallery Advisory Committee representative for judging panel)</i> A Request for Quotation went out in March for 3 Artist in</p>		



AGENDA	MOVED BY	SECONDED
<p>Residencies to be completed between now and the end of 2018. This is partly funded by Council and partly by Arts NSW and aligns with the triennial funding requirements. These submissions are due on the 26th April and successful respondents will be informed by the 12th May. Panel will be chaired by Andrea Roberts: Executive Manager of City Strategic Development, and include Dr Rachel Vincent: Living Museum Specialist plus myself. We are seeking one representative from the Art Gallery Advisory Committee to be on this panel. Thursday 4th May is pencilled in as the review dates. Nearly 100 requests for the documentation, worldwide so could be a lot of applications. Rick Ball chosen by vote of hands</p> <p><i>Local Artist Submissions (to be assessed during this meeting)</i> A call for local artist submissions to fill the places within the 2017 exhibition program was put out in March and due on Friday 14th April. Applicants are to be advised of the outcome by the 5th of May. The Advisory committee is to select the successful local applicants tonight. 5 applications and 2-3 spaces. Does everyone know which ones Foyer Gallery and Gallery One are? Site visit if required upstairs. Tatiana Light – Gallery 1 (10 votes) Dianne Langley – Foyer (3 votes) Gillian Hand – Foyer (9 votes) Traces – Gallery 1 (5 votes) Asma d. mather – Foyer (7 votes)</p>	Iris Dobbin	Andrew Gosling
<p>Work, Health and Safety NIL</p>		
<p>Future Agenda Items <i>Update on acquisitions</i> <i>Update on building changes</i> <i>Update on collection re-hang</i> <i>Potential extension of the exhibition cycle for 2019</i> <i>Running of the exhibition opening formalities</i> <i>Briefing on Artists in Residence</i></p>		
<p>Next Meeting 22nd May Advisory Committee Pro Hart Judging Panel</p>		
<p>Meeting Closed There being no further business the Chairperson declared the meeting closed at 1845 pm.</p>		

ORDINARY MEETING OF THE COUNCIL

June 15, 2017

ITEM 3BROKEN HILL CITY COUNCIL REPORT NO. 114/17

SUBJECT: MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE
MEETING HELD 6 JUNE 2017 12/52

Recommendation

1. That Broken Hill City Council Report No. 114/17 dated June 15, 2017, be received.
2. That minutes of the Memorial Oval Community Committee Meeting held 6 June 2017 be received.

Executive Summary:

Council has received minutes from the Memorial Oval Community Committee Meeting held 6 June 2017 for endorsement by Council.

Report:

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

Accordingly, the Memorial Oval Community Committee has submitted minutes from its meeting held 6 June 2017 for Council's endorsement.

Strategic Direction:

Key Direction:	1.	Our Community
Objective:	1.4	Our built environment supports our quality of life
Function:		Open Spaces
DP Action:	1.4.1.7	Provide parks and open spaces for passive recreational activity

Relevant Legislation:

The Memorial Oval Community Committee operates under Council's S355 Asset Committee Framework Manual and Standard Constitution and the *Local Government Act, 1993* (Section 355).

Financial Implications:

Nil.

Attachments

1. [↓](#) Minutes of the Memorial Oval Community Committee

BRENDAN SMITH
CHIEF OPERATING OFFICER

JAMES RONCON
GENERAL MANAGER

Memorial Oval Community Committee. Minutes: 6th June 2017.

Blue = Apology. Red = Absent

OPENED: 7.00pm.

ATTENDANCE: Ray Steer (President), Dennis Cetinich (Treasurer), Bruce McIntosh (Show), Tanya Martyn (Dogs), **Jan Corey (AFL)**, Jodie Whitehair (BHHRC), Tristen Savage (CBHFC), David Hamilton (Dogs), Tony Camilleri (BHHRC), **Dave Gallagher (BHCC)**, John Ralph (Secretary).

MINUTES: 2nd May 2017. Be accepted: **Jodie Whitehair/Dennis Cetinich Carried.**

BUSINESS ARISING: Nil.

INWARD CORRESPONDENCE:

BHHRC: Trials and Race Program for 2017/2018 has been received.

David Storer: Booking Form for Rockfest on the 14th/18th December 2017, includes Set-up maps etc.
Be received & noted: **Jodie Whitehair/Bruce McIntosh Carried.**

ROCKFEST 2017:

Discussion took place re the hire fees for the Rockfest, various figures were put up but it was finally decided the following, \$1,200.00 plus electricity plus GST, the Secretary was requested to contact Mr Storer and make a time with him to meet the Committee to discuss the changes he has made to the set up area
Tony Camilleri/Dennis Cetinich Carried.

FINANCIAL REPORT:

May 2017: Bank Balance: \$20,389.24.

Debtors 31/05/2017: CBHFC: \$1,386.00. BHPS: \$126.00. BHHRC: \$258.00. BHPSSA: \$126.00, Sacred Heart: \$126.00. Report be accepted: **Tony Camilleri/Tristen Savage Carried.**

SPEEDWAY CHAMPIONSHIPS:

Secretary inform the Committee he was approached about holding the Speedway Championship at the Memorial Oval, Secretary informed them that he would report it to MOMC Committee at the next Meeting.
Report be Noted: **Tony Camilleri/Ray Steer Carried.**

GENERAL BUSINESS:

Harness Racing: Sunday 18th June Independent Audit will be held, Committee and Council are requested to attend.

CBHFC: Have received an Occupancy Agreement, need to find about it contact the Council, Grand Stand signs have been approved.

Oval Inspection: Oval will be inspected at 10am on Tuesday, 13th June 2017, first match at the Memorial Oval will be Saturday, 24th June 2017.

Mick Cirello: Will be attending this months Market selling Trees and Garden Plants.

Meeting Closed: 8.05pm:

Next Meeting: Tuesday 4th July 2017 at 7pm.

ORDINARY MEETING OF THE COUNCIL

June 19, 2017

ITEM 4BROKEN HILL CITY COUNCIL REPORT NO. 115/17

SUBJECT: NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL
S355 COMMITTEES 11/9

Recommendation

1. That Broken Hill City Council Report No. 115/17 dated June 19, 2017, be received.
2. That Annette Northey be appointed as a community representative on the BIU Band Hall Community Committee.

Executive Summary:

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Frameworks and Constitutions as the governance structure by which a Committee operates. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

Report:

As per Council's adopted Asset and Advisory Committee Framework which states that:

- Committees are to be appointed every four (4) years, three (3) months after the Local Government General Election. The term of office for all Committees will be aligned to the term of office of the current Council (four years).
- All positions will be declared to be vacant two (2) months after the Local Government Election.

Council advertised for nominations for community representatives on its Section 355 Committees for the current term of Council (September 2016 to September 2020), during November 2016 and then again during January 2017. All applications received during these periods have previously been presented to Council with all nominations supported. Council accepts ongoing nominations throughout the current term of this Council for any vacancies remaining on Section 355 Committees.

Council has now received further nominations from the following member of the public to join a Section 355 Committee:

Name of Committee	Number of current community members	Number of vacancies in community member positions	Number of further nominations received	Name of Nominee
BIU Band Hall Community Committee	4	4	1	Annette Northey

It is recommended that Council accepts Ms Northey's application for membership on the BIU Band Hall Community Committee.

Strategic Direction:

Key Direction: Our Leadership
 Objective: Openness and Transparency in Decision Making
 Function: Leadership and Governance
 DP Action: Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation

Key Direction: Our Leadership
 Objective: We Unite to Succeed
 Function: Leadership and Governance
 DP Action: Support Council's section 355 Committees in undertaking their duties with Council

Relevant Legislation:

Section 355 of the *Local Government Act 1993*
 Council's adopted S355 Asset Committee Framework
 Council's adopted S355 BIU Band Hall Community Committee Constitution

Financial Implications:

There are no financial implications.

Attachments

1. [↓](#) Nomination from Annette Northey

JAMES RONCON
GENERAL MANAGER



355 COMMITTEE NOMINATION FORM

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 355 COMMITTEE

Name of Committee: BIU Band Hall Community Committee

PERSONAL DETAILS

Name: Annette Northey

Address: _____

Contact Number: Home: _____ Mobile: _____

Email: _____

COMMITTEE DETAILS

Please outline why you would like to be a member of this committee:

Service to community / Look after the hall.

Please outline details of any relevant experience to this committee:

Knowledge of function of hall.
Prior experience on committees.

What is your previous experience with any committee? Please list name/s of committee/s and period/s of service:

Broken Hill Civic Orchestra - general member ^{→ 3mths}
Committee
2 Dry Fm Community Radio - minutes secretary ^{→ 2 years}
USA - Newsletter Editor /committee member - 2½ yrs
Lake Macquarie Music Society - Secretary - 3yrs.
Amnesty International (Newcastle) - Secretary - 3yrs

Please detail any other relevant information:



PRIVACY STATEMENT

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998. The purpose for collecting your personal information is to obtain and record contact details and to assess your suitability for appointment to a S355 Committee.

The intended recipients of the personal information collected includes Council officers, S355 Committee members, and contractors or other agents contracted by Council. If you nominate for a position on a committee, your name will be made publicly available via Council's Business Papers and on Council's website. Your contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers.

The supply of the information is voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.

You may make application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer via email council@brokenhill.nsw.gov.au or addressed to Broken Hill City Council, 240 Blende Street.

Your information will be collected and stored by Broken Hill City Council, 240 Blende Street.

Signature

Annette Northey

Date: 10.6.17

Printed Name

Annette Northey

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

1. QUESTIONS ON NOTICE NO. 6/17 - DATED JUNE 02, 2017 - COUNCILLORS QUESTIONS TAKEN ON NOTICE AT THE MAY 2017 COUNCIL MEETING (11/129, 13/140)..... 447

ORDINARY MEETING OF THE COUNCIL

June 2, 2017

ITEM 1QUESTIONS ON NOTICE NO. 6/17

SUBJECT: COUNCILLORS QUESTIONS TAKEN ON NOTICE AT THE MAY
2017 COUNCIL MEETING 11/129, 13/140

Summary

The following report provides responses to questions from Councillors that were taken on notice at the Council Meeting held May 31, 2017.

Recommendation

1. That Questions On Notice No. 6/17 dated June 2, 2017, be received.

Background

Below are the responses to questions from Councillors which were taken on notice at the Council Meeting held May 31, 2017.

Question:

Draft Heritage Strategy 2017-2020 (from Item 4) 11/129
Councillor Nolan referred to item 15 of the draft Heritage Strategy 2017-2020 and asked if Council could offer heritage design options to residents when they lodge a Development Application which includes a verandah replacement in the Argent/Oxide Street heritage precinct, even if they have not applied for a Heritage Assistance Grant?

Councillor Adams asked whether the appointment of the Museum Adviser and their service should form part of the Heritage Strategy 2017-2020?

Response:

Heritage design options - All applicants are assisted with free heritage design advice when Development Applications are lodged with Council. As part of the section 79 C assessment process, all applications of this nature are referred to the heritage advisor for comment. If the advisor is not satisfied with a proposed design, an alternative design proposal will be developed by the heritage advisor to assist the applicant to comply with heritage requirements. It should be noted that the design sketches are for illustration purposes only and does not include structural designs, which remains the responsibility of the applicant.

Museum advisor - The museum advisor program is managed by Museums and Galleries NSW with funding from Create NSW, hence cannot be included under the Broken Hill Heritage Strategy. The Heritage Strategy is funded by the NSW Heritage Office and developed in accordance with the NSW Heritage Office guidelines and recommendations.

Question:Public Safety and Crime Prevention

13/140

a) Public Safety Policy (from Item 7)

Councillor Kennedy raised concerns regarding the recent vandalism in the City and asked whether a draft policy could be created regarding Council's role in addressing public safety, vandalism and crime prevention?

b) Broken Hill Community Safety Precinct Committee Meetings (from Item 7)

Councillor Gallagher advised of Community Safety Precinct Committee Meetings and suggested that it would be of value to Council if Councillor Kennedy wished to attend future Community Safety Precinct Committee Meetings as a Council representative.

Response:

In October 2013, Council adopted 2013-2017 Community Safety and Crime Prevention Plan. As this document is due to be revisited the 'Our Community' Key Direction Working Group look to lead the review and update of this Plan.

Attachments

There are no attachments for this report

JAMES RONCON
GENERAL MANAGER

CLOSED

Council Meeting to be held **Wednesday, June 28, 2017**

1. **BROKEN HILL CITY COUNCIL REPORT NO. 116/17 - DATED JUNE 06, 2017 - LICENCE TO OPERATE KIOSK AND CLEANING OF THE TERMINAL BUILDING AT THE BROKEN HILL AIRPORT - CONFIDENTIAL**

(General Manager's Note: This report considers a licence agreement and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

2. **BROKEN HILL CITY COUNCIL REPORT NO. 117/17 - DATED JUNE 14, 2017 - LEASE OF NORTH MINE HALL TO FAR WEST HACC SERVICES INC - CONFIDENTIAL**

(General Manager's Note: This report considers a lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

3. **BROKEN HILL CITY COUNCIL REPORT NO. 118/17 - DATED JUNE 13, 2017 - ACCESS ARRANGEMENT FOR EXPLORATION LICENCE EL8457 WILLYAMA COMMON - CONFIDENTIAL**

(General Manager's Note: This report considers a licence agreement and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).