

MEMBERS OF THE POLICY & GENERAL COMMITTEE:

Mayor Kennedy, Deputy Mayor Hickey, Councillor Algate (Chairperson), Councillor Boland, Councillor Browne and Councillor Jewitt

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that the Policy and General Standing Committee of the Broken Hill City Council will be held in the Council Chambers on **Wednesday**, **May 18**, **2022** commencing at **5:30pm** to consider the following business:

AGENDA			
1	Opening the Meeting		
2	Apologies		
3	Leave of Absence Applications		
4	Prayer		
5	Acknowledgement of Country		
6	Minutes for Confirmation		
7	Disclosure of Interest		
8	Reports		
9	Confidential Matters		
10	Conclusion of the Meeting		

LIVESTREAMING AND RECORDING OF STANDING COMMITTEE MEETINGS

<u>Please note</u>: This Committee Meeting will be livestreamed via YouTube and recorded and published online via Council's website. To those present at the meeting today, by attending this public meeting you are consenting to your image, voice and comments being recorded and published.

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

JAY NANKIVELL GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Policy And General Committee of the City of Broken Hill held Wednesday, April 20, 2022.

MINUTES OF THE POLICY AND GENERAL COMMITTEE MEETING HELD WEDNESDAY, APRIL 20, 2022 (5:30PM)

PRESENT: Councillor T Kennedy (Mayor) Councillor R Algate (Chairperson)

Councillor J Hickey (Deputy Mayor), Councillors M Boland and H

Jewitt.

Councillor A Chandler

General Manager, Chief Assets and Projects Officer, Chief Financial Officer, Manager Communications and Marketing, Executive Manager Planning and Community Safety, Executive Manager Growth and Investment, Executive Manager Planning and Community Safety Executive Manager People and Culture, Executive Officer and Executive Assistant...

Media (), Members of the Public (1)

APOLOGIES: Councillor M. Browne has submitted an apology for the meeting and

provided the reason "in isolation following COVID-19 national health

protocols".

Recommendation

Moved Mayor Tom Kennedy, Seconded Deputy Mayor Jim Hickey

That the apology as submitted by Councillor Browne be accepted.

CARRIEDUNANIMOUSLY

LEAVE OF ABSENCE APPLICATIONS: Nil.

PRAYER

Councillor Boland delivered the Prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Jewitt delivered the Acknowledgement of Country.

MINUTES FOR CONFIRMATION

Recommendation

Moved Deputy Mayor Jim Hickey, Seconded Mayor Tom Kennedy, that the Minutes of the Policy And General Committee meeting held Wednesday March 23, 2022 be confirmed.

CARRIEDUNANIMOUSLY

DISCLOSURE OF INTEREST

Nil

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 87/22 - DATED APRIL 06, 2022 - OFFICE OF LOCAL GOVERNMENT CIRCULAR - COUNCILLOR SUPERANNUATION D22/16570

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

- 1. That Broken Hill City Council Report No. 87/22 dated April 6, 2022, be received.
- 2. That Council determines whether superannuation contribution payments will be made to Councillors as per the Commonwealth Superannuation Guarantee (Administration) Act 1992, as of 1 July 2022 at the superannuation guarantee rate of 10.5% (which will come into effect from 1 July 2022).
- 3. That, should Council resolve to make superannuation contribution payments to Councillors as of 1 July 2022, then:
 - a) That Council notes that the superannuation guarantee rate will be the amount the Council would have been required to contribute under the *Commonwealth Superannuation Guarantee (Administration) Act 1992* as superannuation if the Councillors were employees of the Council; and as of 1 July 2022, the superannuation guarantee rate will be 10.5% with the rate increasing by half a percent each year until 1 July 2025 when it reaches 12%.
 - b) That the superannuation contribution payments are made at the same intervals as the annual fee are paid to Councillors (currently monthly).
 - c) That, to receive superannuation contribution payments, each Councillor must first nominate a superannuation account for the payment before the end of the month to which the payment relates.
 - d) That the superannuation account nominated by Councillors must be an account for superannuation or retirement benefits from a scheme or fund to which the Commonwealth Superannuation Guarantee (Administration) Act 1992 applies.
 - e) That Council must not make a superannuation contribution for a Councillor if the Councillor fails to nominate an eligible superannuation account for the payment before the end of the month to which the

payment relates.

- f) That Council must not make superannuation contribution payments for Councillors during any period in which they are suspended from their civic office or their right to be paid any fee or other remuneration, or expense, is suspended under the Act.
- g) That Council must not make superannuation contribution payments for Councillors during any period in which they are not entitled to receive their fee under section 254A of the Act because they are absent.
- 4. That Council notes that individual Councillors may opt out of receiving superannuation contribution payments or opt to receive reduced payments. Councillors must do so in writing to the General Manager prior to 1 July 2022 or at any time during the Term of Council.
- 5. That community consultations occurs as to whether Councillors should receive an increase in their Councillor Allowance of 10.5% to accommodate the change in legislation for Council's to determine Superannuation to be paid to Councillors as it would be for employees under the Commonwealth Superannuation Guarantee (Administration) Act 1992

CARRIEDUNANIMOUSLY

2. BROKEN HILL CITY COUNCIL REPORT NO. 88/22 - DATED MARCH 29, 2022 - DRAFT COMMUNITY STRATEGIC PLAN - YOUR BROKEN HILL 2040 D22/15298

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Hayley Jewitt

- 1. That Broken Hill City Council Report No. 88/22 dated March 29, 2022, be received.
- 2. That Council endorse the Draft Community Strategic Plan Your Broken Hill 2040 for public exhibition.
- 3. That the Draft Community Strategic Plan Your Broken Hill 2040 be placed on public display for 28 days in accordance with legislation.
- 4. That Council receives a further report at the conclusion of the exhibition period, outlining submissions and feedback received and any recommended changes, with a view to adopting the Draft Community Strategic Plan for implementation 1 July 2022.

CARRIED UNANIMOUSLY

3. <u>BROKEN HILL CITY COUNCIL REPORT NO. 89/22 - DATED APRIL 05, 2022 -</u> DRAFT DISABILITY INCLUSION ACTION PLAN 2022-2026 D22/16313

Recommendation

Moved Mayor Tom Kennedy, Seconded Deputy Mayor Jim Hickey

- 1. That Broken Hill City Council Report No. 89/22 dated April 5, 2022, be received.
- 2. That Council endorse the Draft Disability Inclusion Action Plan 2022-2026 for the purpose of public consultation.
- 3. That the Draft Disability Inclusion Action Plan 2022-2026 be exhibited for public comment for 28 days.
- 4. That 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 Disability Inclusion Action Plan 2022-2026.
- That Council write and thank the members of the Disability Inclusion
 Monitoring Group for their dedicated commitment to monitoring the progress
 of the Plan and for their contribution to the community and to people with
 disability.
- 6. That Council continues to engage with members of the Monitoring Group and extends invitation for additional nominations to the Monitoring Group, to assist in ensuring fair and equitable representation across the community is achieved.

CARRIED UNANIMOUSLY

4. BROKEN HILL CITY COUNCIL REPORT NO. 90/22 - DATED APRIL 07, 2022 - OFFICE OF LOCAL GOVERNMENT MODEL COUNCILLOR AND STAFF INTERACTION POLICY D22/17673

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Hayley Jewitt

- 1. That Broken Hill City Council Report No. 90/22 dated April 7, 2022, be received.
- 2. That Council notes the release of the Office of Local Government's Model Councillor and Staff Interaction Policy 2022.
- 3. That Council adopts the draft Councillor and Staff Interaction Policy as a Policy of Council.
- 4. That adoption of the draft Councillor and Staff Interaction Policy will render the 2003 Interaction Between Councillors and Staff Policy obsolete.

CARRIED UNANIMOUSLY

5. <u>BROKEN HILL CITY COUNCIL REPORT NO. 91/22 - DATED APRIL 04, 2022 -</u> ADOPTION OF THE DRAFT COUNCILLOR SUPPORT POLICY D22/16051

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

- 1. That Broken Hill City Council Report No. 91/22 dated April 4, 2022, be received.
- 2. That Council notes that nil public submissions were received during the public exhibition period of the Draft Councillor Support Policy.
- 3. That the Draft Councillor Support Policy be adopted as a Policy of Council
- 4. That Council notes that the adoption of the Draft Councillor Support Policy will render the 2016 Councillor Support Policy obsolete.

CARRIED UNANIMOUSLY

6. BROKEN HILL CITY COUNCIL REPORT NO. 92/22 - DATED APRIL 08, 2022 - DRAFT DEBT RECOVERY POLICY D22/17919

Recommendation

Moved Councillor Michael Boland, Seconded Deputy Mayor Jim Hickey

- 1. That Broken Hill City Council Report No. 92/22 dated April 8, 2022, be received.
- 2. That Council endorses the Draft Debt Recovery Policy for the purpose of public exhibition.
- 3. That Council publicly exhibits the Draft Debt Recovery Policy and accepts submissions from the public for a period of 28 days.
- 4. That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the Draft Debt Recovery Policy.

CARRIED UNANIMOUSLY

7. <u>BROKEN HILL CITY COUNCIL REPORT NO. 93/22 - DATED APRIL 11, 2022 -</u>
RATES - ADDITIONAL SPECIAL VARIATION 2022-23 D22/17923

Recommendation

Moved Mayor Tom Kennedy, Seconded Deputy Mayor Jim Hickey

- 1. That Broken Hill City Council Report No. 93/22 dated April 11, 2022, be received.
- 2. That Council endorse an application to IPART for a permanent Additional Special Variation up to the maximum permissible level of 2.3% under section 508(2) of the *Local Government Act 1993*.

- 3. That Council note the additional rates revenue to be raised by a successful ASV is \$266,000.
- 4. That Council has considered the impact on ratepayers and the community in 2022-23 and in future years if the permanent special variation is approved and considers it is reasonable and in accordance with Council's adopted 2022-2031 Long Term Financial Plan.
- 5. That a Permanent Additional Special Variation up to the maximum permissible level for Broken Hill of 2.3% is needed for Councils financial sustainability to contribute to rising costs of Wages, Insurances Materials and Services and has been factored into Councils adopted 2022-2031 Long Term Financial Plan.
- 6. That Council note that Councillor budget workshops will be held commencing 26 April 2022, with an extraordinary meeting to be scheduled for May 2022 to consider the Draft Delivery Program and Operational Plan inclusive of the annual operating and capital budget; however, submissions to IPART for any ASV need to be received and resolved by Council by 29 April 2022 to allow IPART appropriate time for community consultation.

CARRIED UNAINMOUSLY

8. BROKEN HILL CITY COUNCIL REPORT NO. 94/22 - DATED APRIL 06, 2022 ALTERATION TO SCHEDULED STANDING COMMITTEE MEETING DATES
FOR JUNE 2022 DUE TO COUNCILLOR ATTENDANCE AT THE NATIONAL
GENERAL ASSEMBLY OF LOCAL GOVERNMENT D22/16682

Recommendation

Moved Deputy Mayor Jim Hickey, Seconded Councillor Hayley Jewitt

- 1. That Broken Hill City Council Report No. 94/22 dated April 6, 2022, be received.
- 2. That due to Councillor attendance at the National General Assembly of Local Government in Canberra in June 2022, the Standing Committee Meeting be rescheduled to the week prior but also avoiding the Queen's Birthday Public Holiday as follows:
 - a) That the Works Committee Meeting scheduled for Monday 20 June 2022 be now held on Tuesday 14 June 2022 at 5:30pm.
 - b) That the Health and Building Committee Meeting scheduled for Tuesday 21 June 2022 be now held on Tuesday 14 June 2022 commencing directly after the Works Committee Meeting.
 - c) That the Policy and General Committee Meeting schedule for Wednesday 22 June 2022 be now held on Wednesday 15 June 2022 at 5:30pm.

CARRIED UNANIMOUSLY

9. <u>BROKEN HILL CITY COUNCIL REPORT NO. 95/22 - DATED APRIL 08, 2022 -</u> INVESTMENT REPORT FOR MARCH 2022 D22/17741

Recommendation

Moved Councillor Michael Boland, Seconded Mayor Tom Kennedy

1. That Broken Hill City Council Report No. 95/22 dated April 8, 2022, be received.

CARRIED UNANIMOUSLY

10. BROKEN HILL CITY COUNCIL REPORT NO. 96/22 - DATED APRIL 06, 2022 - NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY

REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES D22/17435

Recommendation

Moved Mayor Tom Kennedy, Seconded Deputy Mayor Jim Hickey

- 1. That Broken Hill City Council Report No. 96/22 dated April 6, 2022, be received.
- 2. That Council accepts the nomination from Ms Ghislaine Barbe as community representatives on the Broken Hill Heritage Committee.
- 3. That Council accepts the nominations from Ms Jenny Cattonar, Mr Rick Ball, Mr Clark Barrett and Mr John Hart as community representatives on the Broken Hill City Art Gallery Advisory Group
- 4. That Council accepts the nominations from Mr John Rogers, Ms Merran Coombe,

Mr Jeffrey Crase, Mr Geoffrey Hoare, Ms Susan Spangler, Mr David Spielvogel,

Ms Jill Spielvogel, Mr Paul Reed, Ms Gaylene Ford, Mr Michael Ford, Ms Karen Ford.

Mr Ronald Fletcher and Ms Ann Evers as community representatives on the Friends of the Flora and Fauna of the Barrier Ranges Community Committee.

- 5. That Council accepts the nominations from Ms Tanya Martyn, Mr Chris May and
 - Mr Layne Ralph as community representatives on the Memorial Oval Community Committee.
- 6. That the community representatives be advised of their appointment and advice also be sent to the corresponding Committee Secretary/Chairperson.
- 7. That Council notes that the current round of advertising closes on 6 May 2022 and a further report will be presented to the May Policy and General Committee Meeting with further nominations received.
- 8. That Council notes that correspondence has been sent to all outgoing community representatives on Section 355 Committee in appreciation of their service on the Committee and encouraging them to renominate.

CARRIED UNANIMOUSLY

11. BROKEN HILL CITY COUNCIL REPORT NO. 97/22 - DATED APRIL 05, 2022 - NOMINATIONS AS INDEPENDENT PANEL MEMBERS ON THE COMMUNITY

ASSISTANCE GRANTS PANEL

D22/16494

Recommendation

Moved Councillor Hayley Jewitt, Seconded Deputy Mayor Jim Hickey

- 1. That Broken Hill City Council Report No. 97/22 dated April 5, 2022, be received.
- 2. That the Community Assistance Grants Policy membership be amended:
 a) to allow for a minimum of three Independent Panel Members; and
 b) to remove reference to "Our Community Portfolio Councillor" and clarify that Council's delegates be the Mayor (or nominee) and two (2) Councillors.
- 3. That Ms Julua Hamel and Ms Tracy Harman be appointed as Independent Panel Members on the Community Assistance Grants Panel for the current term of Council.

CARRIED UNANIMOUSLY

CONFIDENTIAL MATTERS

Nil

Meeting closed at 6:06pm.		
The foregoing minutes were in the foregoing minutes were in the following the following minutes were in the following minutes and the following minutes were minutes and the following minutes are also in the following minutes and the following minutes are also in the follo	read and confirmed at the	. Services Committee meeting
Chairperson		

REPORTS

1.	COUNCILLORS REPORT NO. 1/22 - DATED MAY 06, 2022 - DELEGATE'S REPORT - ATTENDANCE AT THE WESTERN DIVISION COUNCILS OF NSW 2022 MID-TERM CONFERENCE (D22/22410)14
2.	BROKEN HILL CITY COUNCIL REPORT NO. 112/22 - DATED MAY 05, 2022 - CORRESPONDENCE REPORT - MOBILE COMMUNICATIONS UPGRADE REQUIRED FOR THE BROKEN HILL RACECOURSE (D22/22175)
3.	BROKEN HILL CITY COUNCIL REPORT NO. 113/22 - DATED MAY 05, 2022 - CORRESPONDENCE REPORT - WEATHER RADAR FOR FAR WEST NSW (D22/22274)
4.	BROKEN HILL CITY COUNCIL REPORT NO. 114/22 - DATED APRIL 01, 2022 - DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023 (D22/15215)
5.	BROKEN HILL CITY COUNCIL REPORT NO. 120/22 - DATED MAY 09, 2022 - DRAFT LONG TERM FINANCIAL PLAN 2023-2032 (D22/22600)
6.	BROKEN HILL CITY COUNCIL REPORT NO. 115/22 - DATED APRIL 08, 2022 - DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026 FOR PUBLIC EXHIBITION (D22/17873)
7.	BROKEN HILL CITY COUNCIL REPORT NO. 116/22 - DATED MAY 05, 2022 - QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED MARCH 2022 (D22/22330)
8.	BROKEN HILL CITY COUNCIL REPORT NO. 117/22 - DATED MAY 10, 2022 - INVESTMENT REPORT FOR APRIL 2022 (D22/22876)277

9.	BROKEN HILL CITY COUNCIL REPORT NO. 118/22 - DATED APRIL 29, 2022 - ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY (D22/20674)
10.	BROKEN HILL CITY COUNCIL REPORT NO. 121/22 - DATED MAY 02, 2022 - ADOPTION OF THE DRAFT REVISED SOCIAL MEDIA POLICY AND THE DRAFT REVISED MEDIA RELATIONS POLICY (D22/20681)
11.	BROKEN HILL CITY COUNCIL REPORT NO. 122/22 - DATED MAY 03, 2022 - AMENDMENT TO COUNCIL'S CODE OF MEETING PRACTICE POLICY TO INCLUDE AN ACKNOWLEDGEMENT TO BROKEN HILL'S MINING HISTORY (D22/21803)
12.	BROKEN HILL CITY COUNCIL REPORT NO. 126/22 - DATED MAY 03, 2022 - ART GALLERY RE-BRANDING PROCUREMENT - AUDITOR RESPONSE (D22/21347)
13.	BROKEN HILL CITY COUNCIL REPORT NO. 127/22 - DATED MAY 06, 2022 - COUNCIL NEWSLETTER - CONTENT AND FORMAT (D22/22379)
14.	BROKEN HILL CITY COUNCIL REPORT NO. 128/22 - DATED MARCH 04, 2022 - GRANT ASSISTANCE - FEE INTRODUCTION (D22/11012).479
15.	BROKEN HILL CITY COUNCIL REPORT NO. 129/22 - DATED MAY 06, 2022 - NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES (D22/22325)

POLICY AND GENERAL COMMITTEE

May 6, 2022

ITEM 1

COUNCILLORS REPORT NO. 1/22

SUBJECT: DELEC

DELEGATE'S REPORT - ATTENDANCE AT THE WESTERN
DIVISION COUNCILS OF NSW 2022 MID-TERM CONFERENCE
D22/22410

Recommendation

- 1. That Councillors Report No. 1/22 dated May 6, 2022, be received.
- 2. That Councillor Gallagher provides a verbal Delegate's Report regarding attendance at the Western Division Councils of NSW 2022 Mid-Term Conference held in Cobar 1-3 May 2022; and that the verbal report be received.

Executive Summary:

Councillor Gallagher has provided a copy of the agenda and minutes of the Western Division Councils of NSW 2022 Mid-Term Conference held in Cobar 1-3 May 2022 (see attached).

Councillor Gallagher advised that he will provide a verbal Delegate's Report at the May Policy and General Committee Meeting on behalf of Council's Delegates to the Conference (Mayor Kennedy, Councillor Chandler and Councillor Gallagher).

Report:

Council considered Councillor attendance at the Western Division Councils of NSW Mid-Term Meeting at its Ordinary Meeting held 30 March 2022 and Council resolved:

ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 77/22 - DATED MARCH 23, 2022 - COUNCILLOR ATTENDANCE AT THE MID TERM MEETING OF THE WESTERN DIVISION COUNCILS OF NSW D22/14452

RESOLUTION Minute No. 1 Councillor D Gallagher moved Councillor A Chandler seconded 1. That Broken Hill City Council Report No. 77/22 dated March 23, 2022, be received. 2. That Council be represented at the mid-term meeting of the Western Division Councils of NSW in Cobar 1 - 3 May 2022 by Mayor Kennedy, Councillor Chandler and Councillor Gallagher. 3. That any other interested Councillors wishing to attend the mid-term meeting of the

Western Division Councils of NSW provide completed Travel Forms to the General Manager's Office by Friday 8 April 2022.

CARRIED UNANIMOUSLY

The Mayor and Councillors Chandler and Gallagher attended the Mid-Term Conference held in Cobar 1-3 May 2022. Councillor Gallagher has provided a copy of the agenda and minutes for the Conference for Council's information and advised that he will provide a verbal Delegate's Report at the May Policy and General Committee Meeting.

Attachments

- 1. J Agenda Western Division Councils of NSW Mid-Term Conference
- 2. J Minutes Western Division Councils of NSW Mid-Term Conference

D GALLAGHER COUNCILLOR



"The road to recovery is easier together"



WESTERN DIVISION COUNCILS OF NSW 2022 MID TERM CONFERENCE

FINAL CONFERENCE PROGRAM

As of 26 April 2022

1st to 3rd MAY 2022

Hosted by Cobar Shire Council



Sponsored by RDA Orana & Public Works Advisory

PROGRAM

Sunday 1st May 2022	Great Cobar Museum- Barrier Highway Cobar		
6.00pm to 8.00pm	Welcome Reception & Registration - Great Cobar Museum Barrier Highway. Courtesy Bus available		
Monday 2 nd May 2022	Cobar Bowling & Golf Club- Bloxham Street Cobar		
8.30am - 9.00am	Coffee, Tea & Registration		
9.00am- 9.10am	Welcome - Chair of the Western Division Mr Dave Gallagher		
9.10am-9.15am	Welcome to Country		
9.15am- 9.20am	Welcome- Mayor of Cobar Shire Council, Mayor Peter Abbott		
9.20am-9.30am	Apologies Minutes from the previous meeting Business arising		
9.30am-9.35am	Treasurers Report- To be tabled		
9.35am -10.05am	The Hon. Mark Coulton MP, Member for Parkes. The positive outlook and challenges facing Western NSW		
10.05am -10.30am	The Hon. Dugald Saunders MP Minister of Agriculture, Minister for Western New South Wales		
10.30am to 11am	Morning Tea		
11am to 11.30am	Gary Barnes, Secretary, Department of Regional NSW		
11.30am to 12 noon	Roy Butler MP, Member for Barwon		
12 noon to 1.15pm	Lunch		
1.15pm to 1.30pm	The Hon. Wendy Tuckerman MP, Minister for Local		
1.30pm to 1.45pm	Government. Ms. Melanie Hawyes Deputy Secretary, Crown Lands and Local Government		
1.45pm to 2.05pm	The Hon. Sam Farraway MLC. Minister for Regional Transport and Roads		
2.05pm — 2.50pm	Grant Barnes Chief Regulatory Officer, Natural Resources Access Regulator (NRAR). Regulating water through a pandemic		
2.50pm – 3.10pm	Gavin Priestley, Regional Director, Public Works Advisory, Department of Regional NSW. Public Works and Local Government, how it works together.		
3.10pm - 3.25pm	Afternoon Tea		
3.25pm – 3.55pm	Ashley Albury- Executive Director Regional Delivery, Strategy, Delivery & Performance, Department of Regional NSW		
3.55pm- 4.15pm	Megan Dixon- CEO and Director of Regional Development-RDA Orana. Regional Housing Solutions.		
4.15 pm - 5.15pm Constitution (attached), Questions & Discussions			
5.15pm	Close of Day One		
7pm to Late	Dinner at Cobar Bowling & Golf Club Courtesy Bus Available		

Sponsored by RDA Orana & Public Works Advisory

Tuesday 3 rd May 2022			
7.30am to 9.00am	The Hon. Sam Farraway MLC. Minister for Regional Transport and Roads and Alister Lunn Western Regional Director of Transport-Happy to meet with all Councils in 20-minute time slots, to book please contact Peter Vlatko General Manager Cobar Shire Council- 0419 281 115		
8.30am to 9.00am	Coffee & Tea		
9.00am to 9.30am	Cr Scott Ferguson Mayor Blayney Shire Council Representing Cr Darriea Turley AM. Local Government NSW President.		
9.30am -10.00am	Mick Vietch MLC Shadow Minister for Regional NSW, Shadow Minister for Agriculture, Shadow Minister for Western NSW, representing Chris Minns MP, Member for Kogarah, Leader of the Opposition.		
10.00am to 10.30am	Brad Cam - Chair of Housing Plus- Regional Housing Solutions		
10.30am- 11.00am	Morning Tea		
11.00- 11.30am	Mark Spittal Chief Executive of the Western NSW Local Health District. (WNSWLHD).		
11.30am to 12 noon	Erin Cini Director Town Water Risk Reduction Program Water/ Department of Planning and Environment		
12noon to 12.30pm	Open Forum		
12.30pm to 12.45pm	Closing address- Chair Dave Gallagher		
12.45pm	Lunch & Close of day two		

Sponsored by RDA Orana & Public Works Advisory



2022 MID TERM MEETING

Minutes



Z IVIAT ZUZ



The Road to recovery is easier together

WELCOME

The Chair Dave Gallagher welcomed the Western Division Councils of NSW to the Mid Term Meeting.

Meeting opened at 09.00am.

2. ACKNOWLEDGEMENT TO COUNTRY - Mr. Colby Lawrence

Mr. Colby Lawrence delivered the Welcome to Country.

3. WELCOME

The Mayor of Cobar Shire Council, Peter Abbott welcomed the Western Division Councils of NSW to Cobar.

4. ATTENDEES

Member Councils

Brewarrina Shire Council

Mayor Vivian Slack-Smith

Bourke Shire Council:

Mayor Barry Hollman Manager Corporate Services Mrs. Leonie Brown

Cobar Shire Council:

Mayor Peter Abbott General Manager Mr. Peter Vlatko

Broken Hill City Council:

Mayor Tom Kennedy Acting General Manager Mr. David Kirby Cr David Gallagher

Central Darling Shire Council:

General Manager Greg Hill Administrator Mr. Robert Stewart

Wentworth Shire Council

Mayor Tim Elstone General Manager Mr. Ken Ross

Balranald Shire Council

General Manager Mr. Jeff Sowiak

Walgett Shire Council

Mayor Jane Keir General Manager Mr. Michael Urquhart

Apologies

Councillor Marion Brown Councillor Greg Evans Darriea Turley – President OLG Michael Colreavy

Moved: Bourke Shire Council

Seconded: Central Darling Shire Council Received

5. 4. STANDING ORDERS:

MOTION: That the standing orders as presented be adopted.

Moved: Bourke Shire Council

Seconded: Central Darling Shire Council

RECEIVED

STANDING ORDERS

- That it be a standing order for the Conference that movers of resolutions be allowed three (3) minutes for introducing their subject, unless by consent of the Conference the time for introducing their subject is extended, and three (3) minutes for reply and no new subject matter shall be introduced in the reply.
- That other speakers be allowed three (3) minutes, unless by consent of the Conference their time is extended. A mover shall have the right to speak to his/her motion before a seconder is called for.
- That in the event of any motion dissenting from the ruling of the President being moved, such motion shall be put without discussion.
- When an amendment is before the Conference no further amendment shall be discussed until such first amendment is disposed of.
- No more than one amendment upon any motion shall be considered unless notice of such further amendment is given before the amendment then under discussion has been disposed of.
- 6. It shall not be in order to move the question now be put, until at least two (2) members of the Conference in addition to the mover and seconder shall have had the opportunity to speak on the question then before the Conference.
- 7. Unless by consent of the Conference all resolutions shall be taken in order in which they appear on the business paper.
- 8. When a resolution or amendment has been moved and seconded no further speech in support of such resolution shall be heard until someone shall have spoken in opposition to such resolution, and thereafter speakers shall only be entitled to speak for or against the resolution in rotation, provided that in any case where the same resolution has been submitted by more than one Council a representative from each Council submitting the resolution shall be entitled to be heard.
- The delegates before speaking shall give their names and the name of the Council they represent.
- That where a General Manager or a senior staff member is nominated, he/she may sit as a delegate with voting rights as a Council Delegate.
- 11. The President shall ex-officio be the Chairman of the Conference, and in his/her absence, the Chair shall be taken by the Vice Presidents, the Immediate Past President, or, with the consent of the Conference, by any other delegate for a stipulated time.
- 12. The method of voting for the election of Officers is by preferential ballot.
- 13. Mobile telephones are to be switched to *Silent* whilst in the conference room.

6. CONFIRMATION OF MINUTES:

MOTION: That the previous Minutes from the 2021 Annual General Meeting held in Broken Hill 21 April 2021 be confirmed as a true and correct record of the proceedings of that meeting.

Moved: Bourke Shire Council

Seconded: Central Darling Shire Council

RECEIVED

7. FINANCIAL REPORT for 2021/2022

MOTION: That the Financial Report and Budget for 2021/2022 as presented be adopted.

Moved: Cobar Shire Council

Seconded: Wentworth Shire Council

RECEIVED

8. MOTIONS

MOTION:

That the Western Division Councils of NSW write to the Premier of NSW and the Minister for Local Government to not allow the original motion passed by LGNSW to adopt a policy that wants to preclude real estate agents, their families, and close contacts from serving as Councillors to pass legislation and that the ban be Developers only from serving as Councillors.

Moved: Broken Hill City Council

Seconded: Wentworth Shire Council RECIEVED

MOTION:

That the Western Division of Councils call on the NSW state government to consider options to amend legislation that will allow regional councils to increase the rate base beyond the current 49%.

That the State Government consult with regional councils to set a new upper limit. New legislation will reduce the rate disparity across communities.

Moved: Broken Hill City Council Seconded: Wentworth Shire Council

RECIEVED

9. GENERAL BUSINESS

No General Business

Meeting closed at 4.36pm

POLICY AND GENERAL COMMITTEE

May 5, 2022

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 112/22

SUBJECT:

CORRESPONDENCE REPORT - MOBILE COMMUNICATIONS
UPGRADE REQUIRED FOR THE BROKEN HILL RACECOURSE
D22/22175

Recommendation

- 1. That Broken Hill City Council Report No. 112/22 dated May 5, 2022, be received.
- That correspondence dated 20 April 2022 from Mr Roy Butler MP, Member for Barwon
 and correspondence dated 21 April 2022 from The Hon Mark Coulton MP, Federal
 Member for Parkes in reply to the Mayor's correspondence regarding the need for an
 upgrade to mobile communications at the Broken Hill Racecourse, be received and
 noted.
- 3. That Council notes that, as per Council's Resolution 27 April 2022 (Minute No. 46830), a temporary solution is being arranged for the conduct of Agfair Broken Hill to be held 27-28 May 2022 and Council will contribute \$37,000 from unspent funds in the 2021/2022 Community Assistance Grants budget as a co-contribution (with Agfair Broken Hill, Foundation Broken Hill, NSW State Government and Telstra) towards a "Temporary Cell on Wheels" for the duration of Agfair.

Report:

At the Ordinary Council Meeting held 30 March 2022, Council considered a Mayoral Minute regarding the need for a temporary solution to provide mobile phone coverage at the Broken Hill Racecourse for April, May and August 2022; for the camping grounds for the Mundi Mundi Bash in April and August and for Agfair Broken Hill in May.

Council resolved:

RESOLUTION

Minute No. 46778

Mayor T Kennedy moved

Deputy Mayor J Hickey seconded

Resolved

- 1. That Mayoral Minute No. 4/22 dated March 22, 2022, be received.
- 2. That correspondence be sent to the Federal Member for Parkes, Minister for Western NSW and the State Local Member, requesting that urgent representations be made to the relevant Minister to assist with a temporary tower/booster solution for Broken Hill to provide coverage at the Broken Hill Racecourse camping grounds for the months of April for the inaugural Broken Hill Mundi Mundi Bash as well as May for Agfair Broken Hill and that a more permanent solution be in place for the return of the Mundi Mundi Bash

in August 2022 and to support future major events in the City and that mobile coverage at major events is also vital should a medical incident or accident occur that requires the attendance of emergency services personnel.

CARRIED UNANIMOUSLY

As per Council's resolution, Mayoral correspondence was sent to the Hon Mark Coulton MP, Federal Manager for Parks and Mr Roy Butler, State Member for Barwon and the Minister for Western NSW.

Council has now received replies from the Federal Manager for Parks and the State Member for Barwon in reply to the Mayor's correspondence.

Reference is also made to the General Manager's Report presented to the 27 April 2022 Council Meeting which advised of the outcome of Council's discussions with the Member for Parks, the NSW State Government, Destination Country & Outback, the Mundi Mundi Bash organisers and Telstra regarding a solution for both the Mundi Mundi Bash held 21-23 April 2022 and Agfair to be held on 27-28 May 2022. The report advised:

- Telstra are in a position to supply a Temporary Cell on Wheels for the Agfair Event being held on 27-28 May 2022, however they were unable to provide similar for the Broken Hill Mundi Mundi Bash because of all resources and equipment being dedicated to flood impacted areas further East in NSW.
- The total cost of the deployment for the two days will be \$42,000 (ex GST). Preliminary
 discussions with Agfair Broken Hill, Foundation Broken Hill, Minister for Western NSW
 and Telstra have all advised a willingness to assist in someway of either financial
 assistance or subsidisation in the case of Telstra.
- The economic impact of Agfair to the Broken Hill economy is estimated to be about \$1,500,000.
- As a result any financial contribution towards Agfair to ensure it is a success for the businesses involved and attendees alike, would provide a positive return to both the Broken Hill business economy and community.
- There is currently \$37,000 unspent in the 2021/22 Community Assistance Grant Funds, allowing a contribution up to \$37,000 being granted without any adverse budgetary impacts to Council.

)

)

Council resolved:

<u>ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 104/22 - DATED APRIL 20, 2022 - FINANCIAL ASSISTANCE - AGFAIR TELECOMMUNICATIONS</u>
D22/19359

RESOLUTION Minute No. 46830 Councillor R Algate moved Councillor D Gallagher seconded

Resolved

- 1. That Broken Hill City Council Report No. 104/22 dated April 20, 2022, be received.
- That Council liaise with Agfair Broken Hill, Foundation Broken Hill, NSW State Government and Telstra around a cocontribution funding model inclusive with

Council for a Temporary Cell on Wheels to be provided at the 27-28 May 2022 Event.

- 3. That Council contribute the remaining funds required to a maximum of \$37,000, which will be funded from the remaining Community Assistance Grant Budget.
- 4. That Council delegate to the General Manager for the finalisation and signing of the agreement with Telstra.

CARRIED UNANIMOUSLY

Correspondence received from the Federal Member for Parkes and the State Member for Barwon are attached for Council's consideration, taking into account that a temporary solution is being organised for Agfair Broken Hill held 27-28 May 2022.

Attachments

- 1. U Correspondence 20 April 2022 from Mr Roy Butler MP
- 2. J Correspondence 21 April 2022 from The Hon Mark Coulton MP

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

ROY BUTLER MP

Member for Barwon



Our Ref: RB3781

20 April 2022

Broken Hill City Council The Office of the Mayor 240 Blende Street PO Box 448 Broken Hill NSW 2880

Via Email: council@brokenhill.nsw.gov.au

Dear Mayor,

Thank you for contacting my office to raise your concerns regarding potential Mobile Connectivity issues in Broken Hill during the Mundi Mundi Bash.

My office has previously been made aware of community concerns regarding the Telecommunications service during the event.

As the Mundi Mundi Bash is a private event Telstra advised they were unable to provide any additional support.

I made representation to The Hon. Stuart Ayres Minister for Enterprise, Investment and Trade Minister for Tourism and Sport. I was advised that the Outback Music Festival Group has undertaken significant community consultation in relation to the event, including holding community meetings and speaking directly with local residents of Silverton in relation to planning for the event. If you have further concerns surrounding the event you can contact Mr Greg Donovan, Director, Outback Music Festival Group via email greg@omfgroup.com.au or via phone on 0438 038 005.

In March my office was made aware of concerns regarding poor connectivity at the Broken Hill Racecourse, I made representations to The Hon. Paul Fletcher MP Minister for Communications, Urban Infrastructure, Cities and the Arts. I am still awaiting a response from the Minister as these can take up to ten weeks.

As Telecommunications is a Federal Issue it would be best to contact the Office of the Hon Mark Coulton to raise the need for a more permanent solution for these events in the future.

Yours sincerely,

Roy Butler MP Member for Barwon



P 08 8087 3315 • E barwon@parliament.nsw.gov.au • Suite 1, 142 Argent Street, Broken Hill NSW 2880 • PO Box 447 Broken Hill NSW 2880



The Hon Mark Coulton MP

Federal Member for Parkes

bf/mc

21 April 2022

Broken Hill City Council Office of the Mayor 240 Blende Street PO Box 448 BROKEN HILL NSW 2880

Dear Mayor Kennedy

Thank you for your letter dated 7 April 2022 outlining Council's concerns related to mobile telecommunications with specific regard to potential impacts associated with upcoming major tourism events.

The letter follows on from my meeting with Council in Broken Hill on 24 March 2022 and subsequent telephone conversation with the General Manager on 31 March 2022 covering this matter. I understand you were unable to attend the meeting due to contracting COVID-19 and trust you have since recovered. I was also pleased to meet with representatives of St Patrick's Race Club and Broken Hill Racecourse on the afternoon of 24 March 2022 to discuss this issue.

I feel it is important that I clarify it is a commercial decision for the mobile network operators to invest in mobile infrastructure in an area. The Australian Government stands ready to help subsidise investment through the Regional Connectivity Program (RCP) and the Mobile Black Spot Program (MBSP) but is unable to compel mobile network providers to take specific actions.

I appreciated the discussions that occurred throughout the abovementioned meetings recognised that reaching both short and long term resolutions to these issues requires all interested parties to work together to advocate for and co-fund remedies. I understand this is a significant concern for the local community and have a genuine desire to work with you to progress a solution.

In our telephone discussion on 31 March 2022 the General Manager advised me that since our meeting Council had contacted multiple parties who have an interest in these events and was awaiting responses from those parties at the time of our discussion. Following my conversation with the General Manager I contacted Telstra's Area General Manager to advocate on behalf of Council and sought direct Email mark.coulton.mp@aph.gov.au Website www.markcoulton.com.au

Dubbo Suite 3, 153 Brisbane Street Dubbo NSW 2830

ph 02 6882 0999

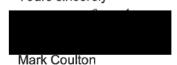
Moree

69 Heber Street Moree NSW 2400 **ph** 02 6751 1251 Broken Hill

275 Argent Street Broken Hill NSW 2880 ph 08 8087 7649 contact to be made with Council's General Manager to discuss the short term circumstances particularly, recognising the date for the Mundi Mundi Bash was fast approaching. However, it should be noted that I was advised the timeframe provided limited opportunity to support a favourable outcome prior to the Mundi Mundi Bash.

As the Australian Government has now entered caretaker mode due to the 21 May 2022 election, I have limited capacity to make further inroads with Minister's offices concerning the longer term solutions which may be reached through programs such as the Regional Connectivity Program, however it is my intention to follow this matter through with the relevant Minister's office as soon as possible following the election, should I have the honour of being re-elected as the Member for Parkes. If I am still the Member for Parkes following the election I will be pleased to facilitate a roundtable meeting with all relevant parties to discuss progress since the meetings which occurred on 24 March 2022 and to agree upon next steps.

Yours sincerely



POLICY AND GENERAL COMMITTEE

May 5, 2022

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 113/22

<u>SUBJECT:</u> <u>CORRESPONDENCE REPORT - WEATHER RADAR FOR FAR</u>
<u>WEST NSW</u> <u>D22/22274</u>

Recommendation

- 1. That Broken Hill City Council Report No. 113/22 dated May 5, 2022, be received.
- 2. That the copy of correspondence dated 28 March 2022 from the Hon Susan Ley, Minister for the Environment addressed to The Hon Mark Coulton MP, Federal Member for Parkes (forwarded to Council by the Federal Member for Parkes) in response to recent representations made on behalf of the Pastoralists' Association of West Darling seeking improvements to the weather radar coverage for the Far West NSW region, be received and noted.

Report:

Council considered a Mayoral Minute at its Ordinary Meeting held 30 March 2022 regarding the urgent need for two doppler weather radars for Far West NSW, one between Cobar and Bourke and one to the north of Broken Hill to provide weather tracking and advance notice of storms for the region's communities to allow councils and emergency service crews to make better preparation to handle significant weather events.

Council resolved:

<u>ITEM 2 - MAYORAL MINUTE NO. 5/22 - DATED MARCH 22, 2022 - WEATHER RADAR FOR</u>
<u>THE FAR WEST NSW REGION</u>
D22/14259

RESOLUTION Minute No. 46799 Mayor T Kennedy moved Councillor R Algate seconded

Resolved

- 1. That Mayoral Minute No. 5/22 dated March 22, 2022, be received.
- That correspondence be sent to the Federal Member for Parkes requesting that urgent representations be made to the relevant Minister to consider the provision of doppler radars in two locations in the Far West; one to the north of Broken Hill, and another between Bourke and Cobar.

CARRIED UNANIMOUSLY

A per Council's resolution, correspondence was sent to The Hon Mark Coulton MP, Federal Member for Parkes requesting that representations be made to the relevant Minister on behalf of Council.

The Federal Member for Parkes had just recently made representations to The Hon Susan Ley MP, Minister for the Environment on behalf of the Pastoralists' Association of West Darling regarding the same matter, and the Federal Member has forwarded Council a copy of the Minister's reply.

The covering email from the Federal Member for Parkes and a copy of reply correspondence from the Minister for the Environment are attached for Council's information.

Attachments

- 1. J Email from the Federal Member for Parkes
- 2. U Copy of correspondenc from the Minister for the Environment

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER From: Coulton, Mark (MP) < Mark.Coulton.MP@aph.gov.au>
Sent: Friday, 22 April 2022 1:58 PM
To: Lacey Butcher < Lacey.Butcher@brokenhill.nsw.gov.au>
Subject: RE: Support for a Weather Radar for Far West NSW

Dear Tom

 $Thank you for your email regarding the \textit{Pastoralists} \ Association of \textit{West Darling request} \ for a \textit{Doppler radar} \ in \textit{Far West NSW}.$

I made representations to the Minister for Environment, the Hon Sussan Let MP, on 9 March 2022.

I recently received a response from the Minister, which I have attached for your reference, and was issued to the Pastoralists Association on 5 April 2022.

I hope this information is of assistance, and thank you for contacting me on this matter.

Regards Mark





THE HON SUSSAN LEY MP MINISTER FOR THE ENVIRONMENT MEMBER FOR FARRER

MC22-001791

The Hon Mark Coulton MP Member for Parkes Shop 3, 153 Brisbane Street DUBBO NSW 2830 DECEIVE DE APR 2022

28 MAR 2022

Dear Mr Coulton Menh

Thank you for your representation of 9 March 2022 on behalf of your constituents from the Pastoralists' Association of West Darling (PAWD) concerning their request for the construction of a new weather radar in the far west of New South Wales (NSW).

I am advised that the detail provided in the letter dated 9 December 2021 from Ms Nichole Brinsmead, the Bureau of Meteorology's (the Bureau's) Chief Information and Technology Officer and Group Executive Data and Digital, to Mr Gall and PAWD is unchanged.

The Bureau advises me that it acknowledges PAWD's advocacy and request for a new radar in the far west of NSW, however, the Bureau is not currently able to build and operate a new radar in the far west of NSW. I am further advised that there are several non-radar products and services that may address the concerns described by Mr Gall in his letter.

Bureau meteorologists issue public forecasts and warnings for severe weather, including thunderstorms using a combination of observing systems such as multiple satellite products, automatic weather stations, weather balloons and computer modelling. The Bureau's meteorologists are not dependent on radar information to monitor and forecast these events. Your constituents can access weather forecasts and warnings on the BOM Weather app, which is free to download from app stores on mobile and tablet devices. Watches and warnings will appear on the BOM Weather app for users in regions impacted by the warning.

I understand that the Bureau has previously provided your constituents with information on the graphical weather map service MetEye, which provides forecasts for the whole country for three-hour periods. The information provided by MetEye is even more comprehensive than that provided by the BOM Weather App and includes, for example, a layer that shows areas at risk of thunderstorm. The MetEye service is accessible at bom.gov.au/australia/meteye/.

In addition, observations from the Himawari satellite are available at 10-minute intervals. Your constituents can view observations from the satellite through multiple layers, which users can adjust to view relevant information. For example, I am advised that selecting a layer called "Infrared + Zehr", which indicates the presence of high cloud tops, is a good proxy for thunderstorms. There is also a layer for lightning observations. Observations from the Himawari satellite can be accessed via satview.bom.gov.au/.

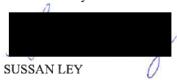
Parliament House Canberra ACT 2600 Telephone (02) 6277 7920

Regarding the map of existing and new radar coverage provided by the Bureau to Mr Gall, the planned radar at Boggabilla is not an additional radar. It will replace the existing radar at Moree, to address coverage issues in that region.

The Bureau have staff available to provide advice on products and services that can improve situational awareness for farmers, graziers and the agricultural industry to support decision making. If your constituents would like to discuss this further, I am advised they should contact the Bureau's General Manager for Agriculture and Water, Mr Matthew Coulton via email at GM_Ag@bom.gov.au.

Thank you for bringing your constituent's concerns to my attention.

Yours sincerely



POLICY AND GENERAL COMMITTEE

April 1, 2022

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 114/22

SUBJECT: DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING

DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023 D22/15215

Recommendation

- 1. That Broken Hill City Council Report No. 114/22 dated April 1, 2022, be received.
- That Council endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for the purpose of public exhibition for community comment for a 28-day period.
- 3. That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendation for changes arising, with a view to adopting the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for implementation on 1 July 2022.
- 4. That Council select one of the three Rating options provided in this report.
- 5. That Council Select one of the two options for weighbridge fees and vouchers.

Executive Summary:

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

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

In accordance with the *Local Government Act 1993* and the Integrated Planning and Reporting Guidelines, Council is required to prepare several documents to facilitate the integration of long-term planning and implementation of Council activities. Core documents include the Community Strategic Plan, the Resourcing Strategy, the 4-year Delivery Program and the annual Operational Plan.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, functions, projects, activities and funding allocations must be directly linked to this Program. Supporting the Delivery Program is the annual Operational Plan, which identifies the projects and actions that will be undertaken during the year to achieve the commitments made in the Delivery Program.

Report:

Following the Council election in December 2021, Council is required to prepare and adopt a new Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

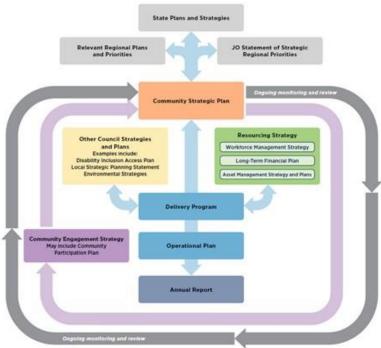
The Delivery Program directly addresses the objectives endorsed in the Community Strategic Plan and the activities Council will undertake to perform all its functions, with specific strategies identified for each under the Community Strategic Plan themes Our Community, Our Economy, Our Environment and Our Leadership.

Where Council has not been identified in the Community Strategic Plan as either having lead or support responsibility, the Delivery Program acknowledges that Council plays an important role in lobbying, advocating and supporting the organisations responsible for the implementation of the Objectives.

The Council's role in delivering various services and programs, as outlined in the draft Delivery Program, will need to be reviewed on an ongoing basis and may therefore be subject to change over the life of the Delivery Program.

The draft Delivery Program has been used to inform the development of the remaining documents under the Integrated Planning and Reporting Framework being the Resourcing Strategy, which includes the Long-Term Financial Plan, Workforce Management Plan, Asset Management Strategy and Plans and Operational Plan.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan and Council's Delivery Program and Operational Plan.



The Draft Delivery Program 2022-2026 Strategies were prepared by the Executive Leadership Team attending workshops in February 2022 and the Draft Operational Plan 2022/2023 Actions were prepared by the Executive Leadership Team and Senior Management Team in March 2022.

The Operational Plan identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program, based on the outcomes outlined within the Community Strategic Plan.

A one-day workshop was held with councillors on the 26 April 2022 to work through the 2022/23 Budget and Council's path to financial sustainability.

The Draft Operational Plan 2022/2023 has been prepared within the context of the following parameters:

- Developed in accordance with the revised Long Term Financial Plan and carrying out associated financial strategies to achieve desired business objectives.
- Considering the revenue and expenditure impacts derived from COVID-19.
- Capital projects budgeted at \$18.5m inclusive of expected capital grants.
- Without capital grants, capital projects are budgeted at \$11.8m
- Total rate revenue increase of 2.3%.

PROPOSED 2022/2023 RATING STRATEGY

RATE PEG

The Minister for Local Government has approved a 0.7% rate peg limit that will apply to Council rates in 2022/2023. The rate peg does not apply to charges levied by Council in relation to waste management.

Council has applied for an Additional Special Variation (ASV) in accordance with Office of Local Government (OLG) Circular 22-03. The ASV Guidelines allow council to apply for an adjustment for the Rate peg on and permanent or temporary basis to the lower of 2.5% and Council's assumed 2022/23 rate peg as exhibited in its 2021/22 Long Term Financial Plan.

As at the time of writing this report, 92 Councils across NSW have submitted a Special Rate Variation, which highlights the unsatisfactory and unrealistic rate peg set for the 2022-2023 financial year.

		Rates Income Percentage		
	Land Value %	Option1	Option 2	Option 3
Business	11.69%	17.70%	16.88%	16.29%
Residential	72.26%	62.81%	62.81%	62.81%
Business Industr	5.55%	5.49%	4.31%	4.90%
Mining	10.50%	14.00%	16.00%	16.00%

RATING STRATEGY

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years. Given the recent positive outlook of both mining companies, the progressive apportionment of mine rates has been frozen for three years commencing in the 2019/20 budget, before being further reviewed for this financial year.

The current percentage of rates paid from mining companies is 14% of Council's permissible income or \$2.36m for this financial year. Three Rating options have been modelled as detailed below.

The first option is the application of the rate peg to Council's existing rates model.

The second option is a 2% increase to the total contribution of mining rates, with Industrial rates returning to 4.31% contribution as they were before the large valuation increases for the 2020 financial year and Business rates reducing from 17.58% contribution to 16.76%.

The third rating option developed is an increase of 2% to mining rates contribution, with industrial being reduced to 4.9% and Business reduced to 16.17%.

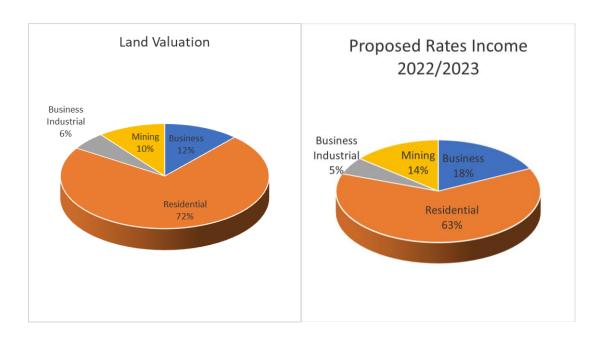
RATES OPTION 1

Rates Option 1 has been prepared with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). The rating structure stays the same as in 2021/22 and results in the below changes:

This structure was adopted for 2021/22 with the implementation of a subcategory for the industrial precinct of Kanandah and Pinnacles Road/Place. The Industrial subcategory rates

were set to contribute 5.9% of total rates revenue, which is halfway between their contribution in 2019/20 and 2020/21 following the revaluation of Broken Hill Properties by the Valuer General in 2109. The effects of the valuation caused a disproportionate increase for industrial properties, the creation of the subcategory and adjustment of the rates model was implemented to provide rates relief for these rate payers. Non-industrial business rates on average increased by 11% due this change.

				202	2/23 Financi	al Year		% of	% of Base
Rating Category	Land Value 2022/23	Total Property Count	Base Rate	Base Rate Income	Ad- Valorem	Ad-Valorem Income	Total Income	Total Income	Rate Income
Business	\$26,550,250	542	\$823	\$446,066	0.09522030	\$2,528,123	\$2,974,189	17.58%	15%
Business Industrial	\$12,680,200	71	\$1,962	\$139,302	0.06226223	\$789,498	\$928,800	5.49%	15%
Residential	\$163,290,600	9433	\$551	\$5,197,583	0.03307943	\$5,401,560	\$10,599,143	62.65%	49%
Residential 1(a)	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	\$24,000,000	2	\$0	\$0	0.09868848	\$2,368,524	\$2,368,524	14.00%	0%
MD Business	\$163,758	5	\$823	\$4,510	0.09522030	\$15,593	\$20,302	0.12%	22%
MD Residual	\$164,942	6	\$544	\$3,003	0.02282214	\$3,764	\$6,767	0.04%	44%
Totals	\$228,498,900	10,081		\$5,800,419		\$11,117,408	\$16,918,025	100.0%	



	Option 1									
	Rates 2021/22			Proposed Rates2022/23			Change from previous Year			
	Low	Median	High	Low	Median	High	Low	Median	High	
Business	\$833.12	\$3,635.41	\$198,558.48	\$851.57	\$3,698.65	\$201,737.83	\$18.45	\$63.24	\$3,179.35	
Industrial	\$3,907.10	\$10,244.07	\$66,715.77	\$3,904.58	\$10,242.88	\$66,714.72	-\$2.52	-\$1.19	-\$1.05	
Residential	\$552.81	\$948.66	\$7,347.55	\$560.92	\$961.18	\$7,431.52	\$8.11	\$12.52	\$83.97	
Residential 1a	\$433.59	\$5.24	\$61.88	\$439.44	\$12.56	\$83.97	\$5.85	\$7.32	\$22.09	
Residential Rural	\$550.42	\$973.94	\$2,253.65	\$558.79	\$987.39	\$2,282.48	\$8.37	\$13.45	\$28.83	
Mining	\$272,602.74	\$1,168,297.44	\$2,063,992.14	\$276,327.74	\$1,184,261.76	\$2,092,195.78	\$3,725.00	\$15,964.32	\$28,203.64	

<u>Advantages</u>

Advantages of this scenario are that it provides continuity of the existing rates model as established last year and results in a relatively even distribution of rates increases from this year's rates peg.

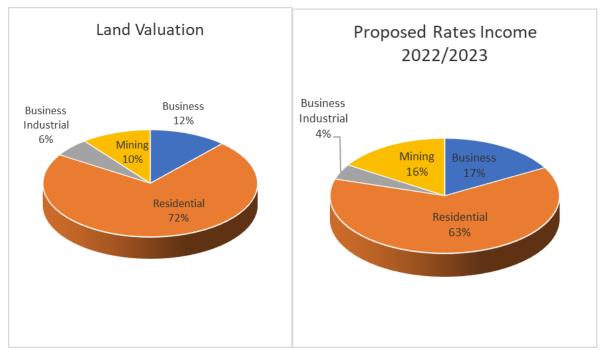
Disadvantages

Disadvantages of this scenario are that it does not provide further rates relief for Business industrial ratepayers who experienced large rates increases following the 2019 revaluation by the valuer general. There is also no rates relief for Business ratepayers who had an average increase of 11% in 2021/22.

RATES OPTION 2

Rates Option 2 has been prepared with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to their 2019/20 level of 4.31%. Business rate contribution decreases by 0.82% from 17.58% to 16.76%.

			·	202	2/23 Financi	al Year		% of	% of Base
Rating Category	Land Value 2022/23	Total Property Count	Base	Base Rate	Ad-	Ad-Valorem		Total	Rate
			Rate	Income	Valorem	Income	Total Income	Income	Income
Business	\$26,550,250	542	\$785	\$425,470	0.09077093	\$2,409,991	\$2,835,461	16.76%	15%
Business Industrial	\$12,680,200	71	\$1,540	\$109,340	0.04888147	\$619,827	\$729,167	4.31%	15%
Residential	\$163,290,600	9433	\$551	\$5,197,583	0.03307943	\$5,401,560	\$10,599,143	62.65%	49%
Residential 1(a)	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	\$24,000,000	2	\$0	\$0	0.11278683	\$2,706,884	\$2,706,884	16.00%	0%
MD Business	\$163,758	5	\$785	\$4,302	0.09077093	\$14,864	\$20,302	0.12%	21%
MD Residual	\$164,942	6	\$544	\$3,003	0.02282214	\$3,764	\$6,767	0.04%	44%
Totals	\$228,498,900	10,081		\$5,749,653		\$11,167,237	\$16,918,025	100.00%	



	Option 2									
	Rates 2021/22			Proposed Rates2022/23			Change from previous Year			
	Low	Median	High	Low	Median	High	Low	Median	High	
Business	\$833.12	\$3,634.83	\$198,558.48	\$813.26	\$3,530.51	\$192,538.50	-\$19.86	-\$104.32	-\$6,019.98	
Industrial	\$3,905.63	\$10,244.07	\$66,717.24	\$3,065.10	\$8,041.24	\$52,376.73	-\$840.53	-\$2,202.83	-\$14,340.51	
Residential	\$552.81	\$948.66	\$7,347.55	\$560.92	\$961.18	\$7,431.52	\$8.11	\$12.52	\$83.97	
Residential 1a	\$433.59	\$5.24	\$61.88	\$439.44	\$12.56	\$83.97	\$5.85	\$7.32	\$22.09	
Residential Rural	\$550.42	\$973.94	\$2,253.65	\$558.79	\$987.39	\$2,282.48	\$8.37	\$13.45	\$28.83	
Mining	\$272,602.74	\$1,168,297.44	\$2,063,992.14	\$315,803.12	\$1,353,441.96	\$2,391,080.80	\$43,200.38	\$185,144.52	\$327,088.66	

Advantages

Advantages of this scenario are that it provides average rates relief to Business of 2.8% and Business industrial ratepayers 22%, with business industrial total rates contribution returning to pre 2019 revaluation levels. Business ratepayers also receive an average rates decrease of 1.9%

Disadvantages

Disadvantages of this scenario are that it imposes a rates contribution increase for mining of 2%. This is an overall increase for mines ratepayers of 15.85% from last year. However, this does reflect the change in the overall proportion of mining land when comparted to total land valuations.

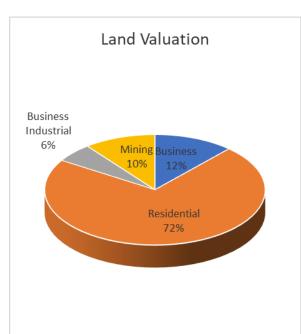
Industrial ratepayers' overall contribution decreases to 2020 levels following the 2019 revaluation by the Valuer General it ignores the significant changes in value of the underlying properties that have been recognised on sale.

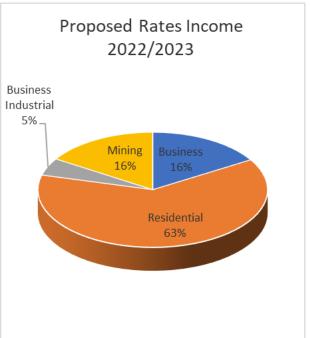
.

RATES OPTION 3

Rates Option 3 has been prepared with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to 4.90%. This is halfway between their contribution for 2021/22 and their 2019/20 levels of 4.31%. Business rate contribution decreases by 1.41% from 17.58% to 16.17%.

				202	2/23 Financi	al Year		% of	% of Base
Rating Category	Land Value 2022/23	Total Property Count	Base Rate	Base Rate Income	Ad- Valorem	Ad-Valorem Income	Total Income	Total Income	Rate Income
Business	\$26,550,250	542	\$757		0.08758300	\$2,325,351	\$2,735,645	16.17%	15%
Business Industrial	\$12,680,200	71	\$1,751	\$124,321	0.05557185	\$704,662	\$828,983	4.90%	15%
Residential	\$163,290,600	9433	\$551	\$5,197,583	0.03307943	\$5,401,560	\$10,599,143	62.65%	49%
Residential 1(a)	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	\$24,000,000	2	\$0	\$0	0.11278683	\$2,706,884	\$2,706,884	16.00%	0%
MD Business	\$163,758	5	\$757	\$4,148	0.08758300	\$14,342	\$20,302	0.12%	20%
MD Residual	\$164,942	6	\$544	\$3,003	0.02282214	\$3,764	\$6,767	0.04%	44%
Totals	\$228,498,900	10,081		\$5,749,304		\$11,166,910	\$16,918,025	100.0%	





		Option 3									
	Rates 2021/22			Pro	Proposed Rates2022/23			Change from previous Year			
	Low	Median	High	Low	Median	High	Low	Median	High		
Business	\$833.12	\$3,634.18	\$198,558.48	\$783.27	\$3,402.01	\$185,557.13	-\$49.85	-\$232.17	-\$13,001.35		
Industrial	\$3,905.63	\$10,260.80	\$67,022.28	\$3,484.84	\$9,142.06	\$59,545.72	-\$420.79	-\$1,118.74	-\$7,476.56		
Residential	\$552.81	\$948.66	\$7,347.55	\$560.92	\$961.18	\$7,431.52	\$8.11	\$12.52	\$83.97		
Residential 1a	\$433.59	\$5.24	\$61.88	\$439.44	\$12.56	\$83.97	\$5.85	\$7.32	\$22.09		
Residential Rural	\$550.42	\$973.94	\$2,253.65	\$558.79	\$987.39	\$2,282.48	\$8.37	\$13.45	\$28.83		
Mining	\$272,602.74	\$1,168,297.44	\$2,063,992.14	\$315,803.12	\$1,353,441.96	\$2,391,080.80	\$43,200.38	\$185,144.52	\$327,088.66		

Advantages

Advantages of this scenario are that it provides average rates relief of 6.1% to business ratepayers and 10.7% to industrial ratepayers. It provides a balance between rates relief for industrial ratepayers and recognises but also softens the impact of the change in value of underlying properties. This scenario also provides additional relief to business ratepayers as

compared to the previous 2 scenarios following their average increase of 11% in the previous year following the creation of the business industrial subcategory. This scenario also brings business and business industrial rate categories overall rates contribution more closely into line with their overall land valuations.

Disadvantages

Disadvantages of this scenario are that it imposes a rates contribution increase for mining of 2%. This is an overall increase for mines ratepayers of 15.85% from last year. However, this does reflect the change in the overall proportion of mining land when comparted to total land valuations.

2022/2023 BUDGET

The Draft Operational Plan 2022/2023 includes the 2022/2023 budget, in the form of the Revenue Policy.

The 2022/2023 budget has been developed in accordance with the Long Term Financial Plan, adopting efficiency measures to ensure continuous improvements towards becoming financially sustainable, adjusting budgetary forecasts and expectations due to the effects of COVID-19, whilst achieving desired business objectives.

IMPACTS OF COVID-19 AND OPERATING RESULT

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. Short term unemployment rose significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services.

With a long-term projected decline in population for Broken Hill at the time, it was feared further job losses may hasten any decline, unless focused stimulus was implemented and received.

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

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

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

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

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

Reoccurring lockdowns once again resulted in prolonged closures of the City's community facilities in 2021, resulting in a reduction in revenue and visitation.

The changing conditions of the pandemic now present different challenges to Council, than in previous years. The change to 'a living with COVID-19' approach means lockdowns are now

less likely to happen. The big challenge for Council now is managing and protecting its workforce in this environment as much as possible, to ensure Council is able to continue to provide high quality facilities and services to the community.

Council, like most organisations, has experienced disruptions due to loss of staff for periods of time, due to self-isolation requirements. Council has taken a risk-based approach to managing these impacts to ensure business continuity, along with implementing the requirements of NSW Public Health Orders.

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

- Reduction in revenue from user fees and charges and investment income.
- Reduction in revenue for capital grants due to COVID –19 related delays in capital projects.
- Large increases to input costs such as bitumen, fuel, steel, timber and cement.
- Increased maintenance and cleaning expenditure, partly offset by reductions in staff training and travel expenses.

In last year's LTFP, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions, for the 2022 Financial year. Reoccurring lockdowns in the second half of 2021 continued to impact negatively on Council revenues and sharply rising materials costs have also negatively affected Council's expenditure.

Council is beginning to see an uplift in revenue generation and the City has experienced a tourism boom over the past 6 months.

Council's foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects, has been vital to further sustaining the long-term growth of the City, as well as renewing core infrastructure.

RESIDENTIAL WASTE FEES (WEIGHBRIDGE) OPTIONS

As part of Council's 2022/23 Budget process, options have been assessed for Fees associated with domestic waste fees for waste at Council's Waste Management Facility.

Background:

The weighbridge was commissioned at the Waste Facility on 13 July 2015 to assist Council produce more accurate data on waste types that are brought into the Waste Facility. This improvement was implemented additionally in order to assist meeting State Legislative requirements including the *Protection of the Environment Operations (Waste) Regulation 2014,* implement fees and charges to all applicable facility users, and improve communication between staff and facility users.

It is noted that Broken Hill is not in the 'regulated area' and therefore is not subject to the mandatory requirements of the waste levy and as such the use of a weighbridge. It is however required to ensure that quantity of waste that is transported into or out of the facility is measured, and recorded, using a method specified in the Waste Levy Guidelines or by the EPA. The use of the weighbridge provides the best current option available for Council in regards to electronic tracking and recording of waste entering and leaving the facility, ongoing resource management in accordance with future waste aspirations and the fairest and most accurate process currently available to customers in relation to fee for service.

In its implementation, Council sought to reduce waste going to landfill by recycling and/or reusing material, and transition to a user pays operation as per the Integrated Waste & Resource Recovery Strategy. The weighbridge's purpose was to help achieve this objective. Since 2017 the annual income of the weighbridge has been on average \$170,000. The average annual cost to run the waste facility has been on average \$2.5M.

In April 2018, Council's Executive Leadership Team conducted a service review into the management of the Broken Hill Waste Facility (Waste Facility). The review resulted in an engagement process with local commercial/business operators and the general community outlining what is required in regard to waste classifications, required testing, responsibilities and an updated and more relevant fee structure. A Report to Council was presented in November 2018 for the adoption of an updated fee structure after a 28-day public display period with a new fee structure implemented in January 2019.

The Broken Hill Waste Management Facility is licensed to receive a maximum 60,000 tonnes of waste in any 12-month period. Since the inception of the weighbridge in 2015, the Facility has received an average of 45,965.66 tonnes of waste at the facility each year.



Figure 1. Total waste received from 2015 - 2021

*Note: 2018-2019 significant increase was a result of 32006.11 tonnes of waste from the W2BH Project.

Current waste service to residents

The Council currently provides residents with the capacity to deposit over 8 tonnes per year without incurring any additional fees at the Waste Facility. This is additional to the domestic waste service provided under the provision of waste management services in accordance with sections 496, 501 and 502 of the *Local Government Act, 1993*. Current services include the provision of 240L (maximum 60kg) weekly collection 52 weeks which equates to 3,120 kg over a 12-month period.

4,469 vouchers were presented at the weighbridge in the first 6 months of the 2021/2022 financial year out of 47,270 issued. This represents only 9 % of the 5 free vouchers issued to 9454 residents and indicates that the current level of free access to the Facility is adequate in providing free waste disposal opportunities for residential users.

Additionally, the Council offers free waste disposal to residents each year on Clean Up Australia Day. On the 6th March 2022, 84 residents utilised the free entry for Clean Up Australia Day which equates to an additional 25 tonnes deposited at the Waste Facility free of charge.

The current offers presented to ratepayers are very generous in comparison to larger Regional City Councils such as Bathurst and Orange which offer as little as 600kg of free tipping per annum, or one load of bulky goods picked up from kerbside annually.

Commercial users and commercial users with residential waste issues

The issue of commercial users with residential waste not being charged has been previously identified as posing a threat to Council through disparity and unfairness in fee charging. Prior to the waste management service review in 2018, charges at the Waste Facility applied to commercial operators only, whilst domestic users used the facility free of charge. In the August Ordinary Council Report, 2018 it was identified that an inconsistent fee charging process was occurring due to the complicated nature of the adopted fees & charges, as well as inconsistences with fees being charged. Some of the issues that were highlighted include:

- Overcomplicated (numerous fees)
- Fees do not align with Waste Classification Guidelines
- Unfairness in pricing (different charge for commercial and domestic users)
- Small independent operators evading fees by posing as residential users of the waste facility

A disparity and unfairness in fee charging was also highlighted with user charges at the Waste Facility applied for commercial operators only, whilst domestic users can use it free of charge. The review identified a number of 'commercial operators' using the facility under the guise of it being domestic waste. These concerns were also raised with other commercial operators, as it leads to unfair competition in the market due to some operators evading fees, enabling them to undercut the market.

As a result of the 2018 review and subsequent community engagement, it was adopted that all users of the Broken Hill Waste Facility be charged for use regardless of whether it is household waste or commercial waste. A simplified, cheaper, and fairer fee structure was developed to accommodate this.

Waste Fees & Alignment to Waste Strategy & Future Industry Development

The use of the current fee structure assists with ensuring that continual community education, community preparedness and ultimately future waste industry development can occur.

The current fee structure is aligned to the following outcomes:

- Community Strategic Plan
 - o Reduce resource consumption and minimise waste
 - Increase use and innovation of renewable resources and decrease the use of non-renewable resources
 - Change consumer behavior to reduce impacts on the environment without affecting quality of life
 - Reuse and recycling of resources is embraced by the community
- Sustainability Strategy
 - The Sustainability Strategy is underpinned by 11 action plans including the Carbon Emissions Plan and the Waste Plan. The Carbon Emissions Plan seeks to measure and reduce greenhouse gas emissions while the Waste Plan seeks to reduce waste to landfill, increase recycling and re-use of resources.
- Income for Council through waste separation
 - o Sale of steel waste and other saleable materials.
 - Reducing the consumption of the current landfill, through waste reduction and recycling.
 - Ensuring all commercial customers are captures and a fair payment system exists.
- Increased public education through sustainable waste management practices.

 Future ability to create waste industries, through recycling and reuse of rubber and plastics as well as green waste recycling and product development.

Residential Waste Fees & Income

As mentioned above, the introduction of a new waste fee model in 2019, was not intended and didn't result in a money-making exercise by Council in relation to residential waste fees, as highlighted below. The intention has and is to ensure a fairer and more transparent process in the use of the waste facility, whilst maintaining a cost recovery model, ensuring waste stream separation and community education as well as alignment to long term waste strategies and goals.

Table 1 shows the product and total income for each waste stream for the first 6 months of the 2021/2022 financial year. These figures represent non-account paying customers which are predominantly residential customers. Note: there is a small number of commercial users who do not have account who would be included in these figures.

WEIGH BRIDGE CASH CUSTOMERS 1/7/2021 - 31/12/2021						
PRODUCT	TOTAL WEIGHT (tonne)	TOTAL 6 MONTH INCOME (\$)				
Aluminum	0.26	0**				
Asbestos (N220)	11.02	4,948***				
Batteries	1.1	0**				
Bricks or concrete (Greater than 1 tonne)	506.23	10,114				
Car/Station Wagon/MGB	0*	1,295				
Commingled Recyclables	0*	0**				
Dead animals - cat or dog	0*	65***				
Dead animals – medium	0*	26***				
Dead Animals RANA/RSPCA	0*	0**				
E-Waste	0*	0**				
Ferrous (iron or steel)	0*	0**				
Glass	2.7	0**				
Green waste (Greater Than 1 Tonne)	49.24	492				
Green waste (Up to 1 Tonne)	7.62	0**				
Manures	0.03	0**				
Mattresses	0*	3,510***				
Mixed Waste	74.86	4,519				
Mixed waste from outside Broken Hill Local Government Area	8.84	1,494				
Offal/meat products/bones	0.88	68***				
Oil	2.5	88				
Oil Less than 20L	0.04	0**				
Paper/Cardboard	0*	0**				
Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only)	191.72	4,218				
Soil (not contaminated or VENM) (Greater than 1 tonne)	1807.33	39				
Soil Contaminated	0*	0**				
Tyre - Light Truck/4WD	0*	48***				
Tyre - Passenger Vehicle/Motorcycle/Scooter	0*	469***				

Tyres - Bulk	2.9	1,160***
Van/Ute/Trailer Heaped Load	0*	5,685
Van/Ute/Trailer Level Load	3.34	21,220
Vehicle Tare Weight (Ticket with weight supplied)	0*	682
Wood, Timber	4.62	66
Wood, Timber (under 1 tonne)	8.17	0**
Cash Customers	2683.5	60,206

Table 1: Weighbridge income for residential users 1/7/2021 - 31/12/2022

Charges for waste received at the Waste Management Facility were implemented in 2019 with residential ratepayers receiving 5 vouchers allowing them free disposal of general waste at the facility. Options for changes to this model are outlined below:

OPTION 1 – Increased Vouchers for Residents (residential use)

The first option for Council's consideration is to continue with the current model of Waste charges but with an increased number of vouchers provided to ratepayers for mixed waste disposal. An increase from 5 vouchers to 8 would allow ratepayers 3 extra visits to the Waste Management Facility free of charge with Recyclables, E-waste, Steel and iron and Green waste up to 1 tonne continuing to be accepted free of charge without the use of a voucher. Additional vouchers can be supplied upon request for eligible residential customers.

OPTION 2 - Current Operating Model.

The second option for Council to consider is to continue with the current model with ratepayers receiving 5 vouchers for mixed waste disposal. Recyclables, E-waste, Steel and iron and Green waste up to 1 tonne would continue to be accepted free of charge.

Revision of Waste Strategy

As per the draft Operational Plan (attached to this report), it is recommended that a long term waste strategy be reviewed and adopted to ensure ongoing sustainable waste management and minimisation within the Broken Hill Local Government Area.

Council is engaged in the process of producing a three year waste management strategy, which will inform our long term goals in alignment with the Community Strategic Plan.

This strategy encompasses a few key areas, with a focus on developing a circular waste economy in the Broken Hill Region, starting with key producers and ending with final consumers, with the end goal of diverting as much waste as possible from waste management facilities, by advocating for the usage of long-lifespan products, re-purposing of otherwise obsolete equipment, and collaboration between industries to achieve optimal outcomes for all areas of the Broken Hill community.

The strategy is being developed to align with the NSW Waste and Sustainable Materials Strategy 2041, which places great emphasis on reducing the total amount of waste initially produced, prior to waste processing steps. The targets of this strategy include:

^{*} Non weighed products. Products charged per item

^{**} Products free of charge

^{***} Products requiring additional management practices

- 80% average recovery rate from all waste streams by 2030
- Reduce total waste generation per person by 10% by 2030
- Halve the amount of organic waste sent to landfill by 2030

The viability of processes such as recyclable material processing, energy creation, and the establishment of a local industry centred around these processes is being examined. BHCC believes there is potential for additional revenue streams within it's existing waste management processes, and by properly implementing and utilising these streams, overhead expenses created by the waste management centre can be reduced and as a result a reduction in cost to the Community as well as a supply of better recycling facilities to the residents of Broken Hill.

The opportunity is now for Council to capitalise on a market gap in Western NSW and remote Australia. There is large potential for waste industries to be developed and Broken Hill is well situated in regard to land availability, location, transport (road/rail corridors) and having a reputation of being a renewable centre of Australia.

The current fee structure with the provision of additional waste vouchers will ensure that waste stream separation is maintained, residential waste customers are not burdened with additional costs and Council is well positioned for future waste industry development to reduce waste management costs, generate revenue for Council and the Community and ensure sustainable recycling and reuse of waste into the future.

Budget Scenarios

PROPOSED BUDGET (Balanced Scenario)

The 2022/23 Operational Plan and Budget has been built around the Balanced Scenario of the Long Term Financial Plan.

The proposed budget takes into account the current operating environment including the ongoing effects of the COVID-19 pandemic and the Ukraine war, and the inflationary conditions that currently exist with sharp price increases being experienced for materials such as fuel, bitumen, steel, concrete and timber.

At the time of writing the report the assumptions are based on best estimates however, due to the uncertain economic and policy environment we are currently working with, it is expected that further adjustments (immaterial) will be made prior to final adoption of the Operational Plan.

The proposed budget takes a pro-active approach to these circumstances to try and mitigate the impacts to Council's operations, service delivery, capital renewals and impact to the local economy.

Whilst Council has limited control over what revenue it receives beyond the application for an Additional Special Variation for rates as detailed earlier in this report, it can control its expenditure. Operational expenditure has been reduced as best it can, in order to keep Council track towards surplus and the achievement of key financial ratios. Details of Council's expected operational income and expenditure can be found in the attached Delivery Program and Operational Plan.

With expenditure having been controlled as much as possible over the preceding 3 years, particularly as a response to the ongoing COVID-19 pandemic, the main point of difference from the proposed scenario (Balanced) and the alternate options for Council, is the effect on

the budget if the rates additional special variation (ASV) was not applied for or unsuccessful, or if the ASV was only applied on a temporary basis

The proposed Balanced Scenario is the preferred option for Council to adopt as it continues the ongoing drive towards financial sustainability of the organisation whilst also providing economic stimulus to the City to retain and grow employment whilst also providing improvement to key community infrastructure for increased livability and attractiveness of the City.

Key Aspects of the proposed Balanced Scenario are:

- Sets the Council up to return to surplus in 2024.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2022 and 2023

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

For the purpose of this section the Scenarios have been limited to the impact of whether Council were to take advantage of a permanent additional special variation to rates of 2.3% in 2022/23 and if Council made no changes to its operating model including efficiency savings and only applied a 0.7% rate peg.

SCENARIO 2 – Temporary Additional Special Variation

This scenario follows the same assumptions as the proposed scenario, but with a temporary special variation to rates rather than a permanent one.

This effect of a temporary variation is that the additional rates revenue raised in 2022/23 from the additional variation is not added to Councils base permissible income and as such rates revenue is reduced in future years. Due to this revenue shortfall Councils return to surplus is made more difficult and vulnerable to unexpected events.

This model pushes reduces Council's surplus in 2024 and Council's cash position will be extremely tight. Another financial shock like the one currently experienced with COVID-19, will ensure vast service cuts to the community, for the Council to remain viable.

Key Aspects of this Scenario

- Surplus reduced in 2024.
- Capital works reduced to protect Council's cash reserves.
- Inefficient operating model.
- Borrowings remain the same
- Some key financial ratios & OLG benchmarks will not be met in the short term.

SCENARIO 3 – No Additional Special Variation

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard 0.7% rate peg as advised by IPART without the additional special variation (ASV). This scenario is also modelled without Council achieving key efficiencies and inflation modelled at 4% As you will see below, this pushes Council's breakeven point back to 2025, minimises capital works and puts Council in a high-risk cash position for the immediate future.

If this scenario was adopted, it would create a revenue shortfall of approximately three million dollars over 10 years. Council would find itself in a precarious position similar to that of 2013, when there was not enough cash available to cover external restriction and payable provisions, as well as not meeting the key criteria of a sustainable Council.

This position would see staff levels reduced and Council would be vulnerable to further financial shocks like that of the Covid pandemic.

Key Aspects to this Scenario

- Income Shortfall continues to grow putting pressure on services
- Breakeven pushed back to 2025
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

The Balanced scenario Budget is achievable, responsible, affordable and significantly improves the financial position of Council during the COVID-19 pandemic; allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment

Consequently, the budgeted loss for 2022/2023 is \$0.77 million; this is a decrease in the budget deficit of \$1.25 million in 2021/2022 (excluding extraordinary items).

Quarterly budget reviews will be undertaken to measure Council's financial performance against the financial projections contained within this Operational plan, as well as unexpected adjustments due to COVID-19 or other factors during the year. Any decisions impacting on Council's financial position for the year will be incorporated into these reviews.

CAPITAL PROJECTS

The total capital expenditure budget for 2022/2023 has been set at \$18.5, inclusive of major capital projects with expected capital grants. The net cost to Council inclusive of these capital grants is: \$11.8m.

Projects reliant on capital funding will not proceed without this or will be subject to additional approval by Council.

Details in relation to specific capital items are included within the Operational Plan.

The level of capital expenditure will again be closely managed in 2022/2023 to ensure the objectives of the Long Term Financial Plan and Asset Management Plans are met. External funding of \$6.7m has been factored into this capital program; with the remaining \$11.8m to be funded from Council internally and externally restricted funds.

FEES AND CHARGES

Fees and Charges are included in the Operational Plan for the purposes of public consultation. Statutory fees are increased/decreased as per published government gazettes. Cost recovery fees are analysed accordingly to ensure costs are fully recoverable

or the appropriate subsidy from Council is applied. Fees are analysed to ensure government competitive neutrality is achieved.

Community Engagement:

The Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 will be placed on public exhibition for 28 days for community comment.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulation 2021

Integrated Planning and Reporting Guidelines

Financial Implications:

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

Included within the Draft Operational Plan 2022/2023 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2022/2023.

Attachments

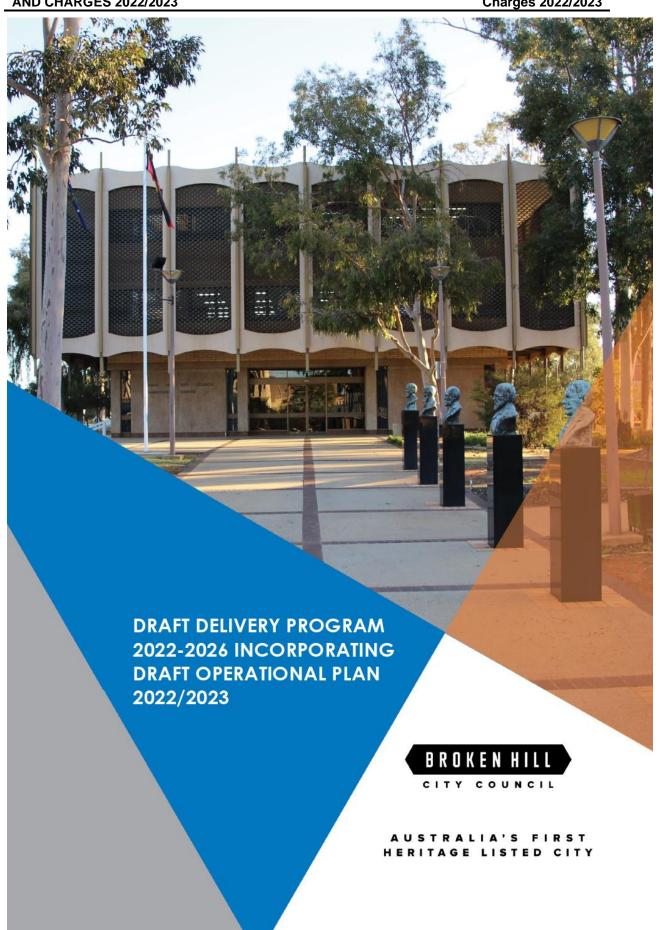
- 1. Draft Delivery Program 2022-2026 and Operational Plan 2022/2023 inclusive of
- J Draft Fees and Charges 2022/2023

SIMON BROWN
CHIEF FINANCIAL OFFICER

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023





QUALITY CONTR	OL					
KEY THEME	4. Our Leadership	4. Our Leadership				
OBJECTIVE	4.1 Openness and transparency in (decision making				
STRATEGY	4.1.1 Support the organisation to op	perate within its leg	al framework			
FUNCTION	Leadership and Governance					
FILE REFERENCE	22/47	EDRMS NUMBER	D22/13160			
RESPONSIBLE OFFICER	General Manager					
REVIEW DATE	June 2023					
	ACTION MINUTE NUMBER					
DATE	ACTION		MINUTE NUMBER			
18 May 2022	ACTION Endorsed for Public Exhibition		MINUTE NUMBER			
			MINUTE NUMBER			
18 May 2022			ment are available			
	Endorsed for Public Exhibition Copies of all plans and policies mer	rokenhill.nsw.gov.a	ment are available			

Acknowledgement of Country

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

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

TABLE OF CONTENTS

ABOUT BROKEN HILL	4
EXECUTIVE SUMMARY	5
YOUR COUNCILLORS	6
BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE	7
COMMUNICATING OUR STRATEGY MAP	8
IMPACTS OF COVID-19	9
LONG TERM FINANCIAL ESTIMATES/PERFORMANCE	10
ANNUAL ESTIMATES	14
THE FRAMEWORK	16
KEY THEME 1 - OUR COMMUNITY	19
KEY THEME 2 - OUR ECONOMY	36
KEY THEME 3 - OUR ENVIRONMENT	47
KEY THEME 4 - OUR LEADERSHIP	55
REVENUE POLICY	64
DEBT MANAGEMENT	72
SCHEDULE OF FEES AND CHARGES 2022/2023	73

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023



ABOUT BROKEN HILL

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

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

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

Broken Hill's isolation is as much a strength as it is a challenge. This is Australia's longest-lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed for miners in Australia.

The City's skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

Broken Hill sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage. Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2300 million years of geological history. Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

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

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City. International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy and the attraction of investment and entrepreneurial opportunity. As part of a very elite club, there is potential to heighten the brand of Broken Hill to world status.

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 4 of 74

INTRODUCTION

EXECUTIVE SUMMARY

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

MESSAGE FROM YOUR MAYOR

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

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

The current CSP was produced by Council in 2022 after extensive consultation with the community both before and after the outbreak of COVID-19.

A large and diverse range of locals, businesses and community groups have provided input to ensure the wishes and expectations of the community are reflected in the plan and we wish to thank everyone who contributed to this important document.

The next step is working to realise the community's aspirations and this combined 2022-2026 Delivery Program and 2022/2023 Operational Plan, outlines the activities that Council will undertake over the next 12 months to help the community reach the goals identified in the CSP.

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



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

Council remains committed to improving its performance and the Service Review process, which examine all aspects of its operations and will continue during this term of Council.

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

Mayor Tom Kennedy

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

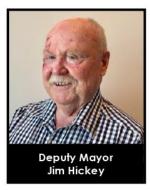
Page 5 of 74

OUR COUNCIL ORGANISATION

YOUR COUNCILLORS

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

















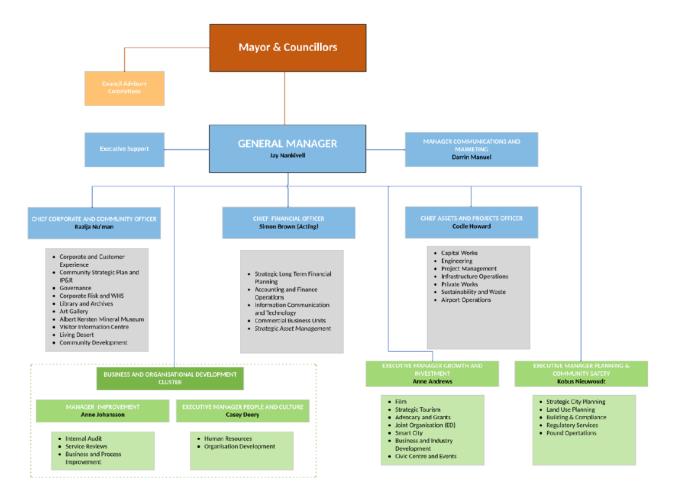




Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 6 of 74

BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE

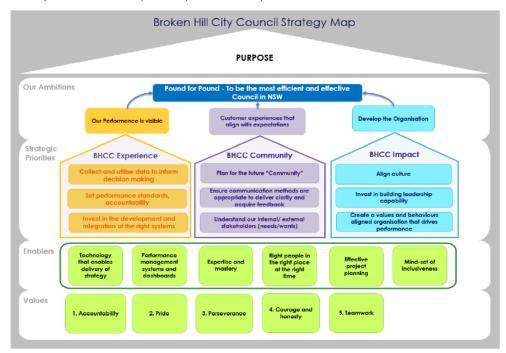


Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 7 of 74

COMMUNICATING OUR STRATEGY MAP

The Map summarises outcomes the organisation seeks to achieve under the Delivery Program 2022-2026. The Map is easy to read and assists our workforce to understand their role in service delivery to the community and improvement of performance.



Theme Definitions



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 8 of 74

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

IMPACTS OF COVID-19

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. Short term unemployment rose significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services.

With a long-term projected decline in population for Broken Hill, it was feared further job losses may hasten any decline, unless focused stimulus was implemented and received.

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

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

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

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

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

Reoccurring lockdowns once again resulted in prolonged closures of the City's community facilities in 2021, resulting in a reduction in revenue and visitation.

The changing conditions of the pandemic now present different challenges to Council, than in previous years. The change to 'a living with COVID-19' approach means lockdowns are now less likely to happen. The big challenge for Council now is managing and protecting its workforce in this environment as much as possible, to ensure Council is able to continue to provide high quality facilities and services to the community.

Council, like most organisations, has experienced disruptions due to loss of staff for periods of time, due to self-isolation requirements. Council has taken a risk-based approach to managing these impacts to ensure business continuity, along with implementing the requirements of NSW Public Health Orders.

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

- Reduction in revenue from user fees and charges and investment income.
- Reduction in revenue for capital grants due to COVID-19 related delays in capital projects.
- Large increases to input costs such as bitumen, fuel, steel, timber and cement.
- Increased maintenance and cleaning expenditure, partly offset by reductions in staff training and travel expenses.

In last year's LTFP, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions, for the 2022 Financial year. Reoccurring lockdowns in the second half of 2021 continued to impact negatively on Council revenues and sharply rising materials costs have also negatively affected Council's expenditure.

Council is beginning to see an uplift in revenue generation and the City has experienced a tourism boom over the past 6 months.

Council's foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects, has been vital to further sustaining the long term growth of the City, as well as renewing core infrastructure.

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 9 of 74

FINANCIAL - BALANCED SCENARIOS

LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

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

	ENT			
\$ '000	2021	2022	2023	2024
	Actual	Q2 Review	Proposed Budget	Forecast
Income from Continuing Operations				
Revenue:				
Rates & annual charges	19,013	19,464	20,226	20,73
User charges & fees	3,325	3,325	3,480	3,567
nterest & investment revenue	573	497	498	494
Otherrevenues	4,867	235	464	47 8
Grants & contributions for operating purposes	6,771	6,606	7,052	7,193
Grants & contributions for capital purposes	3,910	3,482	6,002	3,260
Other Income:		-	-	
Net gains from disposal of assets	-	-	-	-
Net share of interests in joint ventures	300	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	38,759	33,609	37,722	35,721
Expenses from Continuing Operations				
Employee benefits & costs	13,475	13,577	14,563	14,854
Borrowing costs	958	641	678	60
Materials & contracts	10,438	10,861	10,029	9,173
Depreciation & amortisation	7,904	7,074	6,259	6,338
mpairment		-	-	-
Other expenses	2,822	821	963	967
Net losses from disposal of assets	503	-	-	-
Net share of interests in joint ventures		-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	32,974	32,492	31,937
OPERATING RESULT FOR THE YEAR	2,660	635	5,230	3,785
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &				
CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(772)	525
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1.251)	(2.847)	(772)	52
BEFORE GRANIS & CONTRIBUTIONS FOR CAPITAL PURPOSES Assumptions Rote Peg	(1,251)	(2,847)	(772)	2.
General Index Employee Cost Index	2.50% 2.75%	2.50%	2.50% 2.70%	2.5
Grant Index	2.00%	2.00%	2.00%	2.0
nviestment I nterest raite. Ovierdiue raites interest raite	2.00% 6.50%		1.50% 6.00%	2.50 6.50
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	-2.0

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 10 of 74

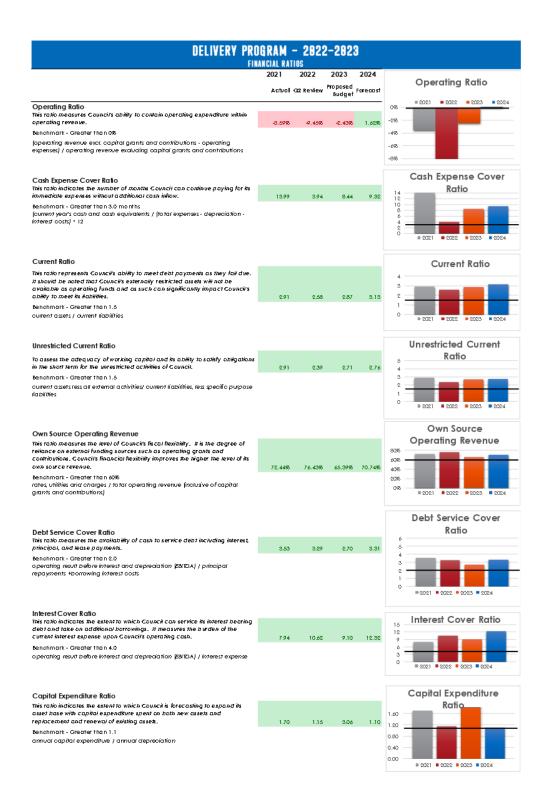
DELIVERY PROGRAM - 2022-2023 STATEMENT OF FINANCIAL POSITION				
\$ '000	2021	2022	2023	2024
,	Actual	Q2 Review	Proposed Budget	Forecast
Assets				
Current Assets:				
Cash & cash equivalents	25,747	21,214	11,980	13,40
Investments	3,000	3,000	3,000	3,00
Receiv ables	4,722	5,518	5,653	6,09
Inventories	133	118	136	14
Other	406	717	416	42
Non-current assets classified as 'held for sale'	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	21,185	23,06
Non-Current Assets:				
Investments	-	-	-	-
Receiv ables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant & equipment	252,386	263,651	265,254	265,88
Investments accounted for using the equity method	1,144	1,359	1,144	1,14
Investment property	-	-	-	_
Intangible assets	_	-	_	_
TOTAL NON-CURRENT ASSETS	253,530	265,010	266,398	267,03
TOTAL ASSETS	287,538	295,577	287,584	290,10
Liabilities				
Current Liabilities:				
Payables	3,779	3,500	1,902	2,21
Income Received in Advance	-	-	1,702	2,21
Contract Liabilities	2,352	-	-	
Borrowings	1,443	1,605	1,647	1,69
· · · · · · · · · · · · · · · · · · ·			-	
Provisions	4,115	3,184	3,829	3,47
TOTAL CURRENT LIABILITIES	11,689	8, 28 9	7,379	7,37
Non-Current Lia bilities:	21,237	19,615	18,143	16,49
Payables	-	-	-	-
Borrowings	19,794	18,010	16,495	14,80
Provisions	9,607	11,912	12,262	13,58
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28,757	28,39
TOTAL LIABILITIES	41,090	38,211	36, 136	35,76
NET ASSETS	246,448	257,366	251,448	254,33
Equity				
Retained earnings	108,741	119,659	113,741	116,62
Revaluation reserves	137,707	137,707	137,707	137,70
Council equity interest	246,448	257,366	251,448	254,33
Non-controlling interest	-	-	-	-
TOTAL EQUITY	246,448	257,366	251,448	254,33
Assump#ons General Index No impact from nevaluation of assets No restricted cash	2.50%	2.50%	2.50%	2.5

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

\$ '000 Actual Cash Flows from Operating Activities Receipts: Rates & annual charges User charges & fees Investment & interest revenue received Actual Grants & contributions Bonds, deposits & retention amounts received Industrial & Contracts Employee benefits & costs Materials & contracts Employee benefits & costs Receipts: Borrowing costs Bonds, deposits & retention amounts refunded Other Receipts: Cash Flows from Investing Activities Receipts: Other Investment securities Investment securities Other investing activity receipts Payments: Purchase of infrastructure, property, plant & equipment Deferred debt are receipts Other investing activity receipts Payments: Purchase of infrastructure, property, plant & equipment Deferred debt as & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES Cash Flows from Financing Activities Receipts: Cash Flows from Financing Activities Repayments: Proceeds from borrowings & advances NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES Cash Flows from Financing Activities Repayments: Proceeds from borrowings & advances NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES Repayments: Repayment of borrowings & advances NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 Plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information Plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS a INVESTMENTS - end of year	DELIVERY PROGRAM - 2022-2023 STATEMENT OF CASH FLOWS				
Cash Flows from Operating Activities Receipts: Rates & annual charges 18,813 User charges & fees 2,713 Bronds, deposits & retention amounts received 14,00 Other 5,582 Payments: Employee benefits & costs (13,133) Materials & contracts Employee benefits & costs (14,274) Borrowing costs Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Other investing activity receipts Payments: Purchase of infrastructure, property, plant & equipment Deferred debt as receipts 10,000 Purchase of infrastructure, property, plant & equipment Deferred debt as advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (10,000) Purchase of infrastructure, property, plant & equipment Deferred debt as advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Repayment: Repayment of borrowings & advances NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 10,000 10 TAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	2022	2023	2024		
Receipts: Rates & annual charges 18,813 User charges & fees 2,713 Investment & interest revenue received 482 Grants & contributions 12,489 Bonds, deposits & retention amounts received 14 Other 5,582 Payments: Employee benefits & costs (13,133) Materials & contracts (12,274) Borrowing costs (645) Bonds, deposits & retention amounts refunded - Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities 31,000 Sale of infrastructure, property, plant & equipment 644 Deferred debtors receipts Other investing activity receipts Payments: Purchase of infrastructure, property, plant & equipment Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (13,454) Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from borrowings & advances 10,000 Payments: Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Inform afion plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	Q2 Review	Proposed Budget	Forecast		
Rates & annual charges User charges & fees 2,713 Investment & interest revenue received 482 Grants & contributions Bonds, deposits & retention amounts received 144 Other 5,582 Payments: Employee benefits & costs Materials & contracts Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES Sale of infrastructure, property, plant & equipment Other westing activity receipts Purchase of investment securities Other investing activity receipts Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from binancing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances 10,000 Payments: Repayments of hards received and sees of hards received and sees of hards received and					
User charges & fees 1.713 Investment & interest revenue received 482 Grants & contributions 12,489 Bonds, deposits & retention amounts received 14 Other 5,582 Payments: Employee benefits & costs (13,133) Materials & contracts Employee sorts & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities 31 Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment Deferred debt ors receipts Purchase of infrastructure, property, plant & equipment Deferred debt ors accommande Purchase of infrastructure, property, plant & equipment Purchase of infrastructure, prop					
User charges & fees 1.713 Investment & interest revenue received 482 Grants & contributions 12,489 Bonds, deposits & retention amounts received 14 Other 5,582 Payments: Employee benefits & costs (13,133) Materials & contracts Employee sorts & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities 31 Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment Deferred debt ors receipts Purchase of infrastructure, property, plant & equipment Deferred debt ors accommande Purchase of infrastructure, property, plant & equipment Purchase of infrastructure, prop	18,880	19,619	20,109		
Grants & contributions Bonds, deposits & retention amounts received 14 Other 5,582 Payments: Employee benefits & costs Materials & contracts Borrowing costs Cother C	3,225	3,376	3,460		
Bonds, deposits & retention amounts received Other 5,582 Payments: Employee benefits & costs Materials & contracts Borrowing costs Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment 664 Deferred debt ors receipts Other investing activity receipts Payments: Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 Plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	896	465	413		
Bonds, deposits & retention amounts received Other 5,582 Payments: Employee benefits & costs Materials & contracts Borrowing costs Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment 664 Deferred debt ors receipts Other investing activity receipts Payments: Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances Payments: Repayment of borrowings & advances 10,000 Receipts: Receip	10,088	13,054	10,45		
Other Payments: Employee benefits & costs Materials & contracts Borrowing costs Bonds, deposits & retention amounts refunded Other NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment 664 Deferred debt ors receipts Other investing activity receipts Payments: Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	-	-	-		
Payments: Employee benefits & costs (13,133) Materials & contracts (12,274) Borrowing costs (645) Borrowing activities Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of investment securities Sale of infrastructure, property, plant & equipment Deferred debt ors receipts	228	450	46		
Employee benefits & costs (13,133) Materials & contracts (12,274) Borrowing costs (645) Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment Deferred debt ars receipts Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment (13,454) Deferred debt ars & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances Payments: Repayment of borrowings & advances 10,000 Payments: Receipts: Proceeds from borrowings & advances 10,000 Payments: Receipts: Proceeds from borrowings & advances 10,000 Payments: Receipts: Proceeds from borrowings & advances 10,000 Payments: Receipts: Receipts: Proceeds from borrowings & advances 10,000 Payments: Receipts: Receipts: Receipts: Receipts: Receipts: Receipts: Receipts: Receipts: Receipts: Receipts: Receipts: Rec					
Materials & contracts Borrowing costs Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment 664 Deferred deb tors receipts Other investing activity receipts Purchase of infrastructure, property, plant & equipment Deferred deb tors & advances made Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Receipts: Repayment of borrowings & advances Payments: Repayment of borrowings & advances Payments: Repayment of borrowings & advances Pincash PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	(13,170)	(14,126)	(14,409		
Borrowing costs (645) Bonds, deposits & retention amounts refunded - Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities 13,000 Sale of infrastructure, property, plant & equipment 664 Deferred debtors receipts 31 Other investing activity receipts - Payments: Purchase of infrastructure, property, plant & equipment (13,454) Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances 11,255 NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 3,000		(9,728)	(8,898		
Bonds, deposits & retention amounts refunded Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: 13,000 Sale of infrastructure, property, plant & equipment 664 Deferred debtors receipts 31 Other investing activity receipts Payments: Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debtors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances 10,000 Payments: Repayment of borrowings & advances 11,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 3,000		(678)	(606)		
Other (807) NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: 13,000 Sale of investment securities 13,000 Sale of infrastructure, property, plant & equipment 664 Deferred debt ars receipts 13,000 Other investing activity receipts 13,000 Payments: (10,000) Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debt ars & advances made 14,759) Cash Flows from Financing Activities (9,759) Cash Flows from Financing Activities (9,759) Cash Flows from borrowings & advances 10,000 Payments: (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES (1,250) Polyments: (1,255) NET CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	(041)	(670)	(000		
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES 13,234 Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment 664 Deferred debt ors receipts Other investing activity receipts Purchase of investment securities (10,000) Purchase of investment securities Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year		(934)	(938		
Cash Flows from Investing Activities Receipts: Sale of investment securities Sale of infrastructure, property, plant & equipment 664 Deferred debtors receipts 31 Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment (13,454) Deferred debtors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year		11,498	10.045		
Receipts: Sale of investment securities 13,000 Sale of infrastructure, property, plant & equipment 664 Deferred debtors receipts 31 Other investing activity receipts - Payments: Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Sale of investment securities 13,000 Sale of infrastructure, property, plant & equipment 664 Deferred debt ors receipts 31 Other investing activity receipts - Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment Deferred debt ors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Sale of infrastructure, property, plant & equipment Deferred debtors receipts 31 Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment [13,454] Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES Proceeds from borrowings & advances Payments: Receipts: Proceeds from borrowings & advances Payments: Repayment of borrowings & advances NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances 11,255 NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 Plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Deferred debtors receipts Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment [13,454] Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747			-		
Other investing activity receipts Payments: Purchase of investment securities Purchase of infrastructure, property, plant & equipment Purchase NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES Proceeds from borrowings & advances Payments: Repayment of borrowings & advances Payments: Repayment of borrowings & advances Purchase Provided (OR USED IN) FINANCING ACTIVITIES PURCHASE PROVIDED (OR USED IN) FINANCING		- :	-		
Payments: Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debtors & advances made - NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Purchase of investment securities (10,000) Purchase of infrastructure, property, plant & equipment (13,454) Deferred debtors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	-	-	-		
Purchase of infrastructure, property, plant & equipment Deferred debtors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Deferred debtors & advances made NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747		-	-		
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES (9,759) Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747		(19,127)	(6,969		
Cash Flows from Financing Activities Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747		-	-		
Receipts: Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	(11,265)	(19,127)	(6,969)		
Proceeds from borrowings & advances 10,000 Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
Payments: Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	-	-	-		
Repayment of borrowings & advances (1,255) NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8,745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747					
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES 8.745 NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12.220 plus: CASH & CASH EQUIVALENTS - beginning of year 13.527 CASH & CASH EQUIVALENTS - end of year 25.747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28.747	(1,443)	(1,605)	(1,647		
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS 12,220 plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747		(1,605)	(1,647		
plus: CASH & CASH EQUIVALENTS - beginning of year 13,527 CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	()	, ,			
CASH & CASH EQUIVALENTS - end of year 25,747 Additional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	(4, 533)	(9, 234)	1,429		
Ad diftional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	25,747	21,214	11,980		
Ad diftional Information plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	21,214	11.980	13,409		
plus: Investments on hand - end of year 3,000 TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	21,214	. 1,700	10,40		
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year 28,747	3,000	3,000	3,000		
	-	14.980	16,409		
des um nitros	47,417	14,700	10,407		

Rates & charges recovery rate 97.00% Debtor recovery rate 97.00%			97.0 97.0		
General Index 2.50%	B 2.50%	2,50%	2.50		
Investment Interest rate 2.009 Overdue rates interest rate 7.504			2.50 6.50		

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

FINANCIAL ESTIMATES

ANNUAL ESTIMATES

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

As indicated in Council's Long Term Financial Plan, Council must continue to develop strategies and make decisions to ensure the reduction of financial deficits and return to surplus to ensure the future sustainability of Council. Such decisions may not provide overnight relief from the weakened (COVID-19 induced) financial position and as such, it is important to take a longer-term strategic view of the benefits of such decisions.

Council has reviewed its Long Term Financial Plan and proposed a model to allow for a decrease in the operating deficit for the 2022/2023 financial year, while maintaining its capital works program and agreed asset renewal ratio of 110%, whilst still seeking a return to surplus in 2024. Whilst Council may still return to surplus in 2024, it requires adjustments to previous assumptions, asset rationalisation in conjunction with the construction of new infrastructure for improved liveability and how Council operates its services.

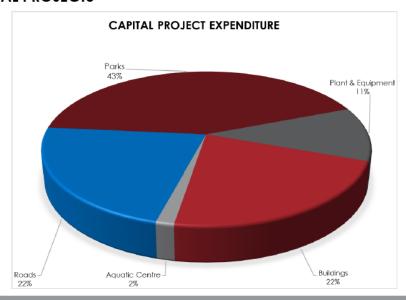
The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2022/2023 financial year are contained within the Revenue Policy on page 64.

Where is Council's budget spent?

Find out more about the budget, expenditure, services and projects on Council's website www.brokenhill.nsw.gov.au

AIRPORT \$0.12M	ART GALLERY \$0.60M	AQUATIC CENTRE \$1.49M	CIVIC CENTRE \$0.66M	GEOCENTRE \$0.19M
*	B	<u></u>	88	
LIBRARY \$0.63M	PARKS AND OPEN SPACES \$1.77M	ROADS, FOOTPATHS AND TRANSPORT \$2.19M	SPORTING FIELDS \$0.97M	VISITOR INFORMATION CENTRE \$0.36M
### ##### #######			不.	i

CAPITAL PROJECTS



OPERATIO	VAL FLAN	_ 2022-	-2023			
INCOME STATEMENT						
\$ '000	2023	2023	2023	2023	2023	
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget	
Income from Continuing Operations						
Revenue:						
Rates & annual charges	20,226	16,828	(6)	-	3,404	
User charges & fees	3,480	115	542	1,070	1,752	
Interest & investment revenue	498	471	-	-	27	
Other revenues	464	194	133	81	56	
Grants & contributions for operating purposes	7,052	5,164	1,457	432	-	
Grants & contributions for capital purposes	6,002	-	6,002	-	-	
Other Income:			-	-	-	
Net gains from disposal of assets	-	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	37,722	22,773	8, 128	1,583	5,239	
		-	-	-	-	
Expenses from Continuing Operations		-	-	-	-	
Employee benefits & costs	14,563	7,949	3,095	1,555	1,965	
Borrowing costs	678	105	497	-	75	
Materials & contracts	10,029	5,952	2,674	1,047	356	
Depreciation & amortisation	6,259	4,139	1,630	405	85	
Impairment	-	-	-	-	-	
Other expenses	963	762	21	80	100	
Net losses from disposal of assets	-	-	-	-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32, 492	18, 908	7,917	3, 086	2,581	
OPERATING RESULT FOR THE YEAR	5,230	3,865	211	(1,504)	2,658	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(772)	3,865	(5,791)	(1,504)	2,658	

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 15 of 74

INTEGRATED PLANNING & REPORTING

THE FRAMEWORK

In 2009, the NSW Government introduced legislation in the form of the Local Government Amendment (Planning and Reporting) Act 2009 to improve strategic planning in NSW councils. In 2020, the NSW Government updated that legislation.

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

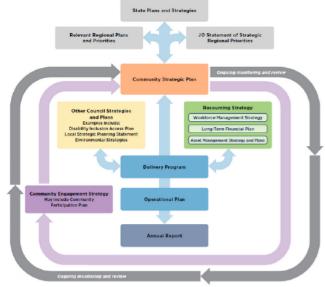
Although considered long term, our Community Strategic Plan will remain current through a review in line with Local Government Elections.

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

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

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

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



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

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

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

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 16 of 74

OUR KEY THEMES

The Delivery Program and Operational Plan is arranged by Key Themes taken from the Community Strategic Plan - Your Broken Hill 2040.

Key Theme 1: Our Community

• Key Theme 2: Our Economy

• Key Theme 3: Our Environment

• Key Theme 4: Our Leadership

The four key themes include strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community – commonly referred to as the "quadruple bottom line".

The key themes are colour coded and articulate the Community Strategic Plan community vision as expressed in community engagement forums, in developing the Community Strategic Plan.

The Delivery Program and Operational Plan detail key objectives, strategies and actions, which Council can contribute to achieving the high-level goals outlined in the Community Strategic Plan.

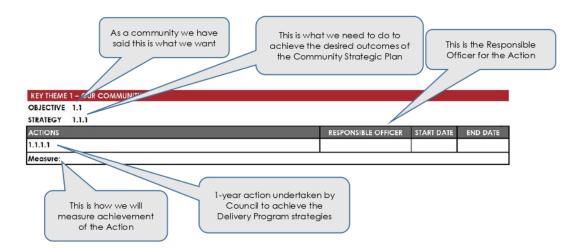
HOW TO READ THIS PLAN

The tables in the document under each of the four key themes contain reference numbers. The reference numbers are primarily for internal Council purposes, however, will be used when providing progress reports to the community every six months.

The table and diagram below explain how to read and understand the tables and demonstrates how Delivery Program strategies and one-year Operational Plan actions align to the Your Broken Hill 2040 Community Strategic Plan objectives.

COMMUNITY DIRECTION				
1	Key Theme			
1.1	CSP Community Objective			
1.1.1	Delivery Program Strategy			
1.1.1.1	1-year Operational Plan Action			
Measure	Measure of achievement			

EXAMPLE



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 17 of 74

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



Page 68

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

KEY THEME 1 - OUR COMMUNITY

The focus of Key Theme 1 – Our Community is how we work together to ensure we have a healthy community in a liveable city.

We value lifestyle and wellbeing in a place that encourages safe, active and social opportunities.

We are a connected and unique community and enjoy our safety and wellbeing.

We aspire to create welcoming, accessible and safe private and public places that foster good health and social interaction.

We maintain an inclusive lifestyle as we come together to get things done.

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

We value our diversity, our safety, our heritage outback environment and love the uniqueness of our City.

We value the built environment and love the shops, restaurants, bars and range of recreation facilities.

We would like to see more vibrancy in our public spaces.

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

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

OUR COMMUNITY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 1.1 Our community spirit is our strength
- 1.2 People in our community are in safe hands
- 1.3 Our community works together
- 1.4 Our history, culture and diversity are embraced and celebrated
- 1.5 Our built environment supports our quality of life
- 1.6 Our health and wellbeing ensure that we live life to the full

KEY THEME 1 – OUR COMMUNITY

OBJECTIVE 1.1 Our community spirit is our strength

STRATEGY 1.1.1 Provide opportunities for people to come together to find local solutions to a range of social and health issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.1.1 Support community led interagency meetings	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of community led interagency meetings attended			
1.1.1.2 Apply for grants for intergenerational community events in collaboration with community groups	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of successful grants for community events			
1.1.1.3 Create opportunity for open dialogue with community agencies about homelessness in the City	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of meetings held to discuss homelessness	-		
1.1.1.4 Develop Section 355 committee to discuss the concerns of senior citizens	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Section 355 constitution for Senior Citizens drafted			

STRATEGY 1.1.2 Maintain and enhance the Open and Cultural Public Spaces within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.1.2.1 Develop an engagement plan with Traditional Owners for consultation for green space in Creedon Street	Community Development Officer	01-Jul-2022	30-Jun-20223	
Measure: Engagement plan for Creedon Street consultation developed and implemented				
1.1.2.2 Investigate opportunities to reopen Mulga Creek Wetlands for public use	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-20223	
Measure: Number of opportunities identified for Mulga Creek				

STRATEGY 1.1.3 Provide public amenities, halls and community centres to facilitate community activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.1.3.1 Maintain asset condition scores above index of 3 through scheduled maintenance	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023	
Measure: Scheduled maintenance tasks developed and implemented across all asset types				

STRATEGY 1.1.4 Facilitate the celebration of community and cultural events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.1.4.1 Investigate and develop opportunities to celebrate National Heritage Status	Events Coordinator	01-Jul-2022	30-Jun-2023	
Measure: Number of events held for National Heritage Status				
1.1.4.2 Support the annual Miners' Memorial Ceremony	Events Coordinator	01-Jul-2022	30-Jun-2023	
Measure: Number of support hours provided to Miners' Memorial Ceremony				
1.1.4.3 Deliver a program of community events	Events Coordinator	01-Jul-2022	30-Jun-2023	
Measure: Number of community events held by Council				
1.1.4.4 Investigate grant opportunities to support the delivery of community events	Economic Development Officer	01-Jul-2022	30-Jun-2023	
Measure: Number of grant opportunities identified for community events				

STRATEGY 1.1.5 Recognise Volunteerism

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.5.1 Host volunteer awards	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of volunteer award nominations received			
1.1.5.2 Review existing Council volunteer programs and develop an overarching volunteer policy framework	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Overarching volunteer policy framework developed			
1.1.5.3 Maintain Heritage Walk Tour program	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Heritage Walk tours undertaken	"		
1.1.5.4 Finalise City Ambassador Recruitment	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of City Ambassador volunteers recruited			
1.1.5.5 Support volunteering opportunities within the Library	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library volunteers Measure: Number of Library volunteer hours implemented Measure: Number of Library volunteer programs			

1.1.5.6 Support volunteering opportunities within the Archives 01-Jul-2022 30-Jun-2023 Library Coordinator Measure: Number of Archives volunteers Measure: Number of Archives volunteer hours implemented Measure: Number of Archives volunteer programs 01-Jul-2022 1.1.5.7 Support volunteering opportunities within the Gallery Manager Gallery and 30-Jun-2023 Museum Measure: Number of Gallery volunteers Measure: Number of Gallery volunteer hours implemented 01-Jul-2022 1.1.5.8 Support volunteering opportunities within the Living Desert Living Desert Ranger 30-Jun-2023 Measure: Number of volunteer hours implemented at Living Desert 1.1.5.9 Support Council's Section 355 committees in undertaking their duties Corporate Services 01-Jul-2022 30-Jun-2023 Coordinator Measure: Number of Section 355 committees supported

STRATEGY 1.1.6 Support youth events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.6.1 Plan and budget for youth events and ongoing consultation with young people	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of youth events held Measure: Number of consultations held with young people	1		
1.1.6.2 Provide co-curricular youth programs at the Gallery	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of Gallery programs for young primary Measure: Number of Gallery programs for middle primary Measure: Number of Gallery programs for teens			
1.1.6.3 Provide youth inclusive spaces within the Library	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of youth inclusive spaces in Library			
1.1.6.4 Library participation in Council led youth events and activities	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library participations in Council led youth events/activities			

OBJECTIVE 1.2 People in our community are in safe hands

STRATEGY 1.2.1 Prioritise actions within the Smart City Framework that support safer communities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.1.1 Install CCTV on new lighting and banner poles in Argent Street	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of CCTV installed on new lighting and banner poles			

STRATEGY 1.2.2 Maintain infrastructure and services for the effective management and control of companion animals

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.2.2.1 Continue to provide a comprehensive companion animal management service in accordance with objectives in the Companion Animal Management Plan	Executive Manager Planning and Community Safety	01-Jul-2022	30-Jun-2023	
Measure: Number of objectives implemented from Companion Animal Management Plan				
1.2.2.2 Implement Companion Animal Working Group	Executive Manager Planning and Community Safety	01-Jul-2022	30-Jun-2023	
Measure: Number of Companion Animal Working Group members				

STRATEGY 1.2.3 Active participation in Local Emergency Management Committee and Local Rescue Committee

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
1.2.3.1 Actively participate and support the local regional state emergency management committees	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023		
Measure: Number of participations in LEMC meetings					
1.2.3.2 Upgrade equipment and make improvements to the emergency operations centre	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023		
Measure: Number of upgrades/improvements to emergency operations centre	,				

STRATEGY 1.2.4 Advocate for community and social service providers to be adequately resourced to meet community needs

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.4.1 Work with social service providers to identify resourcing gaps	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of social service provider meetings attended			

STRATEGY 1.2.5 Advocate for affordable, reliable, sustainable water and utilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.5.1 Collaborate with industry to deliver affordable and efficient utilities inclusive of renewable and smart technology and investment	Executive Manager Growth and Investment		30-Jun-2023
Measure: Number of representations for affordable, reliable, sustainable water and	utilities		

OBJECTIVE 1.3 Our community works together

STRATEGY 1.3.1 Provide programs at Cultural Facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.1.1 Present a varied, diverse and engaging Artistic Program across the Gallery and Museum sites	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: At least four exhibition rounds in Gallery Measure: At least two exhibition rounds in Museum			
1.3.1.2 Present a varied, diverse and engaging Public Program across the Gallery and Museum sites	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of public programs presented in Gallery Measure: Number of public programs presented in Museum			
1.3.1.3 Provide quality Library services	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library visitations Measure: Number of Library memberships Measure: Number of Library loans		•	
1.3.1.4 Provide quality Archive services	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Archive visitations Measure: Number of Archive enquiries			

1.3.1.5 Provide cultural and educational Library programs	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library programs Measure: Number of Library program attendees	'		
1.3.1.6 Provide Library outreach programs and activities	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library outreach programs/activities delivered Measure: Number of Library outreach members			
1.3.1.7 Explore grant opportunities for Library	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of grants identified suitable for Library	•		
1.3.1.8 Improve the accessibility of archive collection to the public	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of accessible archives items Measure: Number of digitised archives items	·		
1.3.1.9 Explore grant opportunities for Archives	Library Coordinator	01-Jul-2022	30-Jun-2023
Measures: Number of grants identified suitable for Archives	,	•	

STRATEGY 1.3.2 Participate and collaborate in external consultation activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.2.1 Actively engage and participate in various community and agency meetings as well as major project consultations	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of participations in community/agency meetings Measure: Number of participations in major project consultations			

STRATEGY 1.3.3 Ensure Community Engagement Strategy remains relevant

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.3.1 Provision of information to community as per Community Engagement Strategy	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of media releases provided	,		

STRATEGY 1.3.4 Advocate for access to affordable social and health services

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.4.1 Work with key stakeholders to identify social and health service gaps	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of social services meetings attended Measure: Number of health meetings attended			

STRATEGY 1.3.5 Provide appropriate infrastructure to maintain and enhance sustainable transport

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.5.1 Continue to actively participate and contribute to the Far South West Joint Organisation's transport improvement strategy	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of contributions/participations in FSWJO transport improvement strategy discussions			
1.3.5.2 Investigate planning and design requirements to upgrade the City's bus stops to meet Australian standards	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Requirements identified to upgrade City bus stops			
1.3.5.3 Carry out high priority action items within the annual CASA surveillance safety audit	Manager Airport	01-Jul-2022	30-Jun-2023
Measure: Number of identified high risk/urgent matters completed to a satisfactory standard by CASA			

STRATEGY 1.3.6 Investigate opportunities to partner with organisations to support young people to transition into the workforce

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.6.1 Collaborate with Local Jobs Taskforce and other key stakeholders to identify opportunities for young people	Executive Manager Growth and Investment		30-Jun-2023
Measure: Number of collaborations to identify workforce opportunities for young per	ople		

STRATEGY 1.3.7 Provide opportunities for collaboration and sharing of public resources

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.7.1 Maintain community contacts databases	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Annual update of Community contacts database			

1.3.7.2 Continue the Commission/Residency program within the Gallery	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: At least two commission programs in Gallery			

STRATEGY 1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.8.1 Undertake Community Satisfaction Survey	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Community Satisfaction Survey undertaken			
1.3.8.2 Undertake Customer Service Evaluations for business improvement	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Customer Service Evaluations carried out			,
1.3.8.3 Seek to expand and test further capabilities of the established Online Community Portal	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of enhancements to Online Community Portal			
1.3.8.4 Undertake staff training for the Online Community Portal	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Online Community Portal staff training undertaken			
1.3.8.5 Review and implement a new and improved Council facilities booking process	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: New Council facilities booking process implemented			

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

STRATEGY 1.4.1 Facilitate the promotion of community events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.1.1 Promote Council community events to the community	Manager Communications	01-Jul-2021	30-Jun-2022
Measure: Number of promotions of Council community events			

STRATEGY 1.4.2 Support the reconciliation movement

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.2.1 Work with Reconciliation Australia to develop a new Reconciliation Action Plan	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations to develop new RAP			,
1.4.2.2 Advocate, celebrate and champion the inclusion of local First Nations Artists throughout the Gallery and Museum artistic program	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of First Nations Artists' work in Gallery and Museum	,		,
1.4.2.3 Investigate installation of permanent acknowledgment of country within Gallery and Museum	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Requirements identified for installation of acknowledgment of country	•		
1.4.2.4 Identify archival programs and opportunities to record the history of First Nations people of the area	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of engagements to record First Nations history			

STRATEGY 1.4.3 Promote the City as Australia's First Heritage Listed City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.3.1 Advocate for tri-partisan government approach to management of the National Heritage assets	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of representations for management of National Heritage assets			
1.4.3.2 Advocate for recognition and financial support for the continuity of Broken Hill Heritage and its importance to the nation	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of representations for recognition for Broken Hill Heritage Measure: Number of representations for Broken Hill Heritage financial support			-

STRATEGY 1.4.4 Advocate for funding and investment in community development projects

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.4.1 Investigate grant funding opportunities and partner with local entities to increase activities that allow for better health and wellbeing	Economic Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of health and well-being grant opportunities identified Measure: Number of local health and well-being partnerships developed			

STRATEGY 1.4.5 Support events that celebrate history, culture and diversity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.4.5.1 Work with third parties to seek funding to celebrate history, culture and diversity	Economic Development Officer	01-Jul-2022	30-Jun-2023	
Measure: Number of grant opportunities identified for history, culture and diversity				
1.4.5.2 Provide support and advice to event planners to deliver events within region	Events Coordinator	01-Jul-2022	30-Jun-2023	
Measure: Number of occasions support/advice provided to event planners	,			

OBJECTIVE 1.5 Our built environment supports our quality of life

STRATEGY 1.5.1 Review and update development and building strategies and policies to ensure relevance

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.1.1 Commence review of Environmental Planning Instruments and Policies	Executive Manager Planning and Community Safety	l	30-Jun-2023
Measure: Number of Environmental Planning Instruments reviewed Measure: Number of Policies reviewed			

STRATEGY 1.5.2 Manage ongoing delivery of the Central Business District (CBD) Masterplan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.5.2.1 Manage delivery of infrastructure projects associated with the implementation of the Way Finding Strategy	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023	
Measure: Number of infrastructure projects delivered for Way Finding Strategy				
1.5.2.2 Manage delivery of infrastructure projects associated with the Library and Archives project	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023	
Measure: Number of infrastructure projects delivered for Library and Archives project				
1.5.2.3 Manage delivery of infrastructure projects associated with CBD Revitalisation project	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023	
Measure: Number of infrastructure projects delivered for CBD Revitalisation project		,		

STRATEGY 1.5.3 Ensure service levels and asset conditions are commensurate with community expectations

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.3.1 Implement actions and recommendations from Asset optimisation project	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure : Number of actions implemented from Asset optimisation project Measure : Number of recommendations implemented from Asset optimisation proje	ct		
1.5.3.2 Develop and Implement Asset Management Plan - Roads and Footpaths	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Roads and Footpath AMP			
1.5.3.3 Develop and Implement Asset Management Plan - Parks and Open Spaces	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Parks and Opens Spaces AMP			
1.5.3.4 Develop and Implement Asset Management Plan - Buildings	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Buildings AMP			
1.5.3.5 Develop and Implement Asset Management Plan - Fleet	Plant Fleet Coordinator	01-Jul-2022	30-Jun-2023
Measure: Asset Management Plan – Fleet developed		•	
1.5.3.6 Review and update Parks Management Plan	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Parks Management Plan updated		,	
1.5.3.7 Complete Cemetery Plan of Management as per audit requirements	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Cemetery Plan of Management finalised and adopted by 31/03/2023			

STRATEGY 1.5.4 Manage ongoing delivery of the Active Transport Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.4.1 Implement the approved Active Transport Plan actions	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of actions implemented from Active Transport Plan			

1.5.4.2 Develop annual capital works plan for Active Transport Plan	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Active Transport Plan annual works schedule submitted			

STRATEGY 1.5.5 Collaborate with key stakeholders to advocate for affordable housing

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.5.1 Develop Housing Strategy as a part of Liveability Strategy	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Housing Strategy developed			

STRATEGY 1.5.6 Support our residents to lead healthy, active and independent lives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.6.1 Implement outcomes of the Parks Management Plan	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Parks Management Plan			

STRATEGY 1.5.7 Work with community organisations to establish Imperial Lakes as an environmental park, inclusive of recreational activities and community access

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE				
1.5.7.1 Collaborate with community groups to develop an organisational model for ongoing operations of Imperial Lakes	General Manager	01-Jul-2022	30-Jun-2023				
Measure: Long term operating model for Imperial Lakes established							
1.5.7.2 Work with Department of Planning to rezone the land at Imperial Lakes to allow community access and environmental and recreational activities	Executive Manager Planning and Community Safety		30-Jun-2023				
Measure: Number of meetings with Department of Planning to rezone Imperial Lakes land							

STRATEGY 1.5.8 Investigate and advocate for land expansion opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.8.1 Collaborate with relevant agencies and key stakeholders to identify land for further development	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations for land expansion opportunities			

1.5.8.2 Investigate opportunities to expand the Broken Hill LGA boundaries	Executive Manager Planning and Community Safety	30-Jun-2023
Measure: Number of investigations to expand the Broken Hill LGA boundaries		

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

STRATEGY 1.6.1 Active participation in interagency meetings

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.1.1 Actively participate and engage in Council's determined social interagency meetings on a regular basis	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of engagements with social interagency meetings			

STRATEGY 1.6.2 Develop Council assets to promote outdoor recreation, exercise and mobility for families

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.2.1 Ensure compliance with the Disability Inclusion Act 2014 requirements for disability inclusion planning for capital projects	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of disability inclusion considerations in capital works projects			
1.6.2.2 Refurbish the E.P. O'Neill Memorial Park Precinct	Projects Officer	01-Jul-2022	30-Jun-2023
Measure: E.P. O'Neill Memorial Park Precinct refurbishment completed	,		
1.6.2.3 Investigate development of the Master Plan for Memorial Oval	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Planning for Memorial Oval Master Plan developed			
1.6.2.4 Investigate development of the Master Plan for Recreational Parks	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Planning for Recreational Parks Master Plan developed			

STRATEGY 1.6.3 Support the advocacy work of health, community and allied health providers

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.3.1 Attend and support health interagency meetings	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of health interagency meetings attended			

\$ '000	2023	2023	2023	2023	2023	2023	2023	2023
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Developmen
ncome from Continuing Operations								
Revenue:								
Rates & annual charges	(6)	-	-	(2)	(5)	-	-	-
User charges & fees	542	210	-	51	184	-	98	-
nterest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	133	-	-	-	-	-	133	-
Grants & contributions for operating purposes	1,457	3	871	12	-	112	460	-
Grants & contributions for capital purposes	6,002	-	128	5,874	-	-	-	-
Other Income:								-
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	8, 128	213	999	5,935	179	112	690	-
Expenses from Continuing Operations								
Employee benefits & costs	3,095	-	588	1,008	174	-	1,325	-
Borrowing costs	497	-	497	-	-	-	-	-
Materials & contracts	2,674	5	125	549	1,107	268	621	-
Depreciation & amortisation	1,630	3	1,556	18	25	-	27	-
mpairment	-	-	-	-	-	-	_	-
Other expenses	21	-	-	1	-	-	20	_
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	7, 917	8	2, 766	1,576	1, 306	268	1,993	-
OPERATING RESULT FOR THE YEAR	211	205	(1,768)	4,359	(1,127)	(156)	(1,302)	-

CAPITAL BUDGET - OUR COMMUNITY												
						Operating						
				Capital	Capital	Grant		Reserve	Workina	Ne	t Cost to	New, Renewo
Description	To	tal Cost		Grant	Contribution	(untied roads)	Loan Funds		Capital		Council	Upgrade
Fleet Replacement Program	s	1.000.000				(\$ 1.000.000	_	1,000,000	Renewal
Future Road Project Planning Fund	\$	300.000							\$ 300.000		300.000	Renewal
Capitalise Project Delivery Salaries	\$	574.465							\$ 574.465		574.465	Renewal
Road Reseal Progran 2022/23	\$	800,000							\$ 800,000	-	800.000	Renewal
Harris Street -Wills to Burke St	\$	380,039							\$ 380.039	_	380,039	Renewal
Oxide Street - Lane to Chapple St	\$	800,663							\$ 800,663	\$	800,663	Renewal
Duff Lane Sealing	\$	271.000	_						\$ 271.000		271,000	Renewal
Chloride Wolfram Intersection Road Safety Upgrade	\$	194.000	\$	127.875					\$ 66.125	\$	66, 125	Renewal
Gypsum Street Reconstruction	\$	710.000	1			\$ 710.000			\$	\$	-	Renewal
Future Infrastructure Project Planning	\$	150.000							\$ 150,000	\$	150,000	Renewal
Geocentre Platform Stage Renewal	s	30,614							\$ 30.614		30,614	Renewal
E.P. O'Neill Memorial Oval Redevelopment Project - Stage 1	s	6.837.409		1.993.583					\$ 4.843.826		4.843.826	Renewal
E.P. O'Neill Memorial Oval Redevelopment Project - Stage 2	s	3.733.987		3.733.987					\$ -	s		Renewal
Pict on Oval Switchboard Replacement	\$	21.000	i.						\$ 21.000	\$	21,000	Renewal
Picton Oval Lighting Upgrade	\$	5,000							\$ 5,000	\$	5,000	Renewal
Memorial Oval Electrical Switchboard Upgrade	\$	118,000							\$ 118,000		118,000	Renewal
Living Desert, Regeneration Area and Willyama Common Fence Replace	S	79.000							\$ 79.000		79,000	Renewal
Sturt Park - Replacement of Bin Surrounds	\$	40.300							\$ 40.300		40,300	Renewal
North Family Play Centre - Replacement of Monkey Bar Set and Swing S	\$	62,000	\$	62,000					\$ -	\$		Renewal
Duke of Cornwall Park - Installation of Half Court Basketball Court	s	84,500	\$	84.500					\$ -	\$	-	Renewal
Aquatic Centre - Replacement of heat pump to hydro pool	\$	152,000	Ė						\$ 152,000	\$	152,000	Renewal
Blende Street - Tree Replacement Program	\$	100,000							\$ 100,000	\$	100,000	Renewal
Christmas Display	\$	30.000							\$ 30.000	\$	30,000	New
Beryl Street Planter Box Rendering	\$	15,000							\$ 15,000	\$	15,000	Renewal
Duke of Cornwall Park - Resurfacing Tennis Court	\$	67,500							\$ 67,500	\$	67,500	Renewal
Visitors Information Centre Shop 3 Split System Airconditioner Replacem	\$	9,400							\$ 9,400	\$	9,400	Renewal
South Community Centre - Chiller Phase Reversal Relay installation	\$	7,000							\$ 7,000	\$	7,000	Renewal
South Community Centre Stormwater Guttering and downpipe replace	\$	31,000							\$ 31,000	\$	31,000	Renewal
Aquatic Centre - Replacement of starting blocks to 50m pool	\$	38,500							\$ 38,500	\$	38,500	Renewal
Supply & Install security system to Library.	\$	9,000							\$ 9,000	\$	9,000	Renewal
Warnock Depot Master Plan Technical Design	\$	1,715,000							\$ 1,715,000	\$	1,715,000	Renewal
Art Gallery Workshop Design Plans	\$	25,000							\$ 25,000	\$	25,000	Renewal
Geocentre Floor Polyurethane Sealing	\$	31,740							\$ 31,740	\$	31,740	Renewal
HACC Sewerage Pump Station fencing	\$	5,050							\$ 5,050	\$	5,050	Renewal
Geocentre Multimedia Equipment Renewal	\$	52,180							\$ 52,180	\$	52,180	Renewal
Library Technology Loan Self-Service Station	\$	20,000							\$ 20,000	\$	20,000	Renewal
Library Reservations and Print Management	\$	18,000							\$ 18,000	\$	18,000	Renewal
Civic Centre - Video Conferencing Upgrade	\$	65,000							\$ 65,000	\$	65,000	Renewal
Total for Our Community	\$	18,583,347	\$	6,001,945	\$ -	\$ 710,000	\$ -	\$ -	\$ 11,871,402	\$	11,871,402	

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

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

KEY THEME 2 - OUR ECONOMY



KEY THEME 2 - OUR ECONOMY

The focus of Key Theme 2 – Our Economy is how we work together to achieve an innovative and sustainable economy.

We value a diverse economy which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle.

We focus on our population as a key element in preserving and growing our economy and our future.

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

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

By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.

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

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

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth
- 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth
- 2.3 Our City attracts a diverse range of businesses and visitors providing apportunities for work, education, leisure and social life
- 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation

Page 85

KEY THEME 2 – OUR ECONOMY

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

STRATEGY 2.1.1 Activate the Broken Hill Business Support Policy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE					
2.1.1.1 Provide up-to-date business support information on Council's website	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023					
Measure: Number of business support information placed on Council's website								
2.1.1.2 Participate in business and industry association meetings to discuss issues relevant to local businesses and economic development	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023					
Measure: Number of participations in business and industry meetings								

STRATEGY 2.1.2 Advocate and plan for industrial land expansion

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.2.1 Investigate opportunities for future industrial zoned land	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Number of opportunities identified for industrial zoned land			

STRATEGY 2.1.3 Collaborate with key stakeholders for improved accessible transport and connectivity including air, road and rail services to and around the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.3.1 Advocate for improved air and rail services	Executive Manager Growth and Investment		30-Jun-2023
Measure: Number of representations for improved air and rail services			

STRATEGY 2.1.4 Advocate for outcomes aligned to the Regional Transport Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.4.1 Liaise with stakeholders to attract Government investment in identified actions in the Far South West Joint Organisation Transport Plan	Executive Manager Growth and Investment	I	30-Jun-2023
Measure: Number of representations on action items from FSWJO Transport Plan			

AND CHARGES 2022/2023

STRATEGY 2.1.5 Develop and implement the Economic Development Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.5.1 Activate Economic Development Strategy in collaboration with key stakeholders	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes activated from Economic Development Strategy			

STRATEGY 2.1.6 Develop the Airport as a commercial and industrial precinct

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.6.1 Review existing plans and strategies and develop new Airport Master Plan	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Airport Master Plan developed			
2.1.6.2 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Master Plan	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of representations made for Airport upgrades	,		

STRATEGY 2.1.7 Advocate for incentives and initiatives that support business and industry to expand

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.7.1 Collaborate with stakeholders to investigate incentives to grow business and industry opportunity	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number collaborations to grow business and industry			

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

STRATEGY 2.2.1 Collaborate with government and industry partners to explore investment opportunities for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.1.1 Liaise with key stakeholders to ensure that the development of regionally significant infrastructure meets the needs of business and industry	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of participations in regional and state planning and development meetings			

STRATEGY 2.2.2 Collaborate with education and training providers to investigate opportunities to expand training and education

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.2.1 Investigate and participate on committees and working parties associated with education and training	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of participations in education and training committees/working partie	S		

STRATEGY 2.2.3 Foster partnerships with tertiary institutions to bring scarce skills to the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.3.1 Investigate partnerships with tertiary institutions	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of partnerships developed with tertiary institutions			

STRATEGY 2.2.4 Advocate for funding opportunities for apprenticeships and traineeships

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.4.1 Investigate eligible funding opportunities for apprenticeships and traineeships	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of funding opportunities identified for apprenticeships/traineeship	S		

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

STRATEGY 2.3.1 Active participation in trade events, conferences and other networking opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.1.1 Support staff to identify and attend opportunities that contribute to the economic growth of Broken Hill	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of attendances at relevant local, state and national conferences and workshops			
2.3.1.2 Participate in tourism and other industry events that further networking and professional development	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of tourism and industry events attended	,		

STRATEGY 2.3.2 Advocate Broken Hill and Far West as a centre for renewable energy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.2.1 Meet with Federal and State Ministers to promote Council's Renewable Energy Action Plan	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of meetings to promote Renewable Energy Action Plan			
2.3.2.2 Support major renewable energy projects within the Far West Area	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of renewable energy projects supported	,		

STRATEGY 2.3.3 Increase digital communication network through projects outlined in Smart Communities Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.3.1 Provide open data to community via Internet of Things (IoT) platform	Manager Information & Communications Technology	01-Jul-2022	30-Jun-2023
Measure: Number of public IOT data sources provided to community			
2.3.3.2 Increase City coverage of City Smart Devices (smart bins, lighting, WIFI, irrigation systems and parking)	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of City Smart Devices implemented			

STRATEGY 2.3.4 Collaborate with surrounding LGAs, government and industry to identify economic opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.4.1 Participate in State and Regional Planning initiatives	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of attendances in State and Regional Planning initiatives			
2.3.4.2 Action the initiatives endorsed by the Far South West Joint Organisation	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of completed actions relevant to Growth and Investment portfolio	0		
2.3.4.3 Develop working tourism relationships with regional tourism associations and village committees	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of tourism meetings attended Measure: Number of familiarisations attended			

STRATEGY 2.3.5 Promote the narrative of long-term economic stability to the community

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.5.1 Provide pertinent long-term financial information in relevant media releases	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of media releases containing long-term financial information			
2.3.5.2 Provide public Budget sessions with support from Finance	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of public budget sessions held			

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

STRATEGY 2.4.1 Engage government, business and community stakeholders in supporting the management of tourism

ACTIONS	RESPONSIBLE OFFICER							
2.4.1.1 Collaborate with industry and government to expand experiences, products and destination marketing	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023					
Measure: Number of collaborations to expand experiences, products and destination	on marketing							
2.4.1.2 Develop framework to deliver a cohesive approach to the development, management and marketing of business and destination events, tourism and filming activities	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023					
Measure: Management and Marketing Framework for events, tourism and filming d	eveloped							
2.4.1.3 Support the development of culturally appropriate tourism experiences through the delivery of the Destination Management Plans	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023					
Measure: Number of engagements supporting development of tourism experiences								
2.4.1.4 Develop improved visitor experiences on tourism website and app	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023					
Measure: Number of tourism digital content updated								
2.4.1.5 Conduct audit of Council tourism product and experiences	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023					
Measure: Audit of Council tourism product/experiences completed Measure: Council tourism product/experiences audit report submitted to ELT								
2.4.1.6 Support the development of the Silver to Sea Trail project	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023					
Measure: Number of Silver to Sea Trail projects identified Measure: Number of Silver to Sea funding options identified								

STRATEGY 2.4.2 Activate Business Plans from Council owned facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.2.1 Activate Visitor Services Business Plan	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Visitor Services Business Plan			

2.4.2.2 Activate Broken Hill City Art Gallery Business Plan	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Gallery Business Plan			
2.4.2.3 Activate Albert Kersten Mining & Minerals Business Plan	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Museum Business Plan			
2.4.2.4 Activate Civic Centre Business Plan	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Civic Centre Business Plan			
2.4.2.5 Develop Library Business Plan	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Library Business Plan developed			

STRATEGY 2.4.3 Activate Destination Management Plans

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.3.1 Activate actions within the Destination Management Plans	Executive Manager Growth and Investment	I	30-Jun-2023
Measure: Number of actions activated from Destination Management Plans			

STRATEGY 2.4.4 Operate Council owned facilities supporting the visitor economy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.4.1 Operate Visitor Services to support the visitor economy	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Visitor Information Centre accreditation maintained Measure: Number of visitors to the Visitor Information Centre			
2.4.4.2 Operate the Living Desert to support the visitor economy	Living Desert Ranger	01-Jul-2022	30-Jun-2023
Measure: Number of visitors to Living Desert Measure: Number of Campsite bookings			
2.4.4.3 Operate the Broken Hill City Art Gallery to support the visitor economy	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of visitors to Gallery	,		
2.4.4.4 Operate the Albert Kersten Mining & Minerals Museum to support the visitor economy	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of visitors to Museum			

2.4.4.5 Operate the Civic Centre to support the visitor economy	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of occasions visitor economy supported by Civic Centre			
2.4.4.6 Operate the Airport to support the visitor economy	Manager Airport	01-Jul-2022	30-Jun-2023
Measure: Airport availability maintained 365 days per year		,	

STRATEGY 2.4.5 Advocate for incentives and initiatives that support Broken Hill and region as a film location

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.5.1 Collaborate with the film industry and government to ensure Broken Hill and region is a destination of choice for film makers	Economic Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations with film industry and government			

STRATEGY 2.4.6 Develop the Civic Centre Business to be a self-sufficient profit-making enterprise

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE					
2.4.6.1 Review Civic Centre Business Plan to identify and grow business opportunities	Events Coordinator	01-Jul-2022	30-Jun-2023					
Measure: Number of growth opportunities identified for Civic Centre								
2.4.6.2 Review Civic Centre Marketing Plan to identify new opportunities Events Coordinator 01-Jul-2022 30-Jun-2								
Measure: Number of marketing opportunities identified for Civic Centre								

STRATEGY 2.4.7 Activate the Cultural Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE					
2.4.7.1 Investigate options for art and cultural activities to support health and well-being in the community	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023					
Measure: Number of art and cultural activities identified to support health and well-being								
2.4.7.2 Utilise the Gallery and Museum spaces for events and cultural activities	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023					
Measure: Number of events and cultural activities held in Gallery Measure: Number of events and cultural activities held in Museum		,						

STRATEGY 2.4.8 Support Aboriginal economic enterprise and cultural practice

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.8.1 Liaise with Murdi Paaki Regional Assembly to support linkages required to progress their economic strategy	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of meetings attended with Murdi Paaki			

OPERATIONAL PLAN - 2021-2022										
INCOME STATEMENT - OUR ECONOMY										
\$ '000	2022	2022	2022	2022	2022					
	Our Economy Proposed Budget	Economic Development	Strategic Transport	Tourism Development	Film Promotion					
Income from Continuing Operations										
Revenue:										
Rates & annual charges	-	-	-	-	-					
User charges & fees	1,089	65	824	200	-					
Interest & investment revenue	-	-	-	-	-					
Other revenues	18	13	-	5	-					
Grants & contributions for operating purposes	502	-	500	2	-					
Grants & contributions for capital purposes	-	-	-	-	-					
Other Income:	-									
Net gains from disposal of assets	-	-	-	-	-					
Net share of interests in joint ventures	-	-	-	-	-					
TOTAL INCOME FROM CONTINUING OPERATIONS	1,608	78	1, 324	207	-					
Expenses from Continuing Operations										
Employee benefits & costs	1,166	564	262	339	-					
Borrowing costs	-	-	-	-	-					
Materials & contracts	719	373	161	185	-					
Depreciation & amortisation	285	108	176	1	-					
Impairm ent	-	-	-	-	-					
Other expenses	216	100	77	39	-					
Net losses from disposal of assets	-	-	-	-	-					
TOTAL EXPENSES FROM CONTINUING OPERATIONS	2,387	1,146	677	565	-					
OPERATING RESULT FOR THE YEAR	(779)	(1,068)	647	(358)	-					
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(779)	(1,068)	647	(358)						

CAPITAL BUDGET - OUR ECONOMY												
						Operating						
			Capit	al	Capital	Grant			Reserve	Working	Net Cost to	New, Renewal,
Description	To	tal Cost	Gran	nt	Contribution	(untied roads)	Loan Fun	ids	Transfers	Capital	Council	Upgrade
Airport CCTV Security Upgrade	\$	40,000	\$	-			\$	-		\$ 40,000	\$ 40,000	Renewal
Total for Our Economy	\$	40,000	\$	-	\$ -	\$ -	\$	-	\$ -	\$ 40,000	\$ 40,000	

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023



KEY THEME 3 - OUR ENVIRONMENT

The focus of Key The 3 – Our Environment is how we work together to value and protect our environment.

We value our unique landscape which is a place where the natural environment is protected and enhanced; where our existing urban areas are the focus of our growth, maintaining their unique characteristics.

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

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

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

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

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

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 3.1 Our environmental footprint is minimised
- 3.2 Natural environments and flora and fauna are enhanced and protected
- 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City

96

Page (

KEY THEME 3 – OUR ENVIRONMENT

OBJECTIVE 3.1 Our environmental footprint is minimised

STRATEGY 3.1.1 Ensure delivery of relevant environmental strategies and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.1.1 Develop Waste and Resource Recovery Strategy	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Waste and Resource Recovery Strategy developed			

STRATEGY 3.1.2 Provide awareness of environmental impacts of human activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.2.1 Promote the Waste and Resource Recovery Strategy	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Number of promotions of Waste and Resource Recovery Strategy			

STRATEGY 3.1.3 Collaborate with key stakeholders on environmental issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.3.1 Investigate opportunities to collaborate with community groups	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Number of collaboration opportunities identified for environmental issues			

STRATEGY 3.1.4 Investigate alternate sustainable energy options

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.4.1 Continue the implementation of the Renewable Energy Action Plan	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Stage 2 of Renewable Energy Action Plan commenced			

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

STRATEGY 3.2.1 Ensure delivery of relevant environmental management plans and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.1.1 Maintain the Living Desert as per the Management Plan	Living Desert Ranger	01-Jul-2022	30-Jun-2023
Measure: Kilometres of fencing repaired/replaced at Living Desert Measure: Number of noxious weeds eradication control measures undertaken at Living Desert Measure: Number of feral animal eradication measures undertaken at Living Desert			

3.2.1.2 Investigate Master Plan for Living Desert	Chief Corporate and Community Officer	01-Jul-2022	30-Jun-2023
Measure: Living Desert Master Plan developed			

STRATEGY 3.2.2 Provide awareness and education on the impacts of climate change

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.2.1 Investigate the development of a Climate Action Plan to support the 2019 Climate Emergency Declaration	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Options identified for development of Climate Action Plan	·		

STRATEGY 3.2.3 Ensure the effective management of the regeneration and common areas

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
3.2.3.1 Undertake feral animal eradication in accordance with governing Acts	Living Desert Ranger	01-Jul-2022	30-Jun-2023	
Measure: Number of feral animal eradication measures undertaken in regeneration/common areas				
3.2.3.2 Replace damaged and vandalised fencing	Living Desert Ranger	01-Jul-2022	30-Jun-2023	
Measure: Kilometres of fencing repaired/replaced in regeneration/common areas				
3.2.3.3 Undertake annual assessment of identified noxious weeds and pests	Living Desert Ranger	01-Jul-2022	30-Jun-2023	
Measure: Annual assessment of weeds/pests completed in regeneration/common of	areas		,	
3.2.3.4 Implement control measure to ensure noxious weeds and pests are controlled in an appropriate manner	Living Desert Ranger	01-Jul-2022	30-Jun-2023	
Measure: Number of noxious weeds eradication control measures undertaken Measure: Number of pest eradication measures undertaken				
3.2.3.5 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Living Desert Reserve	Living Desert Ranger	01-Jul-2022	30-Jun-2023	
Measure: Number of working bees completed at Living Desert Measure: Number of Living Desert volunteer hours			,	
3.2.3.6 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Regeneration Area	Living Desert Ranger	01-Jul-2022	30-Jun-2023	
Measure: Number of working bees completed at Regeneration areas Measure: Number of Regeneration volunteer hours				

STRATEGY 3.2.4 Support the advocacy of key water stakeholders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.4.1 Support the advocacy for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system and maintaining the health of the Darling Baaka River	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of advocacy opportunities for water and river connectivity			

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

STRATEGY 3.3.1 Review and update planning strategies and policies to ensure relevance

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.1.1 Adopt Plans of Management for all Crown Reserves under Council Management	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Number of adopted Plans of Management for Crown Reserves			
3.3.1.2 Adopt updated Plan of Management for Living Desert Reserve	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Living Desert Reserve Plan of Management adopted			

STRATEGY 3.3.2 Implement actions from Tree Management Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.2.1 Ensure outcomes are conducted in compliance with the Tree Management Plan	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Tree Management Plan			

STRATEGY 3.3.3 Ensure native vegetation, landscaping and water management systems are protected under the planning processes

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.3.1 Provide education and guidance when required for new development proposals to encourage sustainable landscaping, vegetation and water management practices	Executive Manager Planning and Community Safety		30-Jun-2023
Measure: Number of education/guidance provided for sustainable landscaping, vegetation and water management			

STRATEGY 3.3.4 Advocate for improved storm water management within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.4.1 Develop Storm Water Management Strategy	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Storm Water Management Strategy developed			

STRATEGY 3.3.5 Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
3.3.5.1 Continue to implement the recommendations of the adopted Broken Hill Heritage Strategy 2020-2023	Town Planner	01-Jul-2022	30-Jun-2023	
Measure: Number of recommendations implemented from Heritage Strategy				
3.3.5.2 Raise awareness of heritage related issues and management	Town Planner	01-Jul-2022	30-Jun-2023	
Measure: Number of heritage issues and management awareness information provided				

<u> </u>	PERATIO						
	INCOME STA	TEMENT -	<u>our enviro</u>	NMENT			
\$ '000	2022	2022	2022	2022	2022	2022	2022
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Public Health	Public Order	Stormwater Managemen
Income from Continuing Operations							
Revenue:							
Rates & annual charges	3,404	3,198	-	-	16	190	-
User charges & fees	1,752	1,512	-	228	5	7	-
Interest & investment revenue	27	27	-	-	-	-	-
Other revenues .	56	28	-	28	-	-	-
Grants & contributions for operating purposes	-	-	-	-	-	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-	-
Other Income:	-						
Net gains from disposal of assets	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	5,239	4, 765	-	256	21	197	-
Expenses from Continuing Operations							
Employee benefits & costs	1,965	1,419	-	244	122	180	-
Borrowing costs	75	75	-	-	-	-	-
Materials & contracts	356	185	-	104	5	62	-
Depreciation & amortisation	85	-	-	-	-	-	85
Impairment	-	-	-	-	-	-	_
Other expenses	100	100	-	-	_	_	-
Net losses from disposal of assets	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	2,581	1,779	-	348	127	242	85
OPERATING RESULT FOR THE YEAR	2,658	2,986	-	(92)	(106)	(45)	(85)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	2,658	2,986	_	(92)	(106)	(45)	(85)

CAPITAL BUDGET- OUR ENVIRONMENT										
			Capital	Capital	Operating Grant		Reserve	Working	Net Cost to	New, Renewal,
Description	Tota	al Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
Skip Bin Replacement	\$	42, 141				\$ -		\$ 42,141	\$ 42,141	Renewal
Waste Transfer Facility Inlet Road	\$	156,000						\$ 156,000	\$ 156,000	Renewal
Waste Facility Fencing	\$	60,000						\$ 60,000	\$ 60,000	Renewal
Total for Our Environment	\$	258, 141	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258,141	\$ 258,141	

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023



KEY THEME 4 - OUR LEADERSHIP

The focus of Key Theme 4 – Our Leadership is how we work together to be a connected and engaged community.

We value collaboration and working together for the greater good.

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

The Broken Hill community continues shared responsibility for good governance. Good governance is about creating a culture of transparency and accountability and establishing trust with the community.

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

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

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

OUR LEADERSHIP - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 4.1 Openness and transparency in decision making
- 4.2 Our leaders make smart decisions
- 4.3 We unite to succeed in Australia's first City on the National Heritage List
- 4.4 Our community is engaged and informed

Page 104

INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023

KEY THEME 4 – OUR LEADERSHIP

Openness and transparency in decision making

STRATEGY 4.1.1 Foster relationships with key community sector leaders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.1.1 Invite key community sector leaders to civic events and functions	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of invitations provided for civic events			
4.1.1.2 Invite key community sector leaders to participate in various working groups/meetings regarding major issues facing the City	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of community sector participants in working groups/meetings			

STRATEGY 4.1.2 Activate the Community Engagement Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
4.1.2.1 Implement communications processes as outlined in new Community Engagement Strategy	Manager Communications	01-Jul-2022	30-Jun-2023		
Measure: Number of processes implemented from Community Engagement Strategy					

4.1.3 Facilitate public forum at each Council meeting STRATEGY

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.3.1 Ordinary and Extraordinary Council Meetings are conducted in accordance with Council's adopted Code of Meeting Practice Policy	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of public forums held			

4.1.4 Ensure social, environmental, cultural and economic sustainability are considered when making decisions STRATEGY

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.4.1 Reports to Council present the social, environmental, cultural and economic sustainability considerations to enable Council to make informed decisions	General Manager	01-Jul-2022	30-Jun-2023
Measure: Council report format updated to include quadruple bottom line reporting	g		

Page 105

STRATEGY 4.1.5 Support the organisation to operate within its legal framework

on the second se			
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.5.1 Implement a robust process to provide induction training to Section 355 Committee Members	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: S355 induction process implemented Measure: Number of S355 inductions carried out			
4.1.5.2 Develop and implement a Proactive Release Strategy to assist in Council's approach to authorised proactive release and promotion of open government	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Strategy developed and endorsed Measure: Information and Privacy Commission feedback received and implemente	ed		
4.1.5.3 Develop legal, contractual agreements for Exhibiting Artists, Commission Work and Sales through cultural facilities	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of Gallery contracts reviewed and redrafted by legal firm	,		
4.1.5.4 Review of Delegations and Authorisations with new term of Council and recruitment of new staff	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: All delegations and authorisations issued to staff prior to 31/12/2022			
4.1.5.5 Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act 1993	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Disclosures of Interest Returns completed and reported to Council by 31/1	0/2022		
4.1.5.6 Review Council Policies for compliance with relevant legislation	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of policies reviewed in accordance with policy review schedule			

STRATEGY 4.1.6 Implement and embed an Enterprise Risk Management system

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.6.1 Initiate Stage 3 of the Enterprise Risk Improvement Management Plan	Corporate Risk Coordinator	01-Jul-2022	30-Jun-2023
Measure: 100% of employees inducted in use of Enterprise Risk Management softwa Measure: Corporate Risk Register reviewed by Executive Leadership Team quarterly Measure: Operational Risk Register reviewed by Senior Leadership Team quarterly Measure: Control effectiveness audits completed quarterly			

4.1.6.2 Embed the principles of the Enterprise Risk Management Framework (ERM) across the organisation	Corporate Risk Coordinator	01-Jul-2022	30-Jun-2023
Measure: 100% of Senior Leadership Team inducted in use of ERM Framework Measure: Number of Senior Leadership Team upskills workshops held for ERM Framework	vork		
4.1.6.3 Undertake full review and testing of Council's Business Continuity Plan (BCP)	Corporate Risk Coordinator	01-Jul-2022	30-Jun-2023
Measure: BCP review completed Measure: BCP Sub Plans completed Measure: BCP test exercise completed Measure: Independent assessment published on Council intranet			

OBJECTIVE 4.2 Our leaders make smart decisions

STRATEGY 4.2.1 Strengthen staff capacity through workforce development and planning activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
4.2.1.1 Learning and development plans are completed for all employees including succession and career options	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023	
Measure: 100% of staff have learning/development plans		V		
4.2.1.2 Investigate Local Government Capability Framework project requirements	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023	
Measure: Project requirements identified for Local Government Capability Framework				

STRATEGY 4.2.2 Provide learning and networking opportunities for elected members

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.2.1 Provide Councillor professional development training sessions	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of Councillor professional development training sessions			
4.2.2.2 Offer opportunities for Councillors to attend conferences and seminars that provide information, ideas and solutions that add value to our community	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of conferences/seminars attended by Councillors			

Page 107

STRATEGY 4.2.3 Build on the leadership values and culture of the organisation

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.3.1 Implement actions from Organisation Culture Inventory survey	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of actions implemented from Organisation Culture Inventory surv	еу		
4.2.3.2 Investigate further leadership training opportunities	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of leadership training opportunities identified	*		

STRATEGY 4.2.4 Implement the Service Review Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.4.1 Undertake Events service review	Business Analyst	01-Jul-2022	30-Jun-2023
Measure: Events service review completed			
4.2.4.2 Undertake Waste Management service review	Business Analyst	01-Jul-2022	30-Jun-2023
Measure: Waste Management service review completed			

STRATEGY 4.2.5 Monitor potential changes to government policy and legislation and make submission where considered important for the local community

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.5.1 Make relevant submissions to Government agencies on all matters that will affect Broken Hill or Local Government in a broader context	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of submissions to Government			

STRATEGY 4.2.6 Ensure Council has robust Information Communications Technology Platform

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.6.1 Continue to implement the agreed Information and Communication Technology Strategy/Roadmap	Manager Information & Communications Technology	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Communications Technology Strategy/Roadmap			

4.2.6.2 Continue to implement the Cyber Security Framework	Manager Information & Communications Technology	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Cyber Security Framework			

STRATEGY 4.2.7 Continue to look for efficiencies in the organisation and ensure financial sustainability

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.7.1 Reduce the annual operational deficit in line with the Long Term Financial Plan	Chief Financial Officer	01-Jul-2022	30-Jun-2023
Measure: Operational result achieved as per Long Term Financial Plan			

OBJECTIVE 4.3 We unite to succeed in Australia's first city on the National Heritage List

STRATEGY 4.3.1 Collaborate with key stakeholders for the Community Strategic Plan for reporting and monitoring

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.1.1 Facilitate Community Strategic Plan Round Table Committee Meetings	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of CSP Round Table meetings held	,	,	

STRATEGY 4.3.2 Develop working parties for key issues and projects impacting Council and the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.2.1 Develop working parties where necessary to progress major projects and issues	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of working parties developed for major projects	I		

STRATEGY 4.3.3 Maintain a strong relationship and regularly engage with the local State and Federal Members

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.3.1 Engage with the Local State and Federal Members on key issues relating to Council and the City	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of engagements with Local State Members Measure: Number of engagements with Federal Members			

STRATEGY 4.3.4 Maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.4.1 Engage with the Minister for Local Government and other Ministers on key issues relating to Council and the City	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of engagements with Local Government Minister Measure: Number of engagements with Ministers			

OBJECTIVE 4.4 Our community is engaged and informed

STRATEGY 4.4.1 Update Community Engagement Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.1.1 Update Community Engagement Strategy for adoption by Council	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Community Engagement Strategy updated by December 2022	"		

STRATEGY 4.4.2 Facilitate meetings between community and elected representatives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.2.1 Provide support for community meetings between Councillors and the public as required	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of community meetings held with Councillors			
4.4.2.2 Facilitate community engagement sessions regarding major projects and initiatives as required	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of community engagement sessions held for major projects			

STRATEGY 4.4.3 Maintain an Advocacy Strategy for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.3.1 Review and align Advocacy Strategy with Community Strategic Plan priorities	Executive Manager Growth and Investment		30-Jun-2023
Measure: Advocacy Strategy aligned with Community Strategic Plan	-		

OPERATIONAL PLAN - 2822-2823								
	INCOME ST	ATEMENT -	OUR LEADE	RSHIP				
\$ '000	2023	2023	2023	2023	2023	2023	2023	
	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Asset Management	Operations Management	Buildings & Property	
Income from Continuing Operations								
Revenue:								
Rates & annual charges	16,828	-	16,702	-	204	-	(77)	
User charges & fees	115	-	62	-	37	40	(24)	
Interest & investment revenue	471	-	471	-	-	-	-	
Other revenues	194	-	146	-	1	48	-	
Grants & contributions for operating purposes	5,164	-	5,149	-	14	-	-	
Grants & contributions for capital purposes	-						-	
Other Income:								
Net gains from disposal of assets	-							
Net share of interests in joint ventures	-							
TOTAL INCOME FROM CONTINUING OPERATIONS	22,773	-	22, 531	-	255	88	(101)	
Expenses from Continuing Operations								
Employee benefits & costs	7,949	882	1,995	1,955	1,525	500	1,091	
Borrowing costs	105	-	105	-	-	-	-	
Materials & contracts	5,952	450	2,007	926	310	463	1,798	
Depreciation & amortisation	4,139	-	-	104	1	1,011	3,024	
Impairment	-	-	-	-	-	-	-	
Other expenses	762	672	30	40	20	-	-	
Net losses from disposal of assets	-	-	-	-	-	-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	18,908	2,004	4, 137	3,025	1,856	1,973	5,913	
OPERATING RESULT FOR THE YEAR	3,865	(2,004)	18, 393	(3,025)	(1,600)	(1,885)	(6,014)	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	3,865	(2.004)	18, 393	(3,025)	(1,600)	(1, 885)	(6,014)	

		CAPITAL B	UDGET - OU	R LEADERSHI	P				
Description									
IT Asset Replacement - 25 PC's / Laptops	\$ 40,000						\$ 40,000	\$ 40,000	Renewal
Administration Building Air Conditioner - No2 Chilled Water Pump Repla	\$ 9,500						\$ 9,500	\$ 9,500	Renewal
Administration Building Switchboard Seals	\$ 7,000						\$ 7,000	\$ 7,000	Renewal
Administration Building Air Conditioner - Not Condensor Pump Reptace	\$ 9,000						\$ 9,000	\$ 9,000	Renewal
Admin building stairwell doors replacement	\$ 13,350						\$ 13,350	\$ 13,350	Renewal
Administration Building Air Conditioner Not Chiller Overhaut/Replacem	\$ 42,000						\$ 42,000	\$ 42,000	Renewal
Photocopie Replacement	\$ 30,000						\$ 30,000	\$ 30,000	Renewal
Server Replacement	\$ 18,000						\$ 18,000	\$ 18,000	Renewal
HR Management System Implementation	\$ 76,500						\$ 76,500	\$ 76,500	Renewal
Total for Our Leadership	\$ 245,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,350	\$ 245,350	

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

REVENUE

REVENUE POLICY

INTRODUCTION

Council's 2022/2023 Revenue Policy has been prepared in accordance with the provisions of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The revenue policy includes the following required elements:

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

In addition to preparing this revenue policy, Council has also recently undertaken a review of its 10-year Long Term Financial Plan (LTFP). The 2022/2023 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

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

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 64 of 74

2022/2023 FINANCIAL ESTIMATES

\$ '000	2022	2023
4 000	Q2 Review	Proposed
Income from Continuing Operations		Budget
Revenue:		
Rates & annual charges	19,464	20,226
User charges & fees	3,325	3,480
Interest & investment revenue	497	498
Other revenues	235	464
Grants & contributions for operating purposes	6,606	7,052
Grants & contributions for capital purposes	3,482	6,002
Other Income:		
Net gains from disposal of assets	_	_
Net share of interests in joint ventures	_	
TOTAL INCOME FROM CONTINUING OPERATIONS	33,609	37,722
TOTAL INCOME FROM CONTINUING OF EKATIONS	33,807	37,722
Expenses from Continuing Operations		
Employee benefits & costs	13,577	14,563
Borrowing costs	641	678
Materials & contracts	10,861	10,029
Depreciation & amortisation	7.074	6,259
Impairment		-
Other expenses	821	963
Net losses from disposal of assets		-
Net share of interests in joint ventures	_	_
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32,974	32,492
OPERATING RESULT FOR THE YEAR	635	5,230
		0,200
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &	(0.947)	(770)
CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,847)	(772)
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS		
BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,847)	(772
Assumptions		
Rate Peg	2.60%	2.30
General Index Employee Cost Index	2.50% 2.75%	2.5/ 2.7/
Grant Index	2.00%	2.00
Investment Interestrate Overdue rates interestrate	3.00% 6.00%	1.50

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 65 of 74

\$ '000	2022	2023
4 000		Proposed
	Q2 Review	Budget
Assets		
Current Assets:		
Cash & cash equivalents	21,214	11,980
Investments	3,000	3,000
Receivables	5,518	5,653
Inventories	118	136
Other	717	41
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	30,567	21,185
Non-Current Assets:		
Inv est ments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant & equipment	263,651	265,25
Investments accounted for using the equity method	1,359	1,14
Investment property	- 1,007	
Intangible assets	_	
TOTAL NON-CURRENT ASSETS	265,010	266,398
TOTAL 4.00FT0	205 577	007.50
TOTAL ASSETS	295,577	287,584
Liabilities		
Current Liabilities:		
Payables	3,500	1,902
Income Received in Advance	-	-
Contract Liabilities		
Borrowings	1,605	1,64
Provisions	3,184	3,829
TOTAL CURRENT LIABILITIES	8,289	7,379
New Command Colors	10 / 15	10.14
Non-Current Liabilities:	19,615	18,143
Payables	-	-
Borrowings	18,010	16,49
Provisions	11,912	12,26
TOTAL NON-CURRENT LIABILITIES	29,922	28,757
TOTAL LIABILITIES	38,211	36,136
NET ASSETS	257,366	251,448
TEL AUGELU	237,388	231,440
Equity		
Retained earnings	119,659	113,74
Revaluation reserves	137,707	137,707
Council equity interest	257,366	251,448
Non-controlling interest	-	-
TOTAL EQUITY	257,366	251,448
Assumptions .	2.50%	

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 66 of 74

\$ '000	2022	2023
1 000		Proposed
	Q2 Review	Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	18,880	19,61
User charges & fees	3,225	3,37
Investment & interest revenue received	896	46
Grants & contributions	10,088	13,05
Bonds, deposits & retention amounts received	-	-
Other	228	45
Payments:		
Employee benefits & costs	(13,170)	(14,126
Materials & contracts	(10,535)	(9,728
Borrowing costs	(641)	(678
Bonds, deposits & retention amounts refunded	-	-
Other	(796)	(934
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	8,175	11,49
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	-
Sale of infrastructure, property, plant & equipment	-	-
Deferred debt ors receipts	-	-
Other investing activity receipts	-	-
Payments:		
Purchase of investment securities	-	-
Purchase of infrastructure, property, plant & equipment	(11,265)	(19,127
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(11,265)	(19,127
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	_
Payments:		
Repayment of borrowings & advances	(1,443)	(1,605
NET CASH PROVIDED (OR USED IN) FIN ANCING ACTIVITIES	(1,443)	(1,605
NET CASH I ROVIDED (OR USED IN) THE ARCHIVE A CHAINES	(1,440)	(1,003
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(4,533)	(9,234
plus: CASH & CASH EQUIVALENTS - beginning of year	25,747	21,21
CASH & CASH EQUIVALENTS - end of year	21,214	11,98
Additional Information	21,214	11,70
plus: Investments on hand - end of year	3,000	3,00
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	24,214	14,98
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - ENd OF YEAR	24,214	14,70
Assumptions		
Rates & charges recovery rate	97.00%	97.0
Debtor recovery rate	97.00%	97.0
General Index	2.50%	2.5

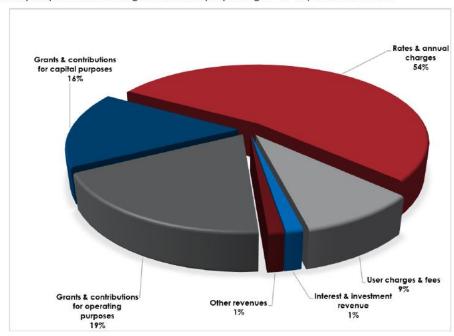
Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

SOURCES OF REVENUE

Council's revenue is mainly sourced from Rates and Annual Charges (54%), with Operating Grants (19%) and User Charges and Fees (9%) being other key revenue items.



Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

PΛ	TF	RF۱	/FI	NI	IF
KA		K F	V F	Vι	JГ

To be confirmed pending Council resolution.

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Page 70 of 74

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

CHARGES – WASTE MANAGEMENT

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

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

The domestic waste management charge comprises two components:

- · Domestic waste usage charge
- Domestic waste administration fee

In 2022/2023, the proposed charge is \$301 per service and the administration fee is \$53 per each serviceable property. The domestic waste user charge is expected to generate \$2.85M and the administration fee \$0.50M, for a combined total of \$3.35M.

Charge	2021/22	2022/23	Increase %	Total Income
Domestic waste usage charge	\$291	\$301	3.4%	\$2.85M
Domestic waste administration fee	\$51	\$53	3.9%	\$0.50M

Council also levies charges under sections 501 and 502 of the *Local Government Act 1993* for the provision of waste management services to commercial customers. In 2022/2023, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$447 or one x 600 litre bin will be set at \$411 per property per annum, which is expected to generate \$198,000. An additional MGB service will be charged at \$159 per annum and an additional 600 litre bin at \$411.

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

DEBT

DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2023 is expected to be \$18.14M.

Council has borrowed funds for the following key projects:

 Road Projects 	\$1.5M
Regional Aquatic Centre	\$2.5M
Broken Hill Airport	\$0.5M
 Information Technology 	\$1.0M
 Art Gallery Storage 	\$0.6M
Infrastructure Renewal	\$10.0M

Economic Stimulus Community
Infrastructure (proposed) \$10.0M

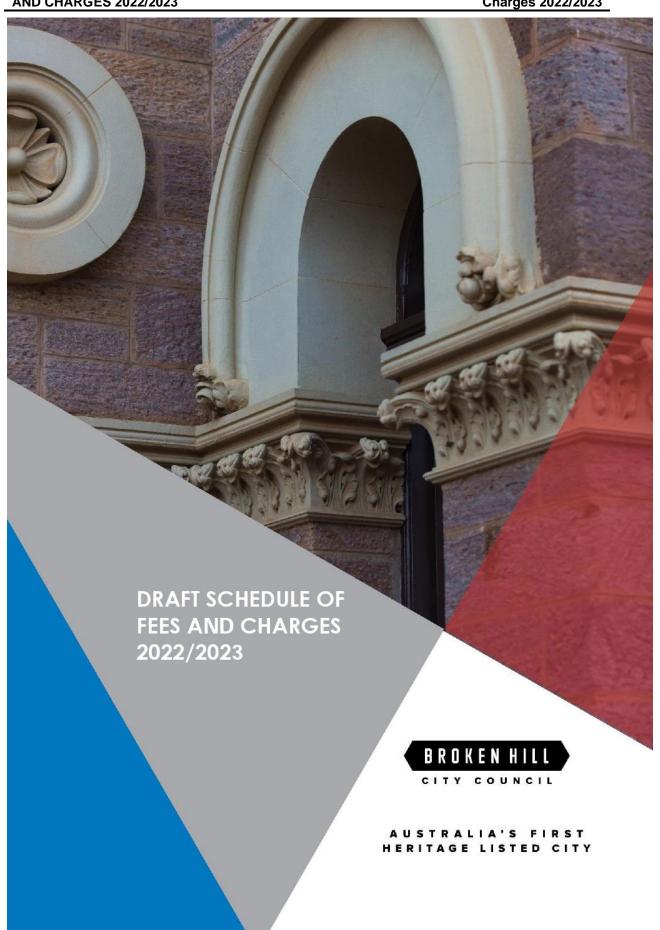
These loans have loan terms spanning 10-20 years with fixed interest rates of between 1.32% - 4.45% per annum.

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

ANNEXURE 1

SCHEDULE OF FEES AND CHARGES 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023





QUALITY CONTROL						
REFERENCES	D22/22290					
KEY DIRECTION	4. Our Leadership	4. Our Leadership				
OBJECTIVE	4.1 Openness and Transparence Making	4.1 Openness and Transparency in Decision Making				
STRATEGY	4.1.1 Support the organisation t framework	to operate its legal				
RESPONSIBLE OFFICER	General Manager					
REVIEW DATE	July 2023	July 2023				
COMPANY	Broken Hill City Council	Broken Hill City Council				
PHONE NUMBER	08 8080 3300					
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	-				
DATE	ACTION	MINUTE NO.				
	Public Exhibition					
	Adopted by Council					
	Images sourced from Council's	Image Library				
NOTES	© Copyright Broken Hill City Co	uncil 2018				
	Broken Hill 2033 Community Str	ategic Plan				
	Long Term Financial Plan 2023-	2032				
ASSOCIATED DOCUMENTS	oporanomar ran 2022, 2020					
	Disability Inclusion Action Plan	2022-2026				

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

TABLE OF CONTENTS

GST Disclaimer	4
Pricing Policy	5
Key Theme 1 - Our Community	7
Library Services	7
Roads	8
Buildings and Property	10
Parks and Halls	10
Cemetery	11
Parks and Recreational Facilities	13
Alma Oval	13
Bill Renfrew Sportsground	13
ET Lamb Memorial Oval	13
Memorial Oval	13
Norm Fox Sporting Complex	14
Picton Sportsground	14
BIU Band Hall/Soccer Complex	14
Key Theme 2 - Our Economy	15
Tourism	15
Visitor Information Centre	15
Filming in Broken Hill	15
Events and Conferences	16
Civic Centre	16
Airport	18
Key Theme 3 - Our Environment	20
Living Desert: The John Simons Flora and Fauna Sanctuary and Sculpture Site	20
Willyama Common	20
Planning, Development and Compliance	23
Certificates	30
Other - Planning, Building and Compliance	34
Companion Animals	37
Broken Hill Animal shelter	38
Cultural Services	40
Waste Management	41
Key Theme 4 - Our Leadership	44
Policy, Planning and Administration	44
Financial Services	44
YMCA Fees and Charges	46
Broken Hill Regional Aquatic Centre	46

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

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.

Draft Schedule of Fees and Charges 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

Pricing Policy

The following principles have been used by Council as a guide in setting charges. These principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2022/2023.

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

Application of Pricing Principles to Goods and Services					
Service	Principle	Basis of Cost			
Access to Information - Government Information (Public Access) Act 2009 (GIPA)	Statutory	Statutory			
Admission Fees: Broken Hill City Art Gallery; Broken Hill Regional Aquatic Centre; Albert Kersten Mining & Minerals Museum; Living Desert: The John 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%			

Draft Schedule of Fees and Charges 2022/2023

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

	KEY THEME 1 - OUR COMMUNITY						
LIBRARY SERVICES							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
1	Charles Rasp Memorial Library						
1 - 1	Public computers	Community services	Each	No	\$ -	No Charge	
	Internet usage	Community services	Each	No	\$ -	No Charge	
	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	Yes	\$ 2.27	4	
	Photographic reproductions - black and white (various sizes)	Cost recovery	Each	Yes	10%	POA	
	Visitor membership - refundable deposit	Cost recovery	Each	Yes	\$ 1.82		
1 - 6	Visitor membership - administration fee	Cost recovery	Each	Yes	\$ 0.45	\$ 5.00	
1 - 7	Replacement of lost library resource	Cost recovery	Each	Yes	10%	Actual Cost	
1 - 8	Replacement DVD/CD case	Cost recovery	Each	Yes	\$ 0.45	\$ 5.00	
1 - 9	Replacement talking book case	Cost recovery	Each	Yes	\$ 0.91	\$ 10.00	
1 - 10	Replacement Library card	Cost recovery	Each	Yes	\$ 0.27	\$ 3.00	
1 - 11	Historical booklets	Cost recovery	Each	Yes	10%	Upon Application	
1 - 12	Sale of books	Cost recovery	Each	Yes	10%	\$0.20 - \$20.00	
1 - 13	Computer printout - cemetery record	Cost recovery	Per page	Yes	\$ 0.02	\$ 0.20	
1 - 14	Printing/Photocopying (A4 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.02	\$ 0.20	
1 - 15	Printing/Photocopying (A4 - colour) - self service	Cost recovery	Per page	Yes	\$ 0.14	\$ 1.50	
1 - 16	Printing/Photocopying (A3 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.04	\$ 0.40	
1 - 17	Printing/Photocopying - (A3 - colour) - self service	Cost recovery	Per page	Yes	\$ 0.27	\$ 3.00	
1 - 18	Scanning - self service	Cost recovery	Per page	No		No Charge	
1 - 19	Microfiche/film reader - printout	Cost recovery	Per page	Yes	\$ 0.02	\$ 0.20	
	Microfiche/film reader - printout (Not self/serve) - A4/A3	Cost recovery	Per page	Yes	\$ 0.09	\$ 1.00	
	Inter Library Loans (ILL) - fees charged by other Library plus actual postage - except for special needs services of State Library which are free eg foreign languages boxes.	Cost recovery	Per item	Yes	10%	POA	
1 - 22	Meeting room hire	Community services	Per day	Yes	\$ 5.00	\$ 55.00	
1 - 23	Events and workshops	Community services	Per event	Yes	10%	POA	
1 - 24	3-D printing - 1 hour (60 minutes) - includes setup costs and first hour of printing	Cost recovery	Per 60 Minutes	Yes	\$ 0.91	\$ 10.00	
1 - 25	3-D printing - each additional hour	Cost recovery	Per 60 Minutes	Yes	\$ 0.36	\$ 4.00	

	2022/23 CHANGES				
	022/23 Fees c GST)	Ch	\$ ange	% Change	
No	Charge				
No	Charge				
\$	25.00	\$	-	0%	
	POA				
\$	20.00	\$	-	0%	
\$	5.00	\$	-	0%	
Act	ual Cost				
\$	5.00	\$	-	0%	
\$	10.00	\$	-	0%	
\$	3.00	\$	-	0%	
App	Upon olication				
	0.20 - 20.00				
\$	0.20	\$	-	0%	
\$	0.50	\$	0.30	60%	
\$	1.50	\$	-	0%	
\$	1.00	\$	0.60	60%	
\$	3.00	\$	-	0%	
No	Charge				
\$	0.20	\$	-	0%	
\$	1.00	\$	-	0%	
	РОА				
\$	55.00	\$	-	0%	
	POA				
\$	10.00	\$	-	0%	

5.00 \$

1.00

20%

	KEY THEME 1 - OUR COMMUNITY							
	ROADS	5						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
2	Permits – Road / Footpath							
2 - 1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	No	\$ -	\$105.00 plus Restoration fee		
2 - 2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	No	\$ -	\$ 70.00		
2 - 3	Permit fee - conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration fee)	Statutory	Each	No	\$ -	\$25.00 plus Restoration fee		
2 - 4	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	Yes	\$ 25.91	\$ 285.00		
2 - 5	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	Yes	10%	\$135.00 plus Restoration fee		
2 - 6	Administration fee - cost recovery street closures	Cost recovery	Each	Yes	\$ 22.73	\$ 250.00		
2 - 7	Install road closures for cost recovery functions	Cost recovery	Each	Yes	10%	By quotation		
2 - 8	Heavy vehicle/over size limit permit - Reinstatement of infrastructure	Cost recovery	Each	Yes	10%	By quotation		
2 - 9	Deposit materials on footpaths	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 10	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m ²	Private	Each	Yes	\$ 8.64	\$ 95.00		
2 - 11	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m ²	Private	Each plus m²	Yes	10%	\$95.00 Plus \$10.00 per additional m2		
2 - 12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	Yes	\$ 9.09	\$ 100.00		
2 - 13	Application for suspension of alcohol free zone	Community Service	Each	Yes	\$11.36	\$ 125.00		
2	Restoration Bond Fees (in addition to Permit Fee)							
2 - 14	Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation		

2022/	23 CHANG	ES
2022/23 Fees (inc GST)	\$ Change	% Change
\$105.00 plus Restoration fee		
\$ 70.00 \$25.00 plus Restoration fee	\$ -	0%
\$ 285.00 \$135.00 plus Restoration fee	\$ -	0%
\$ 250.00 By quotation	\$ -	0%
By quotation		
By quotation		
\$ 95.00 \$95.00 Plus \$10.00 per additional m2	\$	0%
\$ 100.00	\$ -	0%
\$ 125.00	\$ -	0%
By quotation		

	KEY THEME 1 - OUR COMMUNITY								
Item No	ROADS Particulars	Pricing Policy ID	Basis	GST	GST \$	2021/22 Fees			
				Y/N	ş	(inc GST)			
2 - 15	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 16	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 17	Footpath/nature strip (min 1m²) - asphalt/hot mix	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 18	Footpath/nature strip (min 1m²) - plain concrete up to 100mm	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 19	Footpath/nature strip (min 1m²) - plain concrete over 100mm	Cost recovery	m²	Yes	10%	By quotation			
2 - 20	Footpath/nature strip (min 1m²) - pavers on concrete base	Cost recovery	m²	Yes	10%	By quotation			
2 - 21	Footpath/nature strip (min 1m²) - pavers on all other bases	Cost recovery	m²	Yes	10%	By quotation			
2 - 22	Footpath/nature strip (min 1m²) - grass/earth	Cost recovery	m²	Yes	10%	By quotation			
2 - 23	Footpath/nature strip (min 1m²) - turf	Cost recovery	m²	Yes	10%	By quotation			
2 - 24	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m²	Yes	10%	By quotation			
2 - 25	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only	Cost recovery	m²	Yes	10%	By quotation			
2 - 26	Driveways - concrete 120mm	Cost recovery	m²	Yes	10%	By quotation			
2 - 27	Driveways - concrete 200mm	Cost recovery	m ²	Yes	10%	By quotation			
2 - 28	Kerb and gutter including laybacks	Cost recovery	m²	Yes	10%	By quotation			
2 - 29	Saw cutting (road or footpath)	Cost recovery	m²	Yes	10%	By quotation			
2 - 30	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 31	Road carriageway and shoulders - asphalt seal and road base	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 32	Road carriageway and shoulders - bitumen seal	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 33	Road carriageway and shoulders - bitumen seal and road base pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 34	Road carriageway and shoulders - road base pavement with no seal	Cost recovery	Sq m	Yes	10%	By quotation			

2022/23 CHANGES						
2022/23 Fees (inc GST)	\$ Change	% Change				
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
By quotation						
Ву						

quotation

	KEY THEME 1 - OUR COMMUNITY						
	ROADS	;					
Item No	Particulars	Pricing Policy ID Racie		GST Y/N	GST \$	2021/22 Fees (inc GST)	
2 - 35	Road surfacing (reinstatements only) jet patching (min 1 m²)	Cost recovery	m²	Yes	10%	By quotation	
2 - 36	Road surfacing (reinstatements only) emulsion spraying - hand lance (min10m²)	Cost recovery	m²	Yes	10%	By quotation	
2 - 37	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m²)	Cost recovery	m²	Yes	10%	By quotation	
2 - 38	Unsealed road grading and maintenance	Cost recovery	m²	Yes	10%	By quotation	
2 - 39	Road - Line marking	Cost recovery	m²	Yes	10%	By quotation	
2	Traffic Control						
2 - 40	Abandoned vehicles - towing	Market price	Each	Yes	10%	Actual Cost plus 30%	
2 - 41	Abandoned vehicles - storage/impoundment fees	Cost recovery	Day	No	\$ -	\$ 15.00	
2 - 42	Abandoned vehicles - administration fee	Cost recovery	Each	Yes	\$ 25.00	\$ 275.00	
2 - 43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	Yes	\$ 10.45	\$ 115.00	
2 - 44	Equipment for public functions/events - erection and removal of traffic control devices	Cost recovery	Each	Yes	10%	By quotation	
2 - 45	Design of traffic control plans - consultation, site inspection and drafting	Cost recovery	Plan	Yes	\$ 25.00	\$ 275.00	
2 - 46	Hire of traffic controllers	Cost recovery	Hour	Yes	\$ 5.91	\$ 65.00	
2 - 47	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	Yes	\$ 1.64	\$20.00 plus \$50.00 refundable bond	
2 - 48	Replacement of damaged traffic signs/equipment (per item)	Cost recovery	Each	Yes	10%	New	

2022/23 CHANGES							
2022/23 Fees (inc GST)	\$ Change	% Change					
By quotation							
By quotation							
By quotation							
By quotation							
By quotation							
Actual Cost plus 30%							
\$ 15.00	\$ -	0%					
\$ 275.00	\$ -	0%					
\$ 115.00	\$ -	0%					
By quotation							
\$ 403.00	\$ 128.00	32%					
\$ 70.00	\$ 5.00	7%					
\$20.00 plus \$50.00 refundable bond							
By quotation							

	KEY THEME 1 - OUR	COMMUNITY					
	BUILDINGS AND	PROPERTY					
ltem No	Particulars Pricing Policy ID Basis		asis GST		GST S	2021/22 Fees (inc GST)	
3	Hire Fees – Parks			1710		•	(inc corr)
3 - 1	Park hire fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve)	Cost recovery	Day	Yes	\$	7.36	\$ 81.00
3 - 2	Sturt Park Rotunda - casual community hire eg wedding ceremonies and pageants(exclusive use)	Cost recovery	Event	Yes	\$	16.18	\$ 178.00
3 - 3	Sturt Park Rotunda - business and private function hire no entry fees (exclusive use)	Cost recovery	Event	Yes	\$	27.00	\$ 297.00
3 - 4	Sturt Park playground BBQ area including adjacent table setting - half day (up to four hours) casual community hire only (non exclusive use)	Cost recovery	Half Day	Yes	\$	3.27	\$ 36.00
3 - 5	Sturt Park Playground BBQ area including adjacent table setting - full day - casual community hire only (non exclusive use)	Cost recovery	Day	Yes	\$	5.36	\$ 59.00
3 - 6	Sturt Park Playground undercover seating area - half day (up to four hours) casual community hire only (non exclusive use)	Cost recovery	Half Day	Yes	\$	2.73	\$ 30.00
3 - 7	Sturt Park Playground undercover seating area - full day - casual community hire only (non exclusive use)	Cost recovery	Day	Yes	\$	4.27	\$ 47.00
3 - 8	Sturt Park Playground open space area, near Beryl Street - half day (up to four hours) - casual community hire only (non exclusive use)	Cost recovery	Half Day	Yes	\$	3.73	\$ 41.00
3 - 9	Sturt Park Playground open space area - near Beryl Street - full day - casual community hire only (non exclusive use)	Cost recovery	Day	Yes	\$	6.45	\$ 71.00
3 - 10	Park - key deposit (refundable)	Cost recovery	Each	No	\$	-	\$ 35.00
3 - 11	Duke of Cornwall Park - tennis court - day rate per court	Cost recovery	Hour	Yes	\$	1.00	\$ 11.00
3 - 12	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	Yes	\$	1.45	\$ 16.00
3	Hire Fees - Town Square						
3 - 13	Power - key deposit (refundable)	Cost recovery	Each	No	\$	-	\$ 35.00
3 - 14	Town Square hire fee	Cost recovery	Per day	Yes	\$	7.73	\$ 85.00
3	Hire Fees - Halls						
3 - 15	Building - key deposit (refundable)	Cost recovery	Each	No	\$	-	\$ 35.00
3 - 16	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	Yes	\$	7.64	\$ 84.00
3 - 17	Aged Persons Rest Centre hire - full day	Cost recovery	Day	Yes	\$	15.18	\$ 167.00
3 - 18	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	Yes	\$	2.27	\$ 25.00
3 - 19	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	Yes	\$	5.09	\$ 56.00
3 - 20	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	Yes	\$	10.18	\$ 112.00
3	Casual Hiring - Risk Assessment Administrative Fee						

2022/23 CHANGES						
	22/23 Fees (inc GST)	Cha	\$ inge	% Change		
\$	81.00	\$	-	0%		
\$	178.00	\$	-	0%		
\$	297.00	\$	-	0%		
\$	36.00	\$	-	0%		
\$	59.00	\$	-	0%		
\$	30.00	\$	-	0%		
\$	47.00	\$	-	0%		
\$	41.00	\$		0%		
\$	71.00	\$	-	0%		
\$	35.00	\$		0%		
\$	11.00	\$	-	0%		
\$	1 6.00	\$	-	0%		
\$	35.00	\$	-	0%		
\$	85.00	\$	-	0%		
\$	35.00	\$	-	0%		
\$	84.00	\$	-	0%		
\$	167.00	\$	-	0%		
\$	25.00	\$	-	0%		
\$	56.00	\$	-	0%		
\$	112.00	\$	-	0%		

Draft Schedule of Fees and Charges 2022/2023 Page 11 of 47

	KEY THEME 1 - OUR COMMUNITY							
	BUILDINGS AND	PROPERTY						
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
3 - 21	Casual hiring risk assessment administrative fee (minimum of \$63.00 based on the risk to be assessed by Council's Corporate Risk Coordinator)	Cost recovery	Each	Yes	\$ 5.73	\$ 63.00		
3	Cemetery							
3 - 22	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	Yes	\$ 73.18	\$ 805.00		
3 - 23	Exclusive right and work permit (spare)	Cost recovery	Each	Yes	\$ 73.18	\$ 805.00		
3 - 24	Exclusive right restoration of old graves (includes work permit) - graves older than 40 Years or prior to 1971	Cost recovery	Each	Yes	\$ 27.55	\$ 303.00		
3 - 25	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$112.09	\$ 1,233.00		
3 - 26	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 35.36	\$ 389.00		
3 - 27	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Subsequent after the first	Yes	\$ 17.73	\$ 195.00		
3 - 28	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 35.36	\$ 389.00		
3 - 29	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 49.09	\$ 540.00		
3 - 30	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 24.64	\$ 271.00		
3 - 31	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$167.09	\$ 1,838.00		
3 - 32	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 49.18	\$ 541.00		
3 - 33	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - existing grave or plot	Cost recovery	Subsequent after the first	Yes	\$ 24.64	\$ 271.00		
3 - 34	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 49.18	\$ 541.00		
3 - 35	Saturday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 68.82	\$ 757.00		
3 - 36	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 34.36	\$ 378.00		
3 - 37	Outside interment hours interment of casket - additional fee	Cost recovery	Each	Yes	\$ 84.45	\$ 929.00		
3 - 38	Outside interment hours interment of ashes - additional fee	Cost recovery	Each	Yes	\$ 47.18	\$ 519.00		
3 - 39	Oversize plot requested - additional fee	Cost recovery	Each	Yes	\$ 21.18	\$ 233.00		
	Pre-selected spare grave - additional fee	Cost recovery	Each	Yes	\$ 14.27	\$ 157.00		
3 - 41	Pre-selected spare niche - additional fee	Cost recovery	Each	Yes	\$ 14.27	\$ 157.00		
	Reopen - slab removal for casket	Cost recovery	Each	Yes	\$ 35.82	\$ 394.00		
3 - 43	Reopen - slab removal for ashes	Cost recovery	Each	Yes	\$ 17.73	\$ 195.00		
3 - 44	Reopen for interment of ashes at the head end or foot end of a grave if feasible	Cost recovery	Each	Yes	\$ 17.73	\$ 195.00		
3 - 45	Vault reopen	Cost recovery	Each	Yes	\$ 34.91	\$ 384.00		
3 - 46	Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	Yes	\$ 17.73	\$ 195.00		

2022/23 CHANGES							
- 2	2022/23 Fees (inc GST)	Cŀ	\$ nange	% Change			
\$	63.00	\$	-	0%			
\$	833.00	\$	28.00	3%			
\$	833.00	\$	28.00	3%			
\$	31 4.00	\$	11.00	4%			
\$	1,276.00	\$	43.00	3%			
\$	403.00	\$	14.00	3%			
\$	202.00	\$	7.00	3%			
\$	403.00	\$	14.00	3%			
\$	559.00	\$	19.00	3%			
\$	280.00	\$	9.00	3%			
\$	1,902.00	\$	64.00	3%			
\$	560.00	\$	19.00	3%			
\$	280.00	\$	9.00	3%			
\$	560.00	\$	19.00	3%			
\$	783.00	\$	26.00	3%			
\$	391.00	\$	13.00	3%			
\$	962.00	\$	33.00	3%			
\$	537.00	\$	18.00	3%			
\$	241.00	\$	8.00	3%			
\$	162.00	\$	5.00	3%			
\$	162.00	\$	5.00	3%			
\$	408.00	\$	14.00	3%			
\$	202.00	\$	7.00	3%			
\$	202.00	\$	7.00	3%			
\$	397.00	\$	13.00	3%			
\$	202.00	\$	7.00	3%			

Draft Schedule of Fees and Charges 2022/2023 Page 12 of 47

	KEY THEME 1 - OUR COMMUNITY						
	BUILDINGS AND PROPERTY						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
3 - 47	Relocation within cemetery/exhumation	Cost recovery	Hour or part thereof	Yes	\$ 43.73	\$ 481.00	
3 - 48	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour or part thereof	Yes	\$ 43.73	\$ 481.00	
	Late interment notice for next day interment (Monday – Friday after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	Yes	\$ 20.18	\$ 222.00	
3 - 50	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	Yes	\$ 5.91	\$ 65.00	

2022/23 CHANGES								
	22/23 Fees inc GST)	Cŀ	\$ nange	% Change				
\$	498.00	\$	17.00	3%				
\$	498.00	\$	17.00	3%				
\$	230.00	\$	8.00	3%				
\$	67.00	\$	2.00	3%				

	KEY THEME 1 - DUR COMMUNITY						
	PARKS AND RECREA	ATIONAL FACILITIES					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
4	Alma Oval						
4 - 1	Alma Oval - day hire (set by \$355 Committee)	Third party	Day	Yes	10%	Set by \$355 Committee	
4 - 2	Alma Oval - season hire (set by \$355 Committee)	Third party	Season	Yes	10%	Set by \$355 Committee	
4 - 3	Alma Oval - with canteen	Third party	Day	Yes	\$ 20.73	\$ 228.00	
4 - 4	Alma Oval - without canteen	Third party	Day	Yes	\$ 17.73	\$ 195.00	
4 - 5	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	Yes	\$ 5.36	\$ 59.00	
4 - 6	Alma Public School	Third party	Year	Yes	\$ 45.09	\$ 496.00	
4 - 7	Broken Hill Football League	Third party	Year	Yes	\$ 79.82	\$ 878.00	
4 - 8	Broken Hill Cricket League	Third party	Game	Yes	10%	20% of gate takings or \$58.00 which ever is greater	
4 - 9	South Football Club	Third party	Year	Yes	\$151.82	\$ 1,670.00	
4	Bill Renfrew Sportsground						
4 - 10	West Football Club	Third party	Year	Yes	\$ 68.82	\$ 757.00	
4 - 11	Broken Hill All Breeds Obedience Dog Club	Third party	Year	Yes	\$ 41.73	\$ 459.00	
4 - 12	West Cricket Club	Third party	Year	Yes	\$ 34.91	\$ 384.00	
4 - 13	Other organisations/groups	Third party	Day	Yes	\$ 6.36	\$ 70.00	
4	E.T. Lamb Memorial Oval						
4 - 14	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	Yes	\$ 19.64	\$ 216.00	
4 - 15	Softball club - training (once per week)	Third party	Season	Yes	\$ 8.36	\$ 92.00	
	Soccer club – training (once per week)	Third party	Season	Yes	\$ 8.36	\$ 92.00	
	Primary hardball cricket	Third party	Game	Yes	\$ 1.36	\$ 15.00	
4 - 18	Country Rugby League - junior training	Third party	Season	Yes	\$ 27.00	\$ 297.00	
	Country Rugby League - senior training	Third party	Season	Yes	\$ 32.36	\$ 356.00	
4 - 20	Country Rugby League - juniors competition	Third party	Game	Yes	\$ 1.45	\$ 16.00	
4 - 21	Country Rugby League - seniors competition	Third party	Game	Yes	\$ 3.18	\$ 35.00	
4	Memorial Oval			_			
	Broken Hill Harness Racing Club - bar canteen rental	Third party	Month	Yes	\$ 31.45	\$ 346.00	
	Broken Hill Harness Racing Club - race meetings	Third party	Night	Yes	\$ 95.36	\$ 1,049.00 \$ 125.00	
	Trials - day	Third party	Each	Yes	\$ 11.36		
	Trials - night	Third party	Each	Yes	\$ 26.00 \$ 78.64	\$ 286.00 \$ 865.00	
4 - 26	Broken Hill Football League	Third party	Year Year	Yes	\$ 78.64 \$ 242.82	\$ 865.00 \$ 2,671.00	
	Central Football Club (power additional) Combined dog clubs	Third party Third party	rear Dav	Yes	\$ 242.82	\$ 2,6/1.00	
	SCPAA - Silver City Show - pre-show days (4) (power additional)	Third party	Day	Yes	\$ 17.27	\$ 222.00	
4 - 29	SCPAA - Silver City Snow - pre-snow days (4) (power additional) SCPAA - Silver City Show - show days (4) (power additional)	Third party	Day	Yes	\$ 85.45	\$ 940.00	
				1 65	y 00.43	φ 740.00	
4	4 SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)						

2022/23	СН	ANGES	
2022/23 Fees (inc GST)	CI	\$ nange	% Change
Set by \$355	ı		
Committee Set by \$355	Н		
Committee			
\$ 251.00	\$	23.00	9%
\$ 215.00	\$	20.00	9%
\$ 65.00	\$	6.00	9%
\$ 521.00	\$	25.00	5%
\$ 923.00	\$	45.00	5%
20% of gate takings or \$65.00 which ever is greater	\$	7.00	11%
\$ 1,837.00	\$	167.00	9%
\$ 757.00	\$		0%
\$ 459.00	\$	-	0%
\$ 384.00	\$	-	0%
\$ 70.00	\$	-	0%
\$ 216.00	\$	-	0%
\$ 92.00	\$		0%
\$ 92.00	\$	-	0%
\$ 15.00	\$	-	0%
\$ 297.00	\$	-	0%
\$ 356.00	\$	-	0%
\$ 16.00	\$	-	0%
\$ 35.00	\$	-	0%
\$ 358.00	•	12.00	3%
\$ 358.00 \$ 1,086.00	\$	12.00 37.00	3%
\$ 1,088.00	\$	4.00	3%
\$ 296.00	\$	10.00	3%
\$ 895.00	\$	30.00	3%
\$ 2,764.00	\$	93.00	3%
\$ 230.00	\$	8.00	3%
\$ 197.00	\$	7.00	4%
\$ 973.00	\$	33.00	3%
	Ė		

CPI as per Ray Steer

Draft Schedule of Fees and Charges 2022/2023 Page 14 of 47

	KEY THEME 1 - OUR COMMUNITY					
	PARKS AND RECREATI	ONAL FACILITIES				
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
4 - 31	Casual hire	Third party	Each	Yes	10%	Set by \$355 Committee
4 - 32	School carnivals - full day	Third party	Day	Yes	\$ 19.64	\$ 216.00
4 - 33	School carnivals - half day (9am-12pm or 12pm-3pm)	Third party	Day	Yes	\$ 13.27	\$ 146.00
4 - 34	Community events hire (no tickets or entry fees)	Third party	Day	Yes	\$ 32.27	\$ 355.00
4 - 35	Commercial events hire (tickets and entry fees applicable)	Third party	Day	Yes	\$ 80.00	\$843 Hire fee plus 5% ticket sales
4 - 36	Events bond (applicable to both community and commercial events)	Cost recovery	event	No	\$	By quotation
4 - 37	Memorial Oval - advertising	Cost recovery	Each/per year	Yes	\$ 61.91	\$ 681.00
4	Norm Fox Sporting Complex					
4 - 38	Barrier District Cricket League	Third party	Year	Yes	\$ 70.73	\$ 778.00
4 - 38	Schools hire fee	Third party	Person	Yes	\$ 0.27	\$ 3.00
4 - 39	Special events – oval hire	Third party	Day	Yes	\$ 8.82	\$ 97.00
4 - 40	Special events – oval and clubrooms	Third party	Day	Yes	\$ 25.09	\$ 276.00
4 - 41	Special events – juniors	Third party	Person	Yes	\$ 0.27	\$ 3.00
4 - 42	Teams training on oval (two hours one day/week/season)	Third party	Season	Yes	\$ 41.73	\$ 459.00
4 - 43	Bond - all organisations (refundable)	Third party	Season	Yes	\$ 11.36	\$ 125.00
4	Picton Sportsground					
4 - 44	Oval - day hire (set by \$355 Committee)	Third party	Day	Yes	10%	Set by \$355 Committee
4 - 45	Season hire (set by \$355 Committee)	Third party	Season	Yes	10%	Set by \$355 Committee
4	BIU Band Hall					
4 - 46	BIU Band Inc	Third party	Year	Yes	\$ 61.82	\$ 680.00
4 - 47	Broken Hill Civic Orchestra	Third party	Night	Yes	\$ 3.27	\$ 36.00
4 - 48	Hire fee (9am - 12pm)	Third party	Each	Yes	\$ 32.55	\$ 358.00
4 - 49	Hire fee (9am - 12pm) Small music functions - Less than 35 People	Third party	Each	Yes	\$ 7.18	\$ 79.00
4 - 50	Deposit (refundable)	Third party	Each	No	\$	\$ 118.00
4 - 51	Hire fee - prior day access (minimum two hours)	Third party	Hour	Yes	\$ 2.82	\$ 31.00
4	O'Neill Tennis Club					
4 - 52	Seniors	Third party	Year	Yes	10%	New
4 - 53	Concessions	Third party	Year	Yes	10%	New
4 - 54	Family (2 Adults & 2 Children)	Third party	Year	Yes	10%	New
4 - 55	Juniors	Third party	Year	Yes	10%	New
4 - 56	Associate Members	Third party	Year	Yes	10%	New
4 - 57	Court Hire	Third party	Per Player	Yes	10%	New
4 - 58	Hall Hire exc public liability (Non-Members)	Third party	Per Day	Yes	10%	New
4 - 59	Hall Hire exc public liability (Members)	Third party	Per Day	Yes	10%	New
4 - 60	Lights (Non-Members)	Third party	Hour	Yes	10%	New
4 - 61	Lights (Nembers)	Third party	Hour	Yes	10%	New
4 - 62	Barbecue Hire (Non-Members)	Third party	Per Day	Yes	10%	New

	2022/23 CHANGES				
	2022/23 Fees (inc GST)	Cł	\$ nange	% Change	
Г	Set by \$355 Committee				
\$	224.00	\$	8.00	4%	
\$	151.00	\$	5.00	3%	
\$	367.00	\$	12.00	3%	
\$	873 Hire fee plus 5% ticket sales	\$	30.00	3%	
	By quotation				
\$	705.00	\$	24.00	3%	
\$	800.00	\$	22.00	3%	
\$	3.00	\$	-	0%	
\$	97.00	\$	-	0%	
\$	276.00	\$	-	0%	
\$	3.00	\$	-	0%	
\$	459.00	\$	-	0%	
\$	125.00	\$	-	0%	
	Set by \$355 Committee				
	Set by \$355				
	Committee				
\$	680.00	\$	-	0%	
\$	36.00	\$	-	0%	
\$	358.00 79.00	\$	-	0%	
		\$		0%	
\$	118.00	_	-		
\$	31.00	\$	-	0%	
	88.00	•		0%	
\$	55.00	\$		0%	
\$	220.00	\$		0%	
\$	27.50	\$	-	0%	
\$	27.50	\$	-	0%	
\$	5.00	\$	-	3/0	
\$	400.00	\$	-	0%	
\$	130.00	\$	-	0%	
\$	30.00	\$	-	0%	
\$	20.00	\$	-	0%	
		_			

0%

Draft Schedule of Fees and Charges 2022/2023 Page 15 of 47

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

	KEY THEME 1 - OUR COMMUNITY						
	PARKS AND RECREATIONAL FACILITIES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
4 - 63	Barbecue Hire (Members)	Third party	Per Day	Yes	10%	New	

2022/23 CHANGES						
2022/23 Fees (inc GST)	\$ Change	% Change				
No Charge	\$ -					

INCORPORATING DRAFT OPERATIONAL PLAN	2022/2023, INCLUSIVE OF THE STATEMENT OF	REVENUE POLICY AND DRAFT SCHEDULE OF FEES	(GES 2022/2023	
NCORPORATING	2022/2023, INCLUS	REVENUE POLICY	AND CHARGES 2022/2023	

	KEY THEME 2 - OUR ECONOMY						
	TOURISM						
Item No	Partic ulars	Pricing Policy ID	Basis	GST Y/N	GST \$	GST	
5	Visitor Information Centre						
5 - 1	Vehicle wash bay	Market price	Each	Yes	\$ 1.36	\$ 15.00	
5 - 2	Showers (per shower)	Market price	Person	Yes	\$ 0.45	\$ 5.00	
5 - 3	Signage - display board (per sign) - large	Market price	Year	Yes	\$ 66.82	\$ 735.00	
5 - 4	Signage - display board (per sign) - small	Market price	Year	Yes	\$ 22.73	\$ 250.00	
5 - 5	Sales commission (accommodations, tours and attractions)	Market price	Sales	Yes		12% commission on sales	
5 - 6	Signage - display of pull up banner or digitial banner (per banner)	Market price	Year	Yes	\$ 43.18	\$ 475.00	
5	Film Broken Hill						
5 - 7	Film permit - processing fee (Not for profit/students)	Community service	Each	No	\$ -	No Charge	
5 - 8	Film permit - processing fee (Commercial Films)	Cost recovery	Each	Yes	\$ 10.00	\$ 110.00	
5 - 9	Film permit – road closures	Cost recovery	Each	Yes	10%	By Quotation	
5 - 10	Traffic management plan (per plan per location)	Cost recovery	Each	Yes	10%	By Quotation	
5 - 11	Film Administration Fee	Cost recovery	Each	Yes	\$ 10.00	\$ 110.00	
5	Banner Poles						
5 - 12	Banner Pole Flag Installation	Cost recovery	Each	Yes	10%	New	

2022/23 CHANGES					
2022/23 Fees (inc GST)	\$ Change	% Change			
A 1500	•	0.07			
\$ 15.00 \$ 5.00	\$ -	0%			
\$ 735.00	\$ -	0%			
\$ 250.00	\$ -	0%			
12% commission on sales	·				
\$ 475.00	\$ -	0%			
No Charge					
\$ 150.00	\$ 40.00	27%			
By Quotation					
By Quotation	·				
\$ 110.00	\$ -	0%			
By Quotation					

Item No Particulars Pricing Policy ID Basis	GST Y/N Yes Yes		2021/22 Fees (inc GST)
6 Civic Centre 6 - 1 Organised conference - full package Market price Each 6 - 2 Full Civic Centre hire Market price 8 hours 6 - 3 Auditorium per day - 8 hours Market price 8 hours 6 - 4 Auditorium half hall per day - 8 hours Market price 8 hours 6 - 5 Auditorium per hour Market price Hour 6 - 6 Auditorium half hall per hour Market price Hour	Y/N Yes		
6 - 1 Organised conference - full package Market price Each 6 - 2 Full Civic Centre hire Market price 8 hours 6 - 3 Auditorium per day - 8 hours Market price 8 hours 6 - 4 Auditorium half hall per day - 8 hours Market price 8 hours 6 - 5 Auditorium per hour Market price Hour 6 - 6 Auditorium half hall per hour Market price Hour			
6 - 2 Full Civic Centre hire Market price 8 hours 6 - 3 Auditorium per day - 8 hours Market price 8 hours 6 - 4 Auditorium half hall per day - 8 hours Market price 8 hours 6 - 5 Auditorium per hour Market price Hour 6 - 6 Auditorium half hall per hour Market price Hour			
6 - 3 Auditorium per day - 8 hours Market price 8 hours 6 - 4 Auditorium half hall per day - 8 hours Market price 8 hours 6 - 5 Auditorium per hour Market price Hour 6 - 6 Auditorium half hall per hour Market price Hour	Yes	10%	POA
6 - 4 Audiforium half hall per day - 8 hours Market price 8 hours 6 - 5 Audiforium per hour Market price Hour 6 - 6 Audiforium half hall per hour Market price Hour		\$ 200.00	\$ 2,200.00
6 - 5 Auditorium per hour Market price Hour 6 - 6 Auditorium half hall per hour Market price Hour	Yes	\$ 120.00	\$ 1,320.00
6 - 6 Auditorium half hall per hour Market price Hour	Yes	\$ 70.45	\$ 775.00
	Yes	\$ 18.18	\$ 200.00
/ 7 Community aboutly and not for profit	Yes	\$ 16.82	\$ 185.00
6 - 7 Community, charity and not for profit Market price Per hire fee	Yes	10%	30% Discount
6 - 8 Government incl Schools Market price Per hire fee	Yes	10%	New
6 - 9 Chips Rafferty Function Room (Ground Floor) per day - 8 hours Market price 8 hours	Yes	\$ 25.45	\$ 280.00
6 - 10 Chips Rafferty Function Room (Ground Floor) half day - 4 hours Market price 4 hours	Yes	\$ 14.55	\$ 160.00
6 - 11 Full first floor day rate Market price 8 hours	Yes	\$ 80.91	\$ 890.00
6 - 12 Full first floor half day rate - 4 hours Market price 4 hours	Yes	\$ 50.45	\$ 555.00
6 - 13 Function room 2 or 3 per day - 8 hours Market price 8 hours	Yes	\$ 28.18	\$ 310.00
6 - 14 Function room 2 or 3 half day - 4 hours Market price 4 hours	Yes	\$ 16.18	\$ 178.00
6 - 15 Function rooms 2 and 3 per day - 8 hours Market price 8 hours	Yes	\$ 55.45	\$ 610.00
6 - 16 Function room 2 and 3 half day - 4 hours Market price 4 hours	Yes	\$ 30.45	\$ 335.00
6 - 17 Function room hourly rate (outside of standard hire duration) Market price Hour	Yes	\$ 7.27	\$ 80.00
6 - 18 Upstairs lounge hourly rate Market price Hour	Yes	\$ 7.73	\$ 85.00
6 - 19 Change rooms Market price Per room	Yes	\$ 1.82	\$ 20.00
6 - 20 Kitchen usage Market price Per day	Yes	\$ 23.18	\$ 255.00
6 - 21 Public holiday/weekend/night (6pm - 12am) surcharge Market price Per hire fee	Yes	10%	25% Surcharge
6 - 22 Surcharge Catered booking (per day) Market price Per day	Yes	\$ 10.45	\$ 115.00
6 - 23 Deposit to secure booking Market price Each	Yes	10%	25% of Quote
6 - 24 Functions extending beyond contracted finishing time (hourly fee plus labour cost) Market price Hour	Yes	\$ 30.00	\$ 330.00
6 - 25 Additional staff (per staff member) Market price Hour	Yes	\$ 5.18	\$ 57.00
6 - 26 Additional staff (per staff member) Saturday, Sunday, public holidays Market price Hour	Yes	\$ 7.27	\$ 80.00
6 - 27 Excess cleaning charge - Monday to Friday - 8am-6pm Market price Hour	Yes	\$ 7.27	\$ 80.00
6 - 28 Excess cleaning charge Saturday, Sunday, public holidays Market price Hour	Yes	\$ 10.45	\$ 115.00
6 - 29 Additional technical staff - Monday to Friday Market price Hour	Yes	\$ 8.18	\$ 90.00
6 - 30 Additional technical staff Saturday, Sunday, public holidays Market price Hour	Yes	\$ 11.36	\$ 125.00
6 - 31 Setup outside venue Market price Hour	Yes	\$ 5.18	\$ 57.00
6 - 32 Setup outside venue (outside business hours) Market price Hour	Yes	\$ 7.27	\$ 80.00
6 - 33 Merchandise sales Market price Event	Yes	10%	10% Gross
6 - 34 Follow Spot Cost recovery Booking	Yes	10%	\$90 + operator hourly cost
6 - 35 Dancefloor Cost recovery Booking	Yes	10%	\$114.00

	2022/23 CHANGES					
	2022/23 Fees	\$	1 %			
	(inc GST)	Change	Change			
	POA					
\$	2,200.00	\$ -	0%			
\$	1,320.00	\$ -	0%			
\$	775.00	\$ -	0%			
\$	200.00	\$ -	0%			
\$	185.00	\$ -	0%			
	30% Discount					
	10% Discount					
\$	280.00	\$ -	0%			
\$	160.00	\$ -	0%			
\$	890.00	\$ -	0%			
\$	555.00	\$ -	0%			
\$	310.00	\$ -	0%			
\$	178.00	\$ -	0%			
\$	610.00	\$ -	0%			
\$	335.00	\$ -	0%			
\$	80.00	\$ -	0%			
\$	85.00	\$ -	0%			
\$	20.00	\$ -	0%			
\$	255.00	\$ -	0%			
L	25% Surcharge					
\$	115.00	\$ -	0%			
_	25% of Quote					
\$	330.00	\$ -	0%			
\$	57.00	\$ -	0%			
\$	80.00	\$ -	0%			
\$	80.00	\$ -	0%			
\$	115.00	\$ -	0%			
\$	90.00	\$ -	0%			
\$	125.00	\$ -	0%			
\$	57.00	\$ -	0%			
\$	80.00	\$ -	0%			
	10% Gross					
	90 + operator hourly cost					
\$	114.00					

Draft Schedule of Fees and Charges 2022/2023 Page 18 of 47

	KEY THEME 2 - OUR ECONOMY					
	EVENTS AND CO	NFERENCES				
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
6 - 36	Civic Centre bar - commercial	Market price	Per event	Yes	10%	100% sales to Civic Centre
6 - 37	Civic Centre bar - not-for-profit	Cost recovery	Per event	Yes	10%	50% profit to Civic Centre 50% profit to not-for-profit organisation
6 - 38	Breakages	Market price	Each	Yes	10%	Actual Cost
6 - 39	Testing and tagging of equipment	Market price	Per item	Yes	\$ 0.91	\$ 10.00
6 - 40	Three phase power - external connection only	Market price	Per day	Yes	10%	At cost plus 12.5%
6 - 41	Laptop computer (own Laptop)	Market price	Per day	Yes	\$ 5.00	\$ 55.00
6 - 42	Data projector and screen - portable only	Market price	Per day	Yes	\$ 5.00	\$ 55.00
6 - 43	Special external equipment hire (includes administration fee)	Market price	Per event	Yes	10%	Actual Cost plus 12.5%
6 - 44	Streaming/data upload	Market price	Per day	Yes	\$ 9.09	\$ 100.00
6 - 45	Civic Centre Video Conferencing	Market price	Hour	Yes	\$ 5.00	\$ 55.00
6 - 46	Smoke machine	Market price	Session	Yes	\$ 4.09	\$ 45.00
6 - 47	Steinway piano	Market price	Booking	Yes	\$ 25.00	\$ 275.00
6 - 48	Tea and coffee service 1 - 50 people	Cost recovery	Booking	Yes	\$ 12.50	\$ 137.50
6 - 49	Tea and coffee service 51 - 100 people	Cost recovery	Booking	Yes	\$ 20.00	\$ 220.00
6 - 50	Tea, coffee and biscuits (continuous) 100 plus people	Cost recovery	Booking	Yes	10%	POA
6 - 51	Plate Up Kitchen	Cost recovery	Booking	Yes	\$ 10.00	\$ 110.00
6 - 52	Crockery Hire 1-50 people	Cost recovery	Booking	Yes	\$ 5.18	\$ 57.00
6 - 53	Crockery Hire 51-100 people	Cost recovery	Booking	Yes	\$ 10.36	\$ 114.00
6 - 54	Crockery Hire 100 plus people	Cost recovery	Booking	Yes	10%	POA
6 - 55	Box Office Set Up	Cost recovery	Cost recovery	Yes	\$ 10.36	\$ 114.00
6 - 56	Ticket commission Council venue	Market price	Ticket	Yes	10%	10% of ticket price
6 - 57	Ticket commission non Council venue	Market price	Ticket	Yes	10%	12% of ticket price
6 - 58	Ticket commission Not for Profit Organisation	Market price	Ticket	Yes	10%	5% of ticket price
6 - 59	Ticket printing fee	Cost recovery	Ticket	Yes	10%	\$2.00
6 - 60	Set Up & Design Window Projection - standard still images - Civic Centre Only	Market Display	Display	Yes	10%	New
6 - 61	Set up & Design Window Projection - standard still images - Civic Centre and THF	Market Display	Display	Yes	10%	New
6 - 62	Set Up & Design Window Projection - video/moving images - Civic Centre Only	Market Display	Display	Yes	10%	New
6 - 63	Running Cost Window Projection - Civic Centre Only	Market Display	Display	Yes	10%	New
6 - 64	Running Cost Window Projection - Civic Centre & THF	Market Display	Display	Yes	10%	New

2022/23 CHANGES					
2022/23 (DIIANGES				
2022/23 Fees	\$	%			
(inc GST) 100% sales to Civic	Change	Change			
Centre		1			
50% profit to Civic					
Centre 50% profit to		1			
not-for-profit					
organisation					
Actual Cost					
\$ 10.00	\$ -	0%			
At cost plus 12.5%					
\$ 55.00	\$ -	0%			
\$ 55.00	\$ -	0%			
Actual Cost plus 12.5%					
\$ 100.00	\$ -	0%			
\$ 55.00	\$ -	0%			
\$ 45.00	\$ -	0%			
\$ 275.00	\$ -	0%			
\$ 137.50	\$ -	0%			
\$ 220.00	\$ -	0%			
POA	φ -	070			
\$ 110.00	\$ -	0%			
\$ 57.00	\$ -	0%			
\$ 114.00	\$ -	0%			
POA	φ -	U70			
\$ 114.00	\$ -	0%			
	φ -	U70			
10% of ticket price					
12% of ticket price					
5% of ticket price					
\$ 2.00	\$ -	0%			
\$ 180.00					
\$ 270.00					
\$ 360.00					
\$ 285.00					
\$ 342.00					

Draft Schedule of Fees and Charges 2022/2023 Page 19 of 47

	KEY THEME 2 - OUR ECONOMY						
	AIRPORT						
Item No	Partic ulars Partic ulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
7	Airport Operations			.,,,,,		(
7 - 1	Landing and Passenger Charges: Regular Passenger Transport (RPT) op more than twice in one week and where Airport facilities are made av baggage handling facilities.						
	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost Recovery	Person	Yes	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)	
				_			
7 - 3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	per landing	Yes	\$ 1.64	\$ 18.00	
7 - 4	2501kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	per tonne	Yes	\$ 1.64	\$ 18.00	
7 - 5	5001kg to 15000kg MTOW - account	Cost recovery	per tonne	Yes	\$ 2.82	\$ 31.00	
7 - 6	15001kg plus MTOW	Cost recovery	per tonne	Yes	\$ 4.18	\$ 46.00	
	Military aircraft	Cost recovery	per tonne	Yes	\$ 1.70	\$ 18.75	
7 - 8	Military helicopters	Cost recovery	per tonne	Yes	\$ 0.84	\$ 9.25	
7 - 9	Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)	Community service	per tonne	Yes	10%	33% of Fee	
7 - 10	Operator offering pilot training as major part of operation	Community service	per tonne	Yes	10%	33% of Fee	
	Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day	Community service	Three landings	Yes	10%	Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day	
7 - 12	Aircraft deployed by Emergency Services (excl RFDS) responding to emergency	Community service	per tonne	Yes	10%	No Charge	
	Hire of pilots meeting room (minimum for two hours) excluding pilots engaged in RPT	Community service	per hour	Yes	\$ 3.27	\$ 36.00	
7 - 14	Hire of pilots meeting room by pilots engaged in RPT	Community service	per hour	Yes	10%	No Charge	
7 - 14	Airport Reporting Officer supervision airside	Cost recovery	per hour	Yes	\$11.27	\$ 124.00	

2022/23 CHANGES						
2022/23 Fees (inc GST)	Ch	\$ ange	% Change			
Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)						
	<u> </u>					
\$ 19.00	\$	1.00	5%			
\$ 19.00	\$	1.00	5%			
\$ 32.50	\$	1.50	5%			
\$ 48.50	\$	2.50	5%			
Set by AAA	⊢					
Set by AAA	\vdash					
33% of Fee	L					
33% of Fee						
Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day						
No Charge						
\$ 38.00	\$	2.00	5%			
No Charge						
\$ 130.00	\$	6.00	5%			

	KEY THEME 2 - OUR	ECONOMY				
	AIRPOR	rī				
Item No	Partic ulars Partic ulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
7 - 15	Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays	Cost recovery	per hour	Yes	\$ 22.45	\$ 247.00
7 - 16	Royal Flying Doctor Service	Community service	per tonne	Yes	10%	50% of Fee
7 - 17	Annual Landing Fee for GA Aircraft under 2500kg MTOW for Broken Hill LGA Residents. Unlimited Landings (Private Use Only)	Cost recovery	Year	Yes	10%	New Fee

2022/23 CHANGES						
2022/23 Fees (inc GST)	Ch	\$ nange	% Change			
\$ 260.00	\$	13.00	5%			
50% of Fee						
\$ 200.00						

Page 21 of 47

	KEY THEME 2 - OUR ECONOMY					
	AIRPOR	Т				
Item No	Partic ulars Partic ulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
7	Aircraft Parking Area					
7 - 18	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	Yes	\$ 4.18	\$ 46.00
7 - 19	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	Yes	\$ 7.00	\$ 77.00
7	Car Parking Hire (Secure car park)					
7 - 20	Permanent space (per space)	Cost recovery	Month	Yes	\$ 5.91	\$ 65.00
7 - 21	Casual space (per space)	Cost recovery	Day	Yes	\$ 0.91	\$ 10.00
7	Car Parking (Unsecured parking in Public car park)					
7 - 22	First Three Hours	Cost recovery	Per Period	Yes		Free
7 - 23	Three to Five Hours	Cost recovery	Per Period	Yes	\$ 0.55	\$ 6.00
7 - 24	Five plus hours	Cost recovery	Per Day	Yes	\$ 0.91	\$ 10.00
7 - 25	Two plus Days	Cost recovery	Per Period	Yes	10%	\$10 first day \$6 for each subsequent day
7 - 26	Long Term Permit	Cost recovery	Per annum	Yes	\$ 50.00	\$ 550.00
7	7 Airport Terminal Building Advertising - External (Must be tourism linked)					
7 - 27	Signage 2.4m x 1.2m	Market price	Year	Yes	10%	POA

202	22/23 (CHA	NGES	
2022/23 Fe (inc GST)		Cł	\$ nange	% Change
\$	48.50	\$	2.50	5%
\$	81.00	\$	4.00	5%
\$	68.50	\$	3.50	5%
\$	10.50	\$	0.50	5%
Free				
\$	6.50	\$	0.50	8%
\$	10.50	\$	0.50	5%
\$10 first day \$ each subsequeday				
\$ 5	75.00	\$	25.00	4%
POA				

Page 22 of 47

KEY THEME 3 - OUR ENVIRONMENT						
	LIVING DE	SERT				
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
8	General Admission					
8 - 1	Adult (each)	Cost recovery	Per visit	Yes	\$ 0.55	\$ 6.00
8 - 2	Concession (pensioners, student, seniors card, groups)	Community service	Per visit	Yes	\$ 0.55	\$ 6.00
8 - 3	Child under 5 years	Community service	Per visit	No		No Charge
8 - 4	Family with children	Cost recovery	Per visit	Yes	\$ 2.00	\$ 22.00
8	Annual Passes					
8 - 5	Residents pass (each adult)	Cost recovery	Per person per year	Yes	\$ 2.00	\$ 22.00
8 - 6	Residents pass - concession (each)	Community service	Per person per year	Yes	\$ 1.64	\$ 18.00
8	Primitive Camping					
8 - 7	Site fee - adult (each) per night	Cost recovery	Person	Yes	\$ 0.91	\$ 10.00
8 - 8	Site fee - child under 16 years (each) per night	Community service	Person	Yes	\$ 0.45	\$ 5.00
8 - 9	Entry device deposit (refundable)	Cost recovery	Each	Yes	\$ 4.55	\$ 50.00
8	Function Hire					
8 - 10	Up to 100 persons	Cost recovery	Function	Yes	10%	\$118 plus entry fee for each attendee
8 - 11	101 - 250 persons	Cost recovery	Function	Yes	10%	\$291 plus entry fee for each attendee
8 - 12	251 persons and above	Cost recovery	Function	Yes	10%	\$577 plus entry fee for each attendee
8 - 13	Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations	Cost recovery	Function	Yes	\$ 5.73	\$ 63.00
8	WILLYAMA COMMO	ON				
8	Pounding and Impounding					
	Driving fee	Cost recovery	Beast	No	\$ -	\$ 20.00
	Impoundment fee	Cost recovery	Beast	No	\$ -	\$ 30.00
	Release fee	Cost recovery	Beast	No	\$ -	\$ 30.00
8 - 17	Deterrent fee	Cost recovery	Beast	No	\$ -	\$ 40.00
8 - 18	Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	No	\$ -	\$ 110.00
8 - 19	Sustenance fee	Cost recovery	Beast	Yes	10%	Actual Cost

2021/22 CHANGES						
2021/22 Fees (inc GST)	Cha		% Change			
\$ 6.00	\$	-	0%			
\$ 6.00	\$	-	0%			
No Charge						
\$ 22.00	\$	-	0%			
\$ 22.00	\$	-	0%			
\$ 18.00	\$	-	0%			
\$ 10.00	\$	-	0%			
\$ 5.00	\$	-	0%			
\$ 50.00	\$	-	0%			
\$118 plus entry fee for each attendee						
\$291 plus entry fee for each attendee						
\$577 plus entry fee for each attendee						
\$ 63.00	\$	-	0%			
\$ 20.00	\$	-	0%			
\$ 30.00	\$	-	0%			
\$ 30.00	\$	-	0%			
\$ 40.00	\$	-	0%			
\$ 110.00	\$	-	0%			
Actual Cost						

KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
10	Fees for development applications—other than State significant develo	pment		-,	Ť	1	
10 - 1	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost up to \$5,000	Statutory	Each	No	\$ -	\$ 110.00	
10 - 2	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost between \$5,001 and \$50,000	Statutory	Each	ZO	\$ -	\$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost	
10 - 3	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with anestimated cost between \$50,001 and \$250,000	Statutory	Each	No	\$ -	\$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	
10 - 4	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost between \$250,001 and \$500,000	Statutory	Each	No	\$ -	\$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	
10 - 5	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost between \$500,001 and \$1,000,000	Statutory	Each	No	\$ -	\$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	
10 - 6	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with anestimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	No	\$ -	\$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	

2022/2	3 CHANGES	
2022/23 Fees (inc GST)	\$ Change	% Change
\$ 129.00	\$ 19.00	15%
\$198.00 plus \$3.00 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	\$ 28.00	16%
\$412.00 plus \$3.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50,000	\$ 60.00	15%
\$1,356.00 plus \$2.34 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	\$ 194.00	14%
\$2,041.00 plus \$1.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	\$ 28.00	16%
\$3,058.00 plus \$1.44 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	\$ 28.00	16%

Draft Schedule of Fees and Charges 2022/2023 Page 24 of 47

KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)	
10 - 7	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost more than \$10,000,000	Statutory	Each	No	₩	\$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	
10 - 8	DA fee for development for the purpose of one or more advertisements - but only if this fee exceeds the fee that would be payable under items 10-1 to 10-7	Statutory	Each	No	\$ -	\$285.00 plus \$93.00 for each advertisement in excess of one	
10 - 9	Development application for development involving the erection of a dwelling house with an estimated cost of \$100,000 or less (Note: this includes rebuilding, making alterations, enlargement or extension, or placing or relocating a dwelling)	Statutory	Each	No	\$ -	\$455 or as per items 10-2 to 10-8, whichever is the lesser	
10 - 10	DA involving subdivision, other than strata subdivision, involving the opening of a public road	Statutory	Each	No	\$ -	\$665.00 plus \$65.00 for each additional lot created by the subdivision	
10 - 11	DA involving subdivision, other than strata subdivision, not involving the opening of a public road	Statutory	Each	No	\$ -	\$330.00, plus \$53.00 for each additional lot created by the subdivision	
10 - 12	DA involving strata subdivision	Statutory	Each	No	\$ -	\$330.00 plus \$65.00 for each additional lot created by the subdivision	
10 - 13	DA fee	Statutory	Each	No	\$ -	\$ 285.00	
10	Additional fees for development applications—other than State significant development						
10 - 14	Additional fee for DA for integrated development	Statutory	Each	No	\$ -	\$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)	

2022/2	3 CHANGES	
2022/2	CHARGES	
2022/23 Fees (inc GST)	\$ Change	% Change
\$18,565.00 plus \$1.19 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	\$ 2,690.00	14%
\$333.00 for one advertisement, plus \$93.00 for each additional advertisement	\$ 48.00	14%
\$ 532.00	\$ 77.00	14%
\$777.00 plus \$65.00 for each additional lot created by subdivision	\$ 112.00	14%
\$386.00 plus \$53.00 for each additional lot created by subdivision	\$ 56.00	15%
\$386.00 plus \$65.00 for each additional lot created by subdivision	\$ 56.00	15%
\$ 333.00	\$ 48.00	14%
\$164.00 payable to Council, plus \$374.00 payable to approval body	\$ 24.00	15%

Draft Schedule of Fees and Charges 2022/2023 Page 25 of 47

	KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
10 - 15	Additional fee for DA for development requiring concurrence, other than if concurrence is assumed under Environmental Planning and Assessment Regulation 2021 , section 55	Statutory	Each	No	\$ -	\$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)		
10 - 16	Additional fee for DA for designated development	Statutory	Each	No	\$ -	\$ 920.00		
10 - 17	Additional fee for DA that is referred to design review panel for advice Note: This fee must be refunded if the development is not referred to a design review panel	Statutory	Each	No	\$ -	\$ 760.00		
10 - 18	Additional fee for giving of notice for designated development Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$ 1,105.00		
10 - 19	Additional fee for giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$1,105.00 (unspent portion to be refunded)		
10 - 20	Additional fee for giving of notice for prohibited development Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$1,105.00 (unspent portion to be refunded)		
10 - 21	Additional fee for giving of notice for other development for which a community participation plan requires notice to be given Note: a maximum of \$1292.00 may be collected for this purpose, however any part of this fee that is not spent in giving the notice must be refunded.	Statutory	Each	No	\$ -	\$ 300.00		
10 - 22	DA fee - lodgement of plans at Essential Water	Cost recovery	Each	Yes	10%	\$92.40 plus Essential Water Fee		
10 - 23	Amendment of Local Environmental Plan (LEP) (including rezoning)	Statutory	Each	No	\$ -	\$5,105.00 plus Actual Cost		
10	Fees for modification of development consents—other than State significant development							
10 - 24	Modification application under s4.55(1) - minor error, misdescription or miscalculation	Statutory	Each	No	\$ -	\$ 71.00		
10 - 25	Modification application under s4.55(1A) or s4.56(1) - that involves, in Council's opinion, minimal environmental impact	Statutory	Each	No	\$ -	\$645.00 or 50% of original DA fee, whichever is lesser		

2022/23 CHANGES									
2022/23 Fees (inc GST)	\$ Change	% Change							
\$164.00 payable to Council, plus \$374.00 payable to concurrence body	\$ 24.00	15%							
\$ 1,076.00	\$ 156.00	14%							
\$ 3,508.00	\$ 2,748.00	78%							
\$ 2,596.00	\$1,491.00	57%							
\$ 1,292.00	\$ 187.00	14%							
\$ 1,292.00	\$ 187.00	14%							
\$ 150.00	-\$ 150.00	-100%							
\$92.40 plus Essential Water Fee	\$ -	0%							
\$5,105.00 plus Actual Cost	\$ -	0%							
\$ 83.00	\$ 12.00	14%							
Lesser of \$754,00 OR 50% of fee for original application	\$ 109.00	14%							

Draft Schedule of Fees and Charges 2022/2023 Page 26 of 47

Item No	Parliculars	Pricing Policy ID	Basis	Y/N	GST \$	2021/22 Fees (inc GST)
10 - 26	Modification application under s4.55(2) or s4.56(1) that does not, in Council's opinion, involve minimal environmental impact, if the fee for the original development application was: a) less than \$100, OR b) \$100 or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	ZO	↔ -	50% of original DA fee
10 - 27	Modification application under s4.55(2) or s4.56(1) that does not, in Council's opinion, involve minimal environmental impact, if: (a) the fee for the original development application was \$100.00 or more, AND (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	Statutory	Each	ZO	· ·	\$ 190.00
10 - 28	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of up to \$5,000	Statutory	Each	No	\$ -	\$ 55.00
10 - 29	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$5,001-\$250,000	Statutory	Each	No	↔	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost
10 - 30	Modification application under section 4.55[2] or 4.56[1] that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$250,000-\$500,000	Statutory	Each	No	↔ -	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000
10 - 31	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$500,000-\$1,000,000	Statutory	Each	No	\$ -	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000

KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE

2022/23 CHANGES								
2022/23 Fees			~ -1					
(inc GST)	\$ C	Change	% Change					
50% of fee for original application	\$	-	0%					
\$ 222.00	\$	32.00	14%					
\$ 64.00	\$4	9.00	14%					
\$99.00, plus \$1.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	\$	14.00	14%					
\$585.00, plus \$0.85 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	\$4	85.00	15%					
\$833.00, plus \$0.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	\$	121.00	15%					

GST GST 2021/22 Fees

Draft Schedule of Fees and Charges 2022/2023 Page 27 of 47

		KEY THEME 3 - OUR ENV PLANNING DEVELOPMENT AN					
Item	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
10 -	32	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$1,000,001-\$10,000,000	Statutory	Each	No	\$	\$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
10 -	33	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of more than \$10,000,000	Statutory	Each	No	₩ -	\$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
10 -	34	Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1) Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	
10 -	35	Additional fee for modification application that is accompanied by statement of qualified designer	Statutory	Each	No	\$ -	
10 -	36	Additional fee for modification application that is referred to design review panel for advice	Statutory	Each	No	\$ -	
10		Fees for reviews					
10 -	37	Application for review under the Act, section 8.3 that relates to a DA not involving the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	No	\$ -	50% of original DA fee
10 -	38	Application for review under the Act, section 8.3 that relates to a DA involving the erection of a dwelling house with an estimated cost of \$100,000 or less	Statutory	Each	No	\$ -	\$ 190.00
10 -	39	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost of up to \$5,000	Statutory	Each	No	\$ -	\$ 55.00
10 -	40	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$5001 and \$250,000	Statutory	Each	No	\$ -	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost

2022/23 CHANGES									
2022/2	3 CHANGE	S							
2022/23 Fees (inc GST)	\$ Change	% Change							
\$1,154.00, plus \$0.40 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	\$ 167.00	0 14%							
\$5,540.00, plus \$0.27 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	\$ 803.00	0 14%							
\$ 778.00	\$ 778.00	0 100%							
\$ 889.00	\$ 889.00	100%							
\$ 3,508.00	\$ 3,508.0	100%							
50% of fee for original DA	\$ -	0%							
\$ 222.00	\$ 32.00	14%							
\$ 64.00	\$ 9.00	14%							
\$100.00, plus \$1.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	\$ 15.00) 15%							

KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
10 - 41	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$250,001 and \$500,000	Statutory	Each	No	₩ -	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000		
10 - 42	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$500,001 and \$1,000,000	Statutory	Each	No	₩ -	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000		
10 - 43	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	No	\$ -	\$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		
10 - 44	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost more than \$10,000,000	Statutory	Each	No	₩	\$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		
10 - 45	Application for review of decision to reject and not determine a DA under the Act, section 8.2(1)(c) if the estimated cost of development is is less than \$100,000	Statutory	Each	No	\$ -	\$ 55.00		
10 - 46	Application for review of decision to reject and not determine a DA under the Act, section 8.2(1)(c) if the estimated cost of development is between \$100,000 and \$1,000,000	Statutory	Each	No	\$ -	\$ 150.00		
10 - 47	Application for review of decision to reject and not determine a DA under the Act, section 8.2(1)(c) if the estimated cost of development is more than \$1,000,000 FEES FOR CERTIFICATION WORK	Statutory	Each	No	\$ -	\$ 250.00		

2022/2	3 CL	IANGES	
2022/2	, C	IANGES	
2022/23 Fees (inc GST)	\$ (Change	% Change
\$585.00, plus \$0.85 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	₩	85.00	15%
\$833.00, plus \$0.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	\$4	121.00	15%
\$1,154.00, plus \$0.40 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	\$4	167.00	14%
\$5,540.00, plus \$0.27 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	\$4	803.00	14%
\$ 64.00	\$	9.00	14%
\$ 175.00	\$	25.00	14%
\$ 292.00	\$	42.00	14%

Draft Schedule of Fees and Charges 2022/2023 Page 29 of 47

Page 152

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

	PLANNING, DEVELOPMENT AND COMPLIANCE								
Item I	No	Particulars	Pricing Policy ID	Basis	GST	GST \$	2021/22 Fees		
10		Certification Work Category 1: Class 10 building up to 120m2 floor area and up to 8m in height, with no internal dividers/walls, not involving any performance solutions	,		Y/N	\$	(inc GST)		
10 -	48	Category 1 CC Package-Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 2 critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -			
10 -	49	Category 1 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 2 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -			
10 -	50	Application for a Construction Certificate relating to a Category 1 building	Market price	Each	Yes	\$ -			
10 -	51	Application for a Complying Development Certificate relating to a Category 1 building	Market price	Each	Yes	\$ -			
10 -	52	Appointment of Council as Principal Certifier for development relating to a Category 1 building	Market price	Each	Yes	\$ -			
10 -	53	Application for an Occupation Certificate relating to a Category 1 building	Market price	Each	Yes	\$ -			
10 -	54	Critical Stage inspection of Category 1 building where Council is the Principal Certifier	Market price	Each	Yes	\$ -			
10		Certification Work Category 2: A new class 1 building not involving any performance solutions							
10 -	55	Category 2 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -			
10 -	56	Category 2 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and 10 to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -			
10 -	57	Application for a Construction Certificate relating to a Category 2 building	Market price	Each	Yes	\$ -			
10 -	58	Application for a Complying Development Certificate relating to a Category 2 building	Market price	Each	Yes	\$ -			
10 -	59	Appointment of Council as Principal Certifier for development relating to a Category 2 building	Market price	Each	Yes	\$ -			
10 -	60	Application for an Occupation Certificate relating to a Category 2 building	Market price	Each	Yes	\$ -			
10 -	61	Critical Stage inspection of Category 2 building where Council is the Principal Certifier	Market price	Each	Yes	\$ -			

KEY THEME 3 - OUR ENVIRONMENT

\$ 660.00 \$ 660.00 100% \$ 880.00 100% \$ 440.00 100% \$ 165.00 100% \$ 165.00 100% \$ 121.00 100% \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 100% \$ 200.00 \$ 100% \$ 200.00 \$ 100% \$ 200.00 \$ 100% \$ 200.00 \$ 100% \$ 200.00 \$ 100% \$ 200.00 \$ 100% \$ 200.00 \$ 1	2022/2	3 CI	LANGES	
\$ 660.00 \$ 660.00 100% \$ 880.00 \$ 880.00 100% \$ 440.00 \$ 440.00 100% \$ 550.00 \$ 550.00 100% \$ 165.00 \$ 165.00 100% \$ 121.00 \$ 121.00 100% \$ 1,320.00 \$ 1,320.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%		, .	TANGES	
\$ 880.00 \$ 880.00 100% \$ 440.00 \$ 440.00 100% \$ 550.00 \$ 550.00 100% \$ 165.00 \$ 165.00 100% \$ 165.00 \$ 165.00 100% \$ 121.00 \$ 121.00 100% \$ 1,320.00 \$ 1,320.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%		\$ (Change	% Change
\$ 880.00 \$ 880.00 100% \$ 440.00 \$ 440.00 100% \$ 550.00 \$ 550.00 100% \$ 165.00 \$ 165.00 100% \$ 165.00 \$ 165.00 100% \$ 121.00 \$ 121.00 100% \$ 1,320.00 \$ 1,320.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%				
\$ 440.00 \$ 440.00 100% \$ 550.00 \$ 550.00 100% \$ 165.00 \$ 165.00 100% \$ 165.00 \$ 165.00 100% \$ 121.00 \$ 121.00 100% \$ 1,320.00 \$ 1,320.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%	\$ 660.00	\$	660.00	100%
\$ 550.00 \$ 550.00 100% \$ 165.00 \$ 165.00 100% \$ 165.00 \$ 165.00 100% \$ 121.00 \$ 121.00 100% \$ 1,320.00 \$ 1,320.00 100% \$ 1,540.00 \$ 1,540.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%	\$ 880.00	69	880.00	100%
\$ 165.00 \$ 165.00 100% \$ 165.00 \$ 165.00 100% \$ 121.00 \$ 121.00 100% \$ 1,320.00 \$ 1,320.00 100% \$ 1,540.00 \$ 1,540.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%	\$ 440.00	\$	440.00	100%
\$ 1,540.00 \$ 1,540.00 100% \$ 1,540.00 \$ 1,540.00 100% \$ 770.00 \$ 1,540.00 100% \$ 220.00 \$ 220.00 100%	\$ 550.00	\$	550.00	100%
\$ 1,320.00 \$ 1,320.00 100% \$ 1,540.00 \$ 1,540.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100%	\$ 165.00	\$	165.00	100%
\$ 1,320.00 \$1,320.00 100% \$ 1,540.00 \$1,540.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100% \$ 220.00 \$ 220.00 100%	\$ 165.00	\$	165.00	100%
\$ 1,540.00 \$1,540.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100% \$ 220.00 \$ 220.00 100%	\$ 121.00	\$	121.00	100%
\$ 1,540.00 \$1,540.00 100% \$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100% \$ 220.00 \$ 220.00 100%				
\$ 770.00 \$ 770.00 100% \$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100% \$ 220.00 \$ 220.00 100%	\$ 1,320.00	69	1,320.00	100%
\$ 990.00 \$ 990.00 100% \$ 220.00 \$ 220.00 100% \$ 220.00 \$ 220.00 100%	\$ 1,540.00	64	1,540.00	100%
\$ 220.00 \$ 220.00 100% \$ 220.00 \$ 220.00 100%	\$ 770.00	\$	770.00	100%
\$ 220.00 \$ 220.00 100%	\$ 990.00	\$	990.00	100%
	\$ 220.00	\$	220.00	100%
\$ 121.00 \$ 121.00 100%	\$ 220.00	\$	220.00	100%
	\$ 121.00	\$	121.00	100%

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)			
10	Certification Work Category 3: Alteration or additions to an existing class 1 building that is NOT BASIX affected and does not involve any performance solutions OR Any Class 10 building not in Category 1 that does not involve any performance solutions								
10 - 62	Category 3 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -				
10 - 63	Category 3 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$				
10 - 64	Application for a Construction Certificate relating to a Category 3 building	Market price	Each	Yes	\$ -				
10 - 65	Application for a Complying Development Certificate relating to a Category 3 building	Market price	Each	Yes	\$ -				
10 - 66	Appointment of Council as Principal Certifier for development relating to a Category 3 building	Market price	Each	Yes	\$ -				
10 - 67	Application for an Occupation Certificate relating to a Category 3 building	Market price	Each	Yes	\$ -				
10 - 68	Critical Stage inspection of Category 3 building where Council is the Principal Certifier	Market price	Each	Yes	\$ -				
10	Certification Work Category 4: Additions or alterations to an existing Class 1 dwelling that is BASIX affected development, but does not involve any performance solutions.								
10 - 69	Category 4 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -				
10 - 70	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ -				
10 - 71	Application for a Construction Certificate relating to a Category 4 building	Market price	Each	Yes	\$ -				
10 - 72	Application for a Complying Development Certificate relating to a Category 4 building	Market price	Each	Yes	\$ -				
10 - 73	Appointment of Council as Principal Certifier for development relating to a Category 4 building	Market price	Each	Yes	\$ -				

	2022/2	3 ()	IANGES	
	2/23 Fees nc GST)		Change	% Change
(II	ic G SI)			
\$	935.00	64	935.00	100%
\$	1,155.00	64	1,155.00	100%
\$	550.00	\$	550.00	100%
\$	770.00	\$	770.00	100%
\$	165.00	\$	165.00	100%
\$	220.00	\$	220.00	100%
\$	121.00	\$	121.00	100%
\$	1,100.00	\$	1,100.00	100%
\$	1,320.00	\$	1,320.00	100%
\$	770.00	\$	770.00	100%
\$	990.00	\$	990.00	100%
\$	220.00	\$	220.00	100%

	KEY THEME 3 - OUR ENVIRONMENT										
	PLANNING, DEVELOPMENT AND COMPLIANCE										
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)					
10 - 74	Application for an Occupation Certificate relating to a Category 4 building	Market price	Each	Yes	\$ -						
10 - 75	Critical Stage inspection of Category 4 building where Council is the Principal Certifier	Market price	Each	Yes	\$ -						
10	Certification Work Category 5: A new Class 1 dwelling AND a detached Class 10a shed/garage/carport patio, neither involving any performance solutions										

2022/23 Fees (inc GST)	\$ (Change	% Change
\$ 220.00	\$	220.00	100%
\$ 121.00	\$	121.00	100%

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE									
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)				
10 - 76	Category 5 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding	Market price	Each	Yes	\$ -					
10 - 77	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	₩					
10 - 78	Additional application for an Occupation Certificate relating to a Category 5 development	Market price	Each	Yes	\$ -					
10 - 79	Additional critical Stage inspection of Category 5 development where Council is the Principal Certifier	Market price	Each	Yes	\$ -					
10	Certification Work Category 6: Any development not fitting into categories 1-5. This includes: - All Class 2-9 development - Any building that invovles a performance solution Note: All swimming pools require a performance solution for P2.4.4									
10 - 80	Application for a Construciton Certificate relating to a category 6 building	Market price	Each	Yes	\$ -					
10 - 81	Application for a Complying Development Certificate relating to a Category 6 building	Market price	Each	Yes	\$ -					
10 - 81	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	\$ -					
10 - 82	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	\$ -					
10 - 83	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	\$ -					
10	Note: Category 6 will be reviewed with a view to reducing prices as soon as practicable. These fees reflect the current cost to Council of providing these services. Other Certification work fees									
10 - 84	Application for an Occupation Certificate for a change of building use, where no building works were carried out as part of the development and the resulting building is a Class 1 or Class 10 building that involves no per	Market price	Each	Yes	\$ -					
10 - 85	Application for an Occupation Certificate for a change of building use where no building works were carried out as part of the devleopment, other than where item 10-84 applies	Market price	Each	Yes	\$ -					
10 - 85	Compliance Certificate relating to a Class 1 or 10 building that does not incorporate any performance solutions (minimum 2 hours)	Market price	Per hour or part hour	Yes	\$ -					

2022/2	3 CHANGES	
2/23 Fees nc GST)	\$ Change	% Change
\$ 1,870.00	\$1,870.00	100%
\$ 2,200.00	\$ 2,200.00	100%
\$ 220.00	\$ 220.00	100%
\$ 121.00	\$ 121.00	100%
\$ 4,400.00	\$ 4,400.00	100%
\$ 6,050.00	\$ 6,050.00	100%
\$ 1,100.00	\$1,100.00	100%
\$ 1,100.00	\$1,100.00	100%
\$ 1,760.00	\$1,760.00	100%
\$ 220.00	\$ 220.00	100%
\$ 6,050.00	\$ 6,050.00	100%
\$ 134.00	\$ 134.00	100%

Draft Schedule of Fees and Charges 2022/2023 Page 33 of 47

	KEY THEME 3 - OUR ENVIRONMENT									
	PLANNING, DEVELOPMENT AND COMPLIANCE									
	Item	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
10) -	86	Site inspection under \$139 of Environmental Planning and Assessment Regulation 2021 or \$16 Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021 for proposed class 1 or 10 development not involving a performance solution, where Council is not the certifer with the relevant application	Market price	Each	Yes	\$ -			
0	-	86	Critical Stage inspection of Class 1 or 10 buildings not involving a performance solution, where Council is not the Principal Certifier for the development	Market price	Each	Yes	\$ 13.91	\$ 153.00		
10)		OTHER - PLANNING, BUILDING AND COMPLIANCE							
10)		Subdivision Certificate (SC)							
10) -	87	Subdivision Certificate (LGA Act) - 1 - 10 lots	Market price	Each	Yes	\$ 10.91	\$ 120.00		
10) -	88	Subdivision Certificate (LGA Act) - more than 10 lots	Market price	Each	Yes	\$ 15.09	\$ 166.00		

2022/23 CHANGES								
	2/23 Fees nc GST)	\$ (Change	% Change				
\$	220.00	\$	220.00	100%				
\$	158.00	\$	5.00	3%				
\$	120.00	\$	-	0%				
\$	166.00	\$	-	0%				

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

	KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE						
Iter	n No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)
10		Registration of Certificate by private certifier					
10 -	89	Certificate registration fee	Statutory	Each	Yes	\$ 3.27	\$ 36.00
10		Planning Certificates - Section 10.7 (formerly Section 149)					
10 -	91	Application for planning cetificate under the Act, section 10.7(1) (formerly Section 149 (2))	Statutory	Each	No	\$ -	\$ 53.00
10 -	90	Additional fee if planning certificate includes advice under the Act, section 10.7(5) (formerly Section 149 (5))	Statutory	Each	No	\$ -	\$ 80.00
10 -	91	Additional fee if Planning Certificate required urgently	Cost recovery	Each	Yes	\$ 7.55	
10 -	92	Planning certificate administration charge upon cancellation of application	Cost recovery	Each	Yes	10%	50% of the original fee
10 -	93	Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	Statutory	Each	No	\$ -	\$ 53.00
10		Building Information Certificate Fees					
10 -	94	Application for Building Information Certificate relating to a Class 1 building or a class 10 building	Statutory	Each	No	\$ -	\$ 250.00
10 -	95	Application for Building Information Certificate relating to part of a building that consists of an external wall only or does not otherwise have a floor area	Statutory	Each	No	\$ -	\$ 250.00
10 -	96	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part does not exceed 200 square metres	Statutory	Each	No	\$ -	\$ 250.00
10 -	97	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part is between 200m² and 2,000 m²	Statutory	Each	No	\$ -	\$250.00 plus \$0.50 per square metre over 200
10 -	98	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part exceeds 2,000 square metres	Statutory	Each	No	\$ -	\$1,165.00 plus additional \$0.075 per square metre over 2000
10 -	99	Application for a Building Information Certificate relating to a Class 2 building that comprises 2 dwellings only	Statutory	Each	No	\$ -	As per class 1 building
10 -	100	Additional fee for application for Building Information Certificate relating to development that required development consent, but development consent was not obtained, and the applicant is person responsible for the development	Statutory	Each case	No	\$ -	Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee

2022/23 CHANGES								
2022/23 CHANGES								
2022/23 Fees (inc GST)	\$ 0	Change	% Change					
\$ 36.00	\$	-	0%					
\$ 62.00	\$	9.00	15%					
\$ 94.00	\$	14.00	15%					
\$ 90.00	\$	7.00	8%					
50% of application fee	\$	-	0%					
\$ 62.00	\$	9.00	15%					
\$ 250.00	\$	-	0%					
\$ 250.00	\$	-	0%					
\$ 250.00	\$	-	0%					
\$250.00, plus \$0.50 for each square metre, or part square metre, by which the floor area exceeds 200 square metres	\$	-	0%					
\$1,165.00. plus \$0.10 per square meter, or part square metre by which the floor area exceeds 2,000 square metres	₩	-	0%					
\$ 250.00	\$	250.00	100%					
The fee that would be payable if the application were a Development Application	\$	-	0%					

Draft Schedule of Fees and Charges 2022/2023 Page 35 of 47

	KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
10 - 101	Additional fee for application for Building Information Certificate relating to development that required a Construction Certificate, but a Construction Certificate was not obtained, and the applicant is person responsible for the development	Statutory	Each case	No	\$ -	Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee		
10 - 102	Additional fee for Building Information Certificate where more than one inspection is necessary	Statutory	Each application	No	\$ -	\$ 90.00		
10	Certificates as to Notices / Orders							
10 - 103	Application for for a certificate as to whether there are any outstanding notices issued by the council in respect of land	Cost recovery	Each	No	\$ -	\$ 73.00		
10	Fees for Applications under section 68 of the Local Governmet Act 19	93						
10 - 104	Application to install manufactured home, or other moveable dwelling (includes two inspections)	Cost recovery	Each	No	\$ -	\$ 557.00		
10 - 105	Additional Inspection for Manufactured home, moveable dwelling or associated structure	Cost recovery	Each	No	\$	\$ 84.00		
10 - 106	Part C2 or C3 - Place waste/waste storage container in a public place other than a road	Cost recovery	\$100 per application and \$20 per week or part thereof		\$	\$100 per application and \$20 per week or part thereof		
10 - 107	Part E1 - Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Cost recovery \$50 per annu		No	\$ -	\$ 50.00		
10 - 108	Part E2 - Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Cost recovery \$50 per annum		No	\$ -	\$ 50.00		
10 - 109	Part F2 and 3 - Operate a caravan park/camping ground or manufactured home estate	Cost recovery	\$250 per application (approval valid for 5 years)	No	\$ -	\$ 250.00		
10 - 110	Amusement devices - small devices	Statutory	Each	No	\$ -	Exempt		
10 - 111	Amusement devices - application fee for approval	Cost recovery	Each	No	\$ -	\$ 50.00		
10 - 112	Application to install septic system (includes registration)	Cost recovery	Each	No	\$ -	\$ 288.00		
10 - 113	Application to install aerated wastewater treatment system (includes registration)	Cost recovery	Each	No	\$ -	\$ 349.00		
10 - 114	Amended application to install septic or AWTS	Cost recovery	Each	No	\$ -	\$ 92.00		
10 - 115	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	No	\$ -	\$ 123.00		

2022/23 CHANGES							
2022/23 Fees (inc GST)	\$ (Change	% Change				
The fee that would be payable if the application were a an application to Council for a Construction Certificate		,	0%				
\$ 90.00	\$	-	0%				
\$ 80.00	\$	7.00	9%				
	_						
\$ 880.00	\$	323.00	37%				
\$ 121.00	\$	37.00	31%				
\$100 per application and \$20 per week or part thereof	\$		0%				
\$ 50.00	\$		0%				
\$ 50.00	\$		0%				
\$ 400.00	\$	150.00	38%				
Exempt under cl75 Local Government (General) Regulation 2021	\$	-	0%				
\$ 54.00	\$	4.00	7%				
\$ 288.00	\$	-	0%				
\$ 349.00	\$	-	0%				
\$ 92.00	\$	-	0%				
\$ 123.00	\$	-	0%				

Draft Schedule of Fees and Charges 2022/2023 Page 36 of 47

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
10 - 116	Application to register a septic tank, AWTS, or onsite water treatment	Cost recovery	Each	No	\$ -	\$ 41.00		
10	Swimming Pools							
10 - 117	First inspection since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$ 150.00		
10 - 118	Any or all subsequent inspections since person became owner, or since a certificate of compliance ceased to be valid			No	\$ -	\$ 100.00		
10 - 119	Application for exemption - \$22 Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$ 250.00		
10 - 120	Registration - S30B Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$ 10.00		
10 - 121	Public pool registration fee - \$35(2) Public Health Act 2010	Statutory	Each	No	\$ -	\$ 100.00		
10 - 122	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	No	\$ -	\$ 78.00		
10 - 123	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	Yes	\$ 2.36	\$ 26.00		
10	Registered Premises							
10 - 124	Food premises inspection	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		
10 - 125	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	Yes	\$ 9.70	\$ 106.70		
10 - 126	Inspection - boarding and lodging house	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		
10 - 127	Inspection - hawkers, street vendors	Cost recovery	Each	Yes	\$ 5.00	\$ 55.00		
10 - 128	Inspection - skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		

2022/23 CHANGES							
2022/23 Fees (inc GST)	\$ C	hange	% Change				
\$ 41.00	\$	-	0%				
\$ 150.00	\$	-	0%				
\$ 150.00	\$	50.00	33%				
\$ 250.00	\$	-	0%				
\$ 10.00	\$		0%				
\$ 100.00	\$	-	0%				
\$ 90.00	\$	12.00	13%				
\$ 27.00	\$	1.00	4%				
\$ 110.00	\$	3.30	3%				
\$ 110.00	\$	3.30	3%				
\$ 110.00	\$	3.30	3%				
\$ 55.00	\$	-	0%				
\$ 110.00	\$	3.30	3%				

	KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
10 - 129	Inspection - jamboree, pop festival etc	Cost recovery	Hour or part thereof	Yes	\$ 5.00	\$ 55.00		
10 - 130	Inspection - caravan park	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		
10 - 131	Inspection fee - construction for food premises (where no DA required) (hourly rate - minimum fee - pro rata thereafter)	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		
10 - 132	Cooling tower inspection	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		
10 - 133	Inspection - mortuary and crematorium	Cost recovery	Hour or part thereof	Yes	\$ 9.70	\$ 106.70		
10 - 134	Inspection - footpath restaurants (includes administration charges for public liability follow ups)(annual charge per setting)	Cost recovery Year		Yes	\$ 9.70	\$ 106.70		
10	Administration Charges							
10 - 135	Search of building/development records (minimum fee ½ hour)	Cost recovery	Hour	Yes	\$ 6.73	\$ 74.00		
10 - 136	Copy of building plans (architect consent required)	Cost recovery	overy Each Yes		10%	\$110 plus copying charges		
10 - 137	Permanent road closure application	Cost recovery Each		Yes	\$ 200.00	\$ 2,200.00		
10 - 138	Local Environmental Plan (LEP) (bound copies)	Cost recovery Each		Yes	10%	POA		
10 - 139	Local Environmental Plan maps	Cost recovery	Each	Yes	10%	POA		
10	Companion Animals: (Exemptions as in Section 9 of the Companion Ar	nimals Regulation 19	99)					
10 - 140	Registration Fee - Dog - desexed	Statutory	Each	No	\$ -	\$ 66.00		
10 - 141	Registration Fee - Dog - not desexed or not desexed before 6 mths of age	Statutory	Each	No	\$ -	\$ 224.00		
10 - 142	Registration Fee - Dog owned by an eligible pensioner - desexed	Statutory	Each	No	\$ -	\$ 27.00		
10 - 143	Registration Fee - Dog kept by a recognised breeder for breeding purposes	Statutory	Each	No	\$ -	\$ 66.00		
10 - 144	Registration Fee - 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	No	\$ -	nil		
10 - 145	Registration Fee - greyhound formerly registered under the Greyhound Racing Act 2002 (Retired/pet greyhounds - same as dogs)	Statutory	Each	No	\$ -	nil		
10 - 146	Registration Fee - animals classified as assistance animal (fees payable on declassification)	Statutory	Each	No	\$ -	nil		

2022/23 CHANGES									
2022/23 Fee (inc GST)	es	\$ C	hange	% Change					
\$ 5	55.00	\$	-	0%					
\$ 11	0.00	\$	3.30	3%					
\$ 11	0.00	\$	3.30	3%					
\$ 11	0.00	\$	3.30	3%					
\$ 11	0.00	\$	3.30	3%					
\$ 11	0.00	\$	3.30	3%					
\$ 7	4.00	\$	-	0%					
\$110 plus copy charges	ying	\$	-	0%					
\$ 2,20	00.00	\$	-	0%					
POA		\$	-	0%					
POA		\$	-	0%					
\$ 6	6.00	\$	-	0%					
\$ 22	24.00	\$	-	0%					
\$ 2	27.00	\$	-	0%					
\$ 6	6.00	\$	-	0%					
Free		\$	-	0%					
Free		\$	-	0%					
Free		\$	-	0%					

Draft Schedule of Fees and Charges 2022/2023 Page 38 of 47

	KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
11	GST GST 2021/22 Fac							
Iten	1 NO	Particulars	Pricing Policy ID	Basis	Y/N	\$	(inc GST)	
10 -	147	Registration Fee - animals in service of State instrumentality	Statutory	Each	No	\$ -	nil	
10 -	148	Registration Fee - Desexed dog sold by eligible pound or shelter	Statutory	Each	No	\$ -	nil	
10 -	149	Annual Permit Fee - restricted breed	Statutory	Each	No	\$ -	\$ 197.00	
10 -	150	Annual Permit Fee - declared dangerous	Statutory	Each	No	\$ -	\$ 197.00	
10 -	151	Dog offences and penalties	Statutory	Each	No	\$ -	As per Regulations	
10 -	152	Compliance check on a Dangerous/Restricted dog enclosure	Statutory	Each	МО	\$ -	\$ 150.00	
10 -	153	Registration Fee - Cat - desexed	Statutory	Each	No	\$	\$ 56.00	
10 -	154	Registration Fee - Cat - not desexed or not desexed before 4 mths of age	Statutory	Each	No	\$ -	\$ 56.00	
10 -	155	Registration Fee - Cat owned by an eligible pensioner	Statutory	Each	No	\$ -	\$ 27.00	
10 -	156	Registration Fee - Desexed cat sold by eligible pound or shelter	Statutory	Each	No	\$ -	\$ -	
10 -	157	Registration Fee - cat desexed or not desexed kept by a recognised breeder	Statutory	Each	Мо	\$ -	\$ 56.00	
10 -	158	Annual Permit Fee - cat not desexed or not desexed before 4 mths of age	Statutory	Each	No	\$ -	\$ 81.00	
10		Broken Hill Animal Shelter						
10 -	159	Daily sustenance fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	Мо	\$ -	\$ 24.00	
10 -	160	Release fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$ 16.00	
10 -	161	Daily sustenance fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$ 32.00	
10 -	162	Release fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$ 32.00	
10 -	163	Impound fee - (administration charge)	Cost recovery	Each	No	\$ -	\$ 30.00	
10 -	164	Surrender fee - \$100 per animal or litter	Cost recovery	Each or litter	No	\$ -	\$ 100.00	
10 -	165	Microchipping fee - external agent	Cost recovery	Each	No	\$ -	\$ 20.00	
10 -	166	Micro-chipping of companion animal by Council ranger	Community services	Each	No	\$ -	\$ 13.00	
10 -	167	Veterinary Fees	Cost recovery	Each	No	\$ -	External veterinarian fee	
10 -	168	Adoption fee	Cost recovery	Each	No	\$ -	\$20.00 plus registration and desexing, vaccination from an external agency	
10 -	169	Release to rescue	Community services	Each	No	\$ -	No Charge	
10 -	170	Call out fee for dog attacks after hours to be charged to owner, or complainant, in the event of false dog attack claim	Cost recovery	Each	No	\$ -	\$ 310.00	

AND AND CHANGES						
2022/23 CHANGES						
2022/23 Fees (inc GST)	\$ Ch	ange	% Change			
Free	\$	-	0%			
Free	\$	-	0%			
\$ 197.00	\$,	0%			
\$ 197.00	\$	-	0%			
As per regulations	\$	-	0%			
\$ 150.00	\$	-	0%			
\$ 56.00	\$	-	0%			
\$ 56.00	\$	-	0%			
\$ 27.00	\$	-	0%			
Free	\$	-	0%			
\$ 56.00	\$	-	0%			
\$ 81.00	\$	-	0%			
\$ 25.00	\$	1.00	4%			
\$ 16.00	\$,	0%			
\$ 32.00	\$	-	0%			
\$ 32.00	\$	-	0%			
\$ 30.00	\$	-	0%			
\$ 100.00	\$	-	0%			
\$ 20.00	\$		0%			
\$ 13.00	\$	-	0%			
External veterinarian fee	\$	-	0%			
\$20.00 plus registration and desexing, vaccination from an external agency	\$	-	0%			
No Charge	\$	-	0%			
\$ 310.00	\$	-	0%			

Draft Schedule of Fees and Charges 2022/2023 Page 39 of 47

	KEY THEME 3 - OUR ENVIRONMENT							
	CULTURAL SERVICES							
Item No	Partic ulars	Pricing Policy ID Basis			GST \$	2021/22 Fees (inc GST)		
11	Albert Kersten Mining & Minerals Museum					1		
11 - 1	Admission - Gold Coin Donation	Community Service	Each	No	\$ -	Entry by donation		
11 - 2	Hire Fee - Albert Kersten Mining & Minerals Museum - Exhibition Hall	Cost recovery	Day	Yes	10%	POA		
11	Broken Hill Regional Art Gallery							
11 - 3	Admissions - (donation box available)	Community Service	Each	No	\$ -	Entry by donation		
11 - 4	Membership - One year adult	Cost recovery	Each	Yes	\$ 3.82	\$ 42.00		
11 - 5	Membership - Two year adult	Cost recovery	Each	Yes	\$ 6.82	\$ 75.00		
11 - 6	Membership - One year family with children under 18 years	Cost recovery Year		Yes	\$ 7.27	\$ 80.00		
11 - 7	Membership - Two year family with children under 18 years	Cost recovery Year		Yes	\$12.73	\$ 140.00		
11 - 8	Membership - Student and concession	Cost recovery Year		Yes	\$ 2.91	\$ 32.00		
11 - 9	Membership - Two year student and concession	Cost recovery	Year	Yes	\$ 5.45	\$ 60.00		
11 - 10	Membership - Sponsorship Package	Cost recovery	Each	Yes	10%	POA		
11 - 11	The Pro Hart Outback Art Prize - Entry fee	Community Service	Entry	Yes	\$ 4.09	\$ 45.00		
11 - 12	Hire Fees - Gallery photographic	Cost recovery	Each	Yes	10%	POA		
11 - 13	Hire Fees - Piano hire (Kawai GL20 Grand Piano)	Cost recovery	Each	Yes	\$ 5.91	\$ 65.00		
11 - 14	Hire Fees - Artist shed - community groups by application	Cost recovery	Hour	Yes	\$ 0.91	\$ 10.00		
11 - 15	Hire Fees - Artist shed - commercial by application	Cost recovery	Hour	Yes	\$ 1.82	\$ 20.00		
11 - 16	Hire Fees - Artist shed package	Cost recovery	Hour	Yes	10%	POA		
11 - 17	Chair hìre - Per chair	Cost recovery	Each	Yes	\$ 0.18	\$ 2.00		
11 - 18	Hire Fees - Urn, crockery and cutlery	Cost recovery	Each	Yes	\$ 2.73	\$ 30.00		
11 - 19	Gallery hire - Minimum 3 hours during business hours, includes one casual staff member	Cost recovery	Per hour	Yes	\$ 9.09	\$ 100.00		
11 - 20	Gallery hire - Minimum 3 hours outside of business hours, includes one casual staff member	Cost recovery	Per hour	Yes	\$13.64	\$ 150.00		
11 - 21	Gallery hire package	Cost recovery	Event	Yes	10%	POA		
11 - 22	Sale of artwork on commission	Market price	Artwork	Yes	10%	33%		
11 - 23	Postage on artwork freight	Cost recovery	Artwork	Yes	10%	Actual Cost		
11 - 24	Hire Fees - Use of audio visual equipment	Cost recovery	Each	Yes	\$ 8.64	\$ 95.00		

2022/23 CHANGES							
2022/23 Fees (inc GST)	\$ Change	% Change					
Entry by donation							
POA							
Entry by donation							
\$ 42.00	\$ -	0%					
\$ 75.00	\$ -	0%					
\$ 80.00	\$ -	0%					
\$ 140.00	\$ -	0%					
\$ 32.00	\$ -	0%					
\$ 60.00	\$ -	0%					
POA							
\$ 45.00	\$ -	0%					
POA							
\$ 65.00	\$ -	0%					
\$ 10.00	\$ -	0%					
\$ 20.00	\$ -	0%					
POA							
\$ 2.00	\$ -	0%					
\$ 30.00	\$ -	0%					
\$ 100.00	\$ -	0%					
\$ 150.00	\$ -	0%					
POA							
33%	\$ -	0%					
Actual Cost							
\$ 95.00	\$ -	0%					

	KEY THEME 3 - OUR ENVIRONMENT WASTE MANAGEMENT							
ltem No	Parficulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
12	Waste Delivered to Broken Hill Waste Management Facility							
	Radioactive material cannot be disposed of in Broken Hill							
	Mixed waste, household waste, builders waste, mining waste excludin	g specific category	waste listed belo	w (min	imum \$10	charge):		
12 - 1	Car/Station Wagon/MGB	Cost recovery	Per Load	Yes	\$ 0.45	\$ 5.00		
12 - 2	Van/Ute/Trailer up to 7ft by 5ft, Level Load	Cost recovery	Per Load	Yes	\$ 0.91	\$ 10.00		
12 - 3	Van/Ute/Trailer up to 7ft by 5ft, Heaped Load	Cost recovery	Per Load	Yes	\$ 1.36	\$ 15.00		
12 - 4	Vehicle/Trailer greater than 1 Tonne Capacity (Excl Skip Bins)	Cost recovery	Per Tonne	Yes	\$ 5.45	\$ 60.00		
12 - 5	Mixed waste from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 15.36	\$ 169.00		
	Specific Category Waste							
12 - 6	Commingled Recyclables	Cost recovery	Per Load	No	\$ -	Free		
12 - 7	E-Waste	Cost recovery	Per Load	No	\$ -	Free		
12 - 8	Ferrous (iron or steel)	Cost recovery	Per Load	No	\$ -	Free		
12 - 9	Greenwaste (Up to 1 Tonne)	Cost recovery	Per Load	No	\$ -	Free		
12 - 10	Greenwaste (Greater Than 1 Tonne)	Cost recovery	Per Tonne	Yes	\$ 0.91	\$ 10.00		
12 - 11	Wood, Trees or timber	Cost recovery	Per Tonne	Yes	\$ 0.91	\$ 10.00		
12 - 12	Bricks or concrete (Greater than 1 tonne)	Cost recovery	Per Tonne	Yes	\$ 1.82	\$ 20.00		
12 - 13	Unsorted construction and demolition waste	Cost recovery	Per Tonne	Yes	10%	New		
12 - 14	Mattresses	Cost recovery	Each	Yes	\$ 0.91	\$ 10.00		
12 - 15	Mattresses / Mattress Base Double/Queen King	Cost recovery	Each	Yes	10%	New		
12 - 16	Oil	Cost recovery	Per Tonne	Yes	\$ 3.18	\$ 35.00		
12 - 17	Soil (not contaminated or VENM)	Cost recovery	Per Tonne	No		Free		
12 - 18	Soil Contaminated	Cost recovery	Per Tonne	Yes	\$ 28.18	\$ 310.00		
12 - 19	Asbestos (N220)	Cost recovery	Per Tonne	Yes	\$ 40.82	\$ 449.00		
12 - 20	Asbestos (N220) from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	10%	New		
12 - 21	Tyre - Passenger Vehicle/Motorcycle/Scooter	Cost recovery	Each	Yes	\$ 0.64	\$ 7.00		
12 - 22	Tyre - Truck	Cost recovery	Each	Yes	\$ 1.09	\$ 12.00		
12 - 23	Tyre - Truck	Cost recovery	Each	Yes	\$ 1.82	\$ 20.00		
12 - 24	Tyres - Bulk	Cost recovery	Per Tonne	Yes	\$ 36.36	\$ 400.00		
	Loader, tractor or mining tyres will not be accepted.							
12 - 25	Offal/meat products/bones	Cost recovery	Per Tonne	Yes	\$ 7.00	\$ 77.00		
12 - 26	Dead animals - large	Cost recovery	Per animal	Yes	\$ 5.09	\$ 56.00		
12 - 27	Dead animals - medium	Cost recovery	Per animal	Yes	\$ 2.36	\$ 26.00		
12 - 28	Dead animals - Small	Cost recovery	Per animal	Yes	\$ 0.45	\$ 5.00		
12 - 29	Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags	Cost recovery	Week	Yes	\$ 28.64	\$ 315.00		
12 - 30	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	Yes	\$ 6.45	\$ 71.00		
12 - 31	Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only)	Cost recovery	Tonne	Yes	\$ 2.00	\$ 22.00		
12 - 32	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	Yes	\$ 2.00	\$ 22.00		
12 - 32 12	Vehicle Tare Weight (Ticket with weight supplied) Waste Services	Cost recovery	Service	Yes	\$ 2.00	\$		

2022/23 CHANGES							
1011/10	-	11023					
2022/23 Fees		\$	%				
(inc GST)	С	hange	Change				
	_						
	L						
\$ 10.00	\$	5.00	50%				
\$ 1 5.00	\$	5.00	33%				
\$ 20.00	\$	5.00	25%				
\$ 62.00	\$	2.00	3%				
\$ 175.00	\$	6.00	3%				
	L						
Free	L						
Free	L						
Free							
Free	L						
\$ 20.00	\$	10.00	50%				
\$ 20.00	\$	10.00	50%				
\$ 40.00	\$	20.00	50%				
\$ 225.00							
\$ 1 5.00	\$	5.00	33%				
\$ 20.00							
\$ 36.00	\$	1.00	3%				
Free							
\$ 321.00	\$	11.00	3%				
\$ 465.00	\$	16.00	3%				
\$ 549.00	\$	549.00	100%				
\$ 10.00	\$	3.00	30%				
\$ 15.00	\$	3.00	20%				
\$ 25.00	\$	5.00	20%				
\$ 41 4.00	\$	14.00	3%				
\$ 80.00	\$	3.00	4%				
\$ 58.00	\$	2.00	3%				
\$ 27.00	\$	1.00	4%				
\$ 7.00	\$	2.00	29%				
\$ 326.00	\$	11.00	3%				
\$ 73.00	\$	2.00	3%				
\$ 23.00	\$	1.00	4%				
\$ 23.00	\$	1.00	4%				

	KEY THEME 3 - OUR ENVIRONMENT WASTE MANAGEMENT							
ltem No	Particulars Particulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
12 - 33	Garbage removal - Domestic Administration \$496	Cost recovery	Year	No	\$ -	\$ 51.00		
12 - 34	Garbage removal - Domestic per bin \$502	Cost recovery	Year	No	\$ -	\$ 291.00		
12 - 35	Garbage removal - Commercial three MGBs	Cost recovery	Year	No	\$ -	\$ 432.00		
12 - 36	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	No	\$ -	\$ 397.00		
12 - 37	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	No	\$ -	\$ 397.00		
12 - 38	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	No	\$ -	\$ 154.00		
12 - 39	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	Yes	\$ 59.18	\$ 651.00		
12 - 40	Trade Waste - Trade Waste Service (Single Bin) – 1.5m³	Cost recovery	Service	Yes	\$ 5.00	\$ 55.00		
12 - 41	Trade Waste - Trade Waste Service (Single Bin) – 2m³	Cost recovery	Service	Yes	\$ 5.27	\$ 58.00		
12 - 42	Trade Waste - Trade Waste Service (Single Bin) – 3m³	Cost recovery	Service	Yes	\$ 5.64	\$ 62.00		
12 - 43	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m³	Cost recovery	Service	Yes	\$ 4.45	\$ 49.00		
12 - 44	Trade Waste - Trade Waste Service (Multiple Bins) – 2m³	Cost recovery	Service	Yes	\$ 5.00	\$ 55.00		
12 - 45	Trade Waste - Trade Waste Service (Multiple Bins) – 3m³	Cost recovery	Service	Yes	\$ 5.27	\$ 58.00		
12 - 46	Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option - Collection is weekly only	Cost recovery	Service	Yes	\$ 0.64	\$ 7.00		
12 - 47	Special Trade Waste Service - single bin hire rate per week or part thereof	Cost recovery	Service	Yes	\$ 18.73	\$ 206.00		
12 - 48	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Cost recovery Service		\$ 24.45	\$ 269.00		
12 - 49	Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	Yes	\$ 5.73	\$ 63.00		
12 - 50	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	Yes	\$ 6.64	\$ 73.00		
12 - 51	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	Yes	\$ 3.09	\$ 34.00		
12 - 52	Trade Waste - service fee (cardboard collection) - 2m³	Cost recovery	Service	Yes	\$ 4.09	\$ 45.00		
12 - 53	Trade Waste - service fee (cardboard collection) - 3m³	Cost recovery	Service	Yes	\$ 4.45	\$ 49.00		
12 - 54	Paper shredding - hourly rate	Cost recovery	Service	Yes	\$ 10.73	\$ 118.00		
12 - 55	Major - community events (St Pats, Ag-Fair, etc) including supply and servicing of up to 10 dumper bins and up to 100 MGBs	Cost recovery	Service	Yes	\$ 312.45	\$ 3,437.00		
12 - 56	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	Yes	\$ 186.91	\$ 2,056.00		
12 - 57	Other community events including provision of MGBs and dumper bins	Cost recovery	Service	Yes	10%	By Quotation		
12 - 58	Chemical toilet - \$502 annual fee (domestic entitled to one pump service/month)	Cost recovery	Year	Yes	\$ 133.45	\$ 1,468.00		
12 - 59	Chemical toilet - special pump out services	Cost recovery	Each	Yes	\$ 11.36	\$ 125.00		
12 - 60	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	Yes	\$ 169.36	\$ 1,863.00		
12 - 61	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	Yes	\$ 34.36	\$ 378.00		

2022/23 CHANGES								
2022/23 Fees		\$	%					
(inc GST)		hange						
\$ 53.00	\$	2.00	4%					
\$ 301.00	\$	10.00	3%					
\$ 447.00	\$	15.00	3%					
\$ 411.00	\$	14.00	3%					
\$ 411.00	\$	14.00	3%					
\$ 159.00	\$	5.00	3%					
\$ 674.00	\$	23.00	3%					
\$ 57.00	\$	2.00	4%					
\$ 60.00	\$	2.00	3%					
\$ 64.00	\$	2.00	3%					
\$ 51.00	\$	2.00	4%					
\$ 57.00	\$	2.00	4%					
\$ 60.00	\$	2.00	3%					
\$ 7.00	\$	-	0%					
\$ 213.00	\$	7.00	3%					
\$ 278.00	\$	9.00	3%					
\$ 65.00	\$	2.00	3%					
\$ 76.00	\$	3.00	4%					
\$ 35.00	\$	1.00	3%					
\$ 47.00	\$	2.00	4%					
\$ 51.00	\$	2.00	4%					
\$ 122.00	\$	4.00	3%					
\$ 3,557.00	\$	120.00	3%					
\$ 2,128.00	\$	72.00	3%					
By Quotation			#VALUE!					
\$ 1,519.00	\$	51.00	3%					
\$ 129.00	\$	4.00	3%					
\$ 1,928.00	\$	65.00	3%					
\$ 391.00	\$	13.00	3%					

Draft Schedule of Fees and Charges 2022/2023 Page 42 of 47

	KEY THEME 3 - OUR ENVIRONMENT WASTE MANAGEMENT							
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N		2021/22 Fees (inc GST)		
12 - 62	MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 6.73	\$ 74.00		
	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 6.45	\$ 71.00		
12 - 64	MGB Additional Service Charge	Cost recovery	Service	Yes	10%	\$ 26.00		

	2022/23 CHANGES								
2022/23 Fees (inc GST)		Ch	\$ ange	% Change					
\$	77.00	\$	3.00	4%					
\$	73.00	\$	2.00	3%					
\$	27.00	\$	1.00	4%					

	KEY THEME 4 - OU	R LEADERSHIP									
	POLICY, PLANNING AND	D ADMINISTRATION									
Item No	Parfic ulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)					
13	Access to Information - Government Information (Public Access) Act										
13 - 1	Access to Information - Application Fee	Statutory	Each	No	\$ -	\$ 30.00					
13 - 2	Access to Information - Processing Fee	Statutory	Hour	No	\$ -	\$ 30.00					
13 - 3	Access to Information - Processing Fee (non personal infromation after the first 20 hours)	Statutory	Hour	No	\$ -	\$ 30.00					
13 - 4	Access to Information - Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant)	Statutory	Each	No	\$ -	Up to 50% of estimated processing fee					
13 - 5	Access to Information - Internal Review	Statutory	Each	No	\$ -	\$ 40.00					
13 - 6	Amendment of Records	Statutory	Each	No	\$ -	No charge					
	Note: Reductions as provided Sections 65 and 66; Refunds as provide 71 of the GIPA Ac		ced Deposits as p	rovide	d Section						
13	Facsimile, Photocopier, Printer and Scanner Fees			-							
13 - 7	Fax Received	Cost recovery	Page	Yes	_	_					
	Fax Sent (first page)	Cost recovery	Page	Yes	\$ 0.18						
	Fax Sent (subsequent page)	Cost recovery	Page	Yes	_	_					
	Photocopying Fee: A4-Black and White	Cost recovery	Page	Yes		7					
	Photocopying Fee: A4 - Colour	Cost recovery	Page	Yes	\$ 0.18						
	Photocopying Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$ 3.00					
	Photocopying Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	_					
	Printing Fee: A4 - Black and White	Cost recovery	Page	Yes		4					
	Printing Fee: A4 - Colour	Cost recovery	Page	Yes	_						
	Printing Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$ 3.00					
	Printing Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36						
	Printing Fee: Microfilm	Cost recovery	Page	Yes	\$ 0.18	_					
	Scanning Fee	Cost recovery	Page	Yes	\$ 0.09	\$ 1.00					
13	FINANCIAL SERVICES										
	Supply copy Tax Invoice/Rates Notice	Cost recovery	Each	Yes	\$ 0.91	\$ 10.00					
13	Rates (Properties)			-							
13 - 21	Section 603 Certificate	Statutory	Each	No	\$ -	\$ 85.00					
13 - 22	Section 603 Certificate - Urgent Fee (additional to normal fee)	Cost recovery	Each	Yes	\$ 4.82	\$ 53.00					
13 - 23	Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)	Cost recovery	Hour	Yes	\$ 6.73	•					
13 - 24	Enquiry - Search of Rights of Way (and ownership of old records and additional to Search Fee)	Cost recovery	Each	Yes	10%	\$72.73 plus LPI Search Fee					
13 - 25	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	No	\$ -	\$ 64.00					
13 - 26	Interest on Unpaid Rates and Charges	Statutory	Year	No	\$ -	6.0%					

	2022/23	CH	ANGES				
	2022/23 Fees		\$	% Change			
	(inc GST)	Ch	ange	76 Change			
\$	30.00	\$	-	0%			
\$	30.00	\$	-	0%			
\$	30.00	\$	_	0%			
_		Ť					
	Up to 50% of estimated						
ľ	processing fee						
\$	40.00	\$	-	0%			
Ť	No charge	Ť					
	,						
		_					
\$	1.00	\$	-	0%			
\$	2.00	\$	-	0%			
\$	1.00	\$	-	0%			
\$	1.00	\$	-	0%			
\$	2.00	\$	-	0%			
\$	3.00	\$	-	0%			
\$	4.00	\$	-	0%			
\$	1.00	\$	-	0%			
\$	2.00	\$	-	0%			
\$	3.00	\$	-	0%			
\$	4.00	\$	-	0%			
\$	2.00	\$	-	0%			
44	1.00	\$	-	0%			
\$	10.50	\$	0.50	5%			
\$	85.00	\$	-	0%			
\$	55.00	\$	2.00	4%			
\$	76.00	\$	2.00	3%			
\$7	5 plus LPI Search Fee	\$	2.27	3%			
\$	66.00	\$	2.00	3%			
	6.0%	\$	-	0%			

	KEY THEME 4 - OUR LEADERSHIP							
	POLICY, PLANNING AND ADMINISTRATION							
Item No	Partic ulars	Pricing Policy ID	Basis	GST Y/N	GST \$	2021/22 Fees (inc GST)		
	Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)	Cost recovery	Each	No	\$ -	\$ 16.00		
13 - 28	Payment Dishonour Fee - direct debit	Cost recovery	Each	No	\$ -	\$ 16.00		
13 - 29	Payment Dishonour Fee - Australia Post	Cost recovery	Each	No	\$ -	\$ 27.00		
13 - 30	Payment Dishonour Fee - cheque	Cost recovery	Each	No	\$ -	\$ 21.00		
13 - 31	Administration Fee for Sale of Land for Unpaid Rates	Cost recovery	Each	Yes	10%	\$ 1,590.00		
13 - 32	Debt Recovery	Cost recovery	Each	No	\$ -	Actual Cost		
13	Hire Fees							
13 - 33	Council Chambers - Full Day	Cost recovery	Day	Yes	\$ 34.09	\$ 375.00		
13 - 34	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	Yes	\$ 5.00	\$ 55.00		
13	Subpoenas and Summons							
13 - 35	Subpoenas - research and supply of information	Cost Recovery	Each	Yes	10%	Actual Cost		
13 - 36	Summons	Cost Recovery	Each	Yes	10%	Actual Cost		

2022/23 CHANGES								
2022/23 Fees (inc GST)	Ch	\$ ange	% Change					
\$ 17.00	\$	1.00	6%					
\$ 17.00	\$	1.00	6%					
\$ 28.00	\$	1.00	4%					
\$ 22.00	\$	1.00	5%					
\$ 1,646.00	\$	56.00	3%					
Actual Cost								
\$ 375.00	\$	-	0%					
\$ 55.00	\$	-	0%					
Actual Cost								
Actual Cost								

Page 45 of 47

	BROKEN HILL REGIONAL AQUATIC CENTRE							
	Admission Fees							
	Recreational S	•						
Refe	Refer to YMCA Broken Hill Regional Aquatic Centre website: http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/							
ltem No	Particulars	Pricing Policy ID	Basis	GST App lica ble			2021/22 Fees (inc GST)	
14				_	=			
14 - 1	Persons aged 4 years and over	Third Party	Each	Yes	\$	0.45	\$ 5.00	
14 - 2	Aqua Aerobics Casual Visit	Third Party	Each	Yes	\$	0.73	\$ 8.00	
14 - 3	Aqua Aerobics Pensioner	Third Party	Each	Yes	\$	0.59	\$ 6.50	
14 - 4	Children aged 3 years and under (must be accompanied by a responsible adult)	Third Party	Each	No	\$	-	No charge	
14 - 5	Family Swim	Third Party	Five members of the family	Yes	\$	1.82	\$ 20.00	
14 - 6	School Carnival Entry	Third Party	Each	Yes	\$	0.45	\$ 5.00	
14 - 7	Spectator	Third Party	Each	Yes	\$	0.23	\$ 2.50	
14 - 8	School PE Casual Visit	Third Party	Each	Yes	\$	0.45	\$ 5.00	
14 - 9	YMCA Swimming Lessons (Group)	Third Party	Each	Yes	\$	1.45	\$ 16.00	
14 - 10	YMCA Swimming Lessons (Cost Recovery)	Third Party	Each	Yes	\$	4.41	\$ 48.50	
14 - 11	Health Club Adult Visit	Third Party	Each	Yes	\$	1.09	\$ 12.00	
14 - 12	Health Club Pensioner Visit	Third Party	Each	Yes	\$	0.91	\$ 10.00	
14 - 13	Water Slide/Inflatable (Public Use)	Third Party	Each	No	\$	-		
14 - 14	Multi x 10	Third Party	10	Yes	\$	4.18	\$ 46.00	
14 - 15	Multi x 20	Third Party	20	Yes	\$	7.64	\$ 84.00	
14 - 16	Multi x 10 - Concession	Third Party	10	Yes	\$	3.91	\$ 43.00	
14 - 17	Multi x 20 - Concession	Third Party	20	Yes	\$	7.09	\$ 78.00	
	Free Day - Australia Day	Third Party	Each	No	\$	-	No charge	
14 - 19	Swimming Club Exclusive Use - Lane allocation approved by prior arrangement	Third Party	Month	Yes	\$	4.55	\$ 50.00	
14 - 20	Lane Hire 25m or 50m Pool (plus Entry Fee)	Third Party	Hour	Yes	\$	2.73	\$ 30.00	
14 - 21	School Programs (by prior arrangement during school hours)	Third Party	Additional lane hire fee after the first	Yes			No charge for First Lane. Fee applies to additional lane only	
14 - 22	Water slide - Public Use	Third Party	Each	No	\$	-	No charge	
14 - 23	Water Slide - Exclusive Use - by prior arrangement, minimum hire of two hours	Third Party	Hour	Yes	10%		\$252.00 first hour and \$150.00 each additional hour	
14 - 24	Buccaneer	Third Party	Hour	Yes	1	0%	\$252.00 first hour and \$150.00 each additional hour	

2022/23 (CHAI	NGES	
2022/23 Fees (inc GST)	Ch	\$ ange	% Change
\$ 5.10	\$	0.10	2%
\$ 8.20	\$	0.20	2%
\$ 6.60	\$	0.10	2%
No change	#V	ALUE!	
\$ 20.50	\$	0.50	2%
\$ 5.00	\$	-	0%
\$ 2.60	\$	0.10	4%
\$ 5.00	\$	-	0%
\$ 16.00	\$	-	0%
\$ 48.50	\$	-	0%
\$ 12.50	\$	0.50	4%
\$ 10.50	\$	0.50	5%
\$ -	\$	-	
\$ 47.00	\$	1.00	2%
\$ 85.00	\$	1.00	1%
\$ 44.00	\$	1.00	2%
\$ 80.00	\$	2.00	3%
No charge			
\$ 50.00	\$	-	0%
\$ 30.50	\$	0.50	2%
No charge for First Lane. Fee applies to additional lane only			
No charge			
\$252.00 first hour and \$150.00 each additional hour			
\$252.00 first hour and \$150.00 each additional hour			

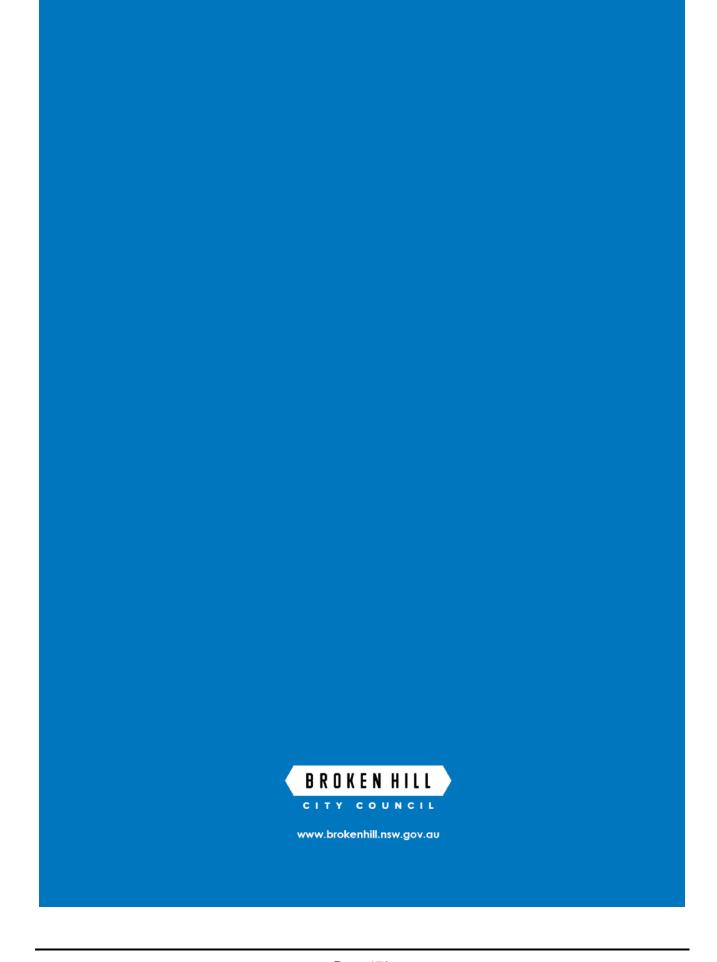
Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023

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

2022/23	CHANGES	
No charge		
No charge		

Page 169

Attachment 1
Draft Delivery Program 2022-2026
and Operational Plan 2022/2023
inclusive of Draft Fees and
Charges 2022/2023



POLICY AND GENERAL COMMITTEE

May 9, 2022

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 120/22

SUBJECT: DRAFT LONG TERM FINANCIAL PLAN 2023-2032 D22/22600

Recommendation

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

Executive Summary:

Council faces a number of challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales. As per the 2019 NSW Population Projection, the population of the Far West Region is projected to decrease by 25% between 2016 and 2041. As a result, the Broken Hill Local Government Area's population is forecast to decrease from 18,100 in 2016 to 13,650 in 2041.

However, the accuracy of this projection following recent mining and renewable developments as well as regional growth and relocation trends following the COVID-19 Pandemic should be questioned and as a result, the City must also prepare to increase liveability and amenity to secure a live in workforce and long term population growth.

Based on Council's most recent economic and data projections, Council is estimating that between 2016 and 2046, the population for Broken Hill City is forecast to increase by 226 persons (1.25% growth), at an average annual change of 0.04%. As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the City as well as a stable population base. On this basis, the City must plan to maintain service standards and increase services in some areas to ensure long term liveability and investment attractiveness of the City.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The historical population decline has put pressure on the affordability of services by the ratepayers, and as a result Council has experienced a lack of funding to adequately maintain or renew public infrastructure.

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

Council achieved an improved financial determination from the Office of Local Government and Treasury Corporation (T-Corp in 2020 as a result of meeting T-Corp's strict lending

criteria focused on long term financial and asset sustainability. This was a result of strong decisions and hard work in achieving the outcomes and strategies identified in the Long Term Financial Plan. However, as highlighted in the Long Term Financial Plan, this hard work needs to continue to ensure Council's long term financial sustainability and the breakeven point is achieved in 2023/2024 as well as maintaining a healthy cash reserve.

If the strategies put in place in the Balanced Scenario are not achieved and Council continues to deliver services without finding efficiencies, rationalising assets and services or increasing revenue; Council will not be forecasting a surplus within the planning period, liquidity would rapidly diminish and community assets would further deteriorate.

Key points Included in the Proposed Long Term Financial Plan

- Surplus projected for 2024
- asset renewals projected at a rate greater than 110% over the planning period
- · expectation of continued efficiencies
- Expenditure reductions though efficiencies despite rising costs
- Asset service level reviews to continue with a view of asset and service rationalisation

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Council must continue to develop and implement strategies during 2022/23 to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

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

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
 - solve financial problems as a whole;
 - see how various plans fit together
 - o understand the impact of some decisions on other plans or strategies;
- provides a means of measuring council's success in implementing strategies; and,
- confirms that council can remain financially sustainable in the longer term.

The Long Term Financial Plan includes:

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

Broken Hill City Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of quality community services, facilities and infrastructure.

The Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

The following are the key principles employed in the financial planning and modelling process:

- Financially sustainable.
- Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.
- Maintain tight control over expenditure and staff numbers.
- · Deliver best value services, facilities and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- · Prudent financial investment.

The Long-Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been demonstrated through reducing the annual operating deficit in line with a return to surplus in 2024.

The Operational Plan and forward projections have been set to allow for the delivery of appropriate levels of service, incorporating asset rationalisation and to adequately allow for all known and anticipated changes over the coming ten-year period.

Unexpected cost pressures will always arise (as evidenced by the COVID-19 pandemic), along with increasing service demands. However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

The Proposed Plan (Balanced Scenario)

The Council's 2022/23 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short term, in respect of the impact and subsequent recovery from the COVID-19 pandemic, the underlying Income Statement and Balance Sheet, are taken to represent "business-asusual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Where new initiatives/projects that will impact operating income and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

The Balanced Scenario assumes that Council:

- 1. Undertakes additional operational changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts costs;
- 2. Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- 3. Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs, whilst factoring new infrastructure for liveability.
- 4. Implements a 2.3% Permanent Additional Special Variation for Rates income
- 5. Continues to increase income through private works and RMS contracts

The Scenario is based on a 2.0% annual efficiency gain for materials, contracts and other expenditure which is offset by an underlying CPI index of 2.5%. Therefore, the annual efficiency gain does not completely absorb the indexation.

Successful implementation of the plan will result in all financial indicators (excluding extraordinary items and other than the operating indicator) being maintained within the Office of Local Government benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios.

Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation

The Balanced Scenario is the preferred option as it ensures the ongoing financial sustainability of the organisation whilst also providing economic stimulus to the City to retain and grow employment whilst also providing improvement to key community infrastructure for increased livability and attractiveness of the City.

Key Aspects of the proposed Balanced scenario are:

- Return to surplus in 2024.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2022 and 2023.

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

SCENARIO 2 – Temporary Special Variation to Rates Revenue

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2023 additional special rate variation is considered a one off adjustment and is not included in the base amount for future rate peg adjustments.

The scenario assumes Council undertakes a review and possible rationalisation of assets during 2023 and that an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.

This model does not alter Council's breakeven point of 2024 however it reduces the margin for error and therefore increases the risk that the breakeven point will be delayed by unexpected events. This model pushes Council's breakeven point back to 2025.

Key Aspects of this Scenario are:

- Breakeven 2024.
- · Inefficient operating model.
- · Borrowings remain the same.
- · Potentially reduced service delivery and infrastructure to the community.

SCENARIO 3 – 0.7% Rates Peg – No Cost Minimisation

This scenario is based on the 0.7% Rates peg as advised by Ipart and doesn't include budgeted cost savings through efficiency gains, it also assumes a high rate of inflation at 4%.

As you will see below, this pushes Council's breakeven point back to 2025, minimises capital works and puts Council in a high-risk cash position for the immediate future.

If this scenario was adopted, Council would find itself in a precarious financial position with limited ability top withstand future financial shocks such as the COVID-19 pandemic.

This position would likely see staff levels reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

Key Aspects of this Scenario are:

- Operational expenditure increases due to limited savings and icnreased inflation.
- Breakeven pushed back to 2025
- Capital works reduced to protect Council's cash reserves.
- Cash reserves will be low and would not tolerate another financial shock such as COVID-19.
- Inefficient operating model.
- · Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Under the proposed model, the organisation is sustainable and financially viable and with the use of internal restrictions as well as prudent and responsible budgeting, planning and financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

Community Engagement:

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

Strategic Direction:

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

Relevant Legislation:

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

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

Must be for a minimum of 10 years

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

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

The basic structure of the LTFP is outlined in the IP&R Guidelines at point 3.9 under the section on Resourcing Strategy and must include:

- Projected income and expenditure, balance sheet and cash flow statement;
- The planning assumptions used to develop the Plan (the "Planning Assumptions Statement");
- Sensitivity analysis highlighting factors/assumptions most likely to affect the Plan Methods of monitoring financial performance;
- Financial modelling for different scenarios;
- Methods of monitoring financial performance.

Financial Implications:

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

Attachments

1. U Draft Long Term Financial Plan 2023-2032

SIMON BROWN
CHIEF FINANCIAL OFFICER

JAY NANKIVELL GENERAL MANAGER





QUALITY CONTRO	IL .				
KEY DIRECTION	4. Our Leadership				
OBJECTIVE	4.1 Openness and transparency in decision making				
STRATEGY	4.1.1 Support the organisation to operate within its legal framework				
FUNCTION	Financial Management				
FILE REFERENCE	22/47 EDRMS NUMBER D22/23066				
RESPONSIBLE OFFICER	Chief Financial Officer				
REVIEW DATE	June 2023				
ORGANISATION	Broken Hill City Council				
PHONE NUMBER	08 8080 3300				
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au				
DATE	ACTION MINUTE NO.				
April 2022	Document Developed N/A				
18 May 2022	Endorsed for Public Exhibition 46521				
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017				
ASSOCIATED DOCUMENTS	Draft Community Strategic Plan – Your Broken Hill 2040 Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023 Draft Schedule Fees and Charges 2022/2023				

TABLE OF CONTENTS

MESSAGE FROM YOUR MAYOR	4
OVERVIEW	5
FINANCIAL POSITION	7
FINANCIAL IMPACTS OF THE COVID-19 PANDEMIC	9
FINANCIAL PRINCIPLES AND ASSUMPTIONS	10
ASSUMPTIONS	11
OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY	13
IMPROVING OUR FINANCIAL POSITION FURTHER	21
SCENARIOS AND SENSITIVITY	23
MEASURING PERFORMANCE	36
CONCIUSION	39

INTRODUCTION

MESSAGE FROM YOUR MAYOR

Council will again make significant adjustments to it Long Term Financial Plan for the 2022/23 financial year.

Repeated COVID-19 outbreaks and unprecedented recent storm events have impacted on Council's financial modelling, and we are now planning to return to surplus in 2024, rather than 2023 as initially hoped.

As a result, Council will be forced to continue to find internal efficiencies and more cost-effective methods of service delivery in the years ahead.

Council's historical underspend of \$43 million on infrastructure renewal remains an issue and will remain at the forefront of Council's financial planning.

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

In the long term, Council will not be able to maintain its vast assets at an acceptable level and asset rationalisation will need to be considered if we wish to avoid financial hardship and reduced service delivery.

Council must focus on maintaining a smaller list of assets to a higher standard to increase the liveability of our city ahead of an expected population spike.

Due to upcoming major mining projects in the region, it is estimated that the city's population will grow to 19,200 by the year 2025.



Although this is a positive for the future of the city, it will place extra stress on Council's services without significantly increasing rates income. As a result, Council will have to plan carefully for the future.

In the short term, Council will continue to push ahead with delivering millions of dollars in roads, footpaths, public amenities, and other major projects.

Our ongoing commitment to asset renewal and improving the city's liveability will provide a boost to the economy and bolster our ability to attract and retain individuals and families who move to the region for employment.

I remain extremely confident in the future of our city and look forward to working with staff to consolidate our long-term financial position.

Mayor Tom Kennedy

Draft Long Term Financial Plan 2023-2032

OVERVIEW

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

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

The LTFP includes:

- · Projected income and expenditure.
- Balance sheet.
- · Cash flow statement.
- Planning assumptions used to develop the plan.
- Sensitivity analysis used to highlight factors most likely to affect the plan.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.



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

Broken Hill City Council's revised LTFP covers the period 2022/23 to 2031/32. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

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

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

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

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

DLG Manual, 2013

Draft Long Term Financial Plan 2023-2032

Page 5 of 40

The aims of Council's LTFP are to:

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

- Achieve a balanced budget on a funding basis over time, acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.
- Seek to reduce the current working fund deficits, by reducing operating costs in real terms, or expanding the revenue base of Council.





Draft Long Term Financial Plan 2023-2032

Page 6 of 40

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 2019 NSW Population Projection, the population of the Far West Region is projected to decrease by 25% between 2016 and 2041.

As a result, the Broken Hill Local Government Area's population is forecast to decrease from 18,100 in 2016 to 13,650 in 2041. This population decline puts pressure on the affordability of services by the ratepayers.

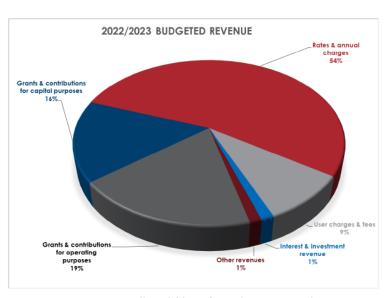
However, the accuracy of this projection following recent mining and renewable developments as well as regional growth and relocation trends following the COVID-19 Pandemic should be questioned and as a result, the City must also prepare to increase liveability and amenity to secure a live-in workforce and long-term population growth.

Based on Council's most recent economic and data projections, Council is estimating that between 2016 and 2046, the population for Broken Hill City is forecast to increase by 226 persons (1.25% growth), at an average annual change of 0.04%.

As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the City as well as a stable population base. On this basis, the City must plan to maintain service standards and increase services in some areas to ensure long term live ability and investment attractiveness of the City.

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

Draft Long Term Financial Plan 2023-2032



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

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

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

Page 7 of 40

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

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

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

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

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

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

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

- A local government with acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
- It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage

- unforeseen financial shocks and any adverse changes in its business, without the need for significant revenue and/or expense adjustments.
- The expense adjustments would result in significant changes to the range and/or quality of services offered.
- It may experience difficulty in managing core business risks.

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

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

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

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

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

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

Draft Long Term Financial Plan 2023-2032

Page 8 of 40

FINANCIAL IMPACTS OF THE COVID-19 PANDEMIC

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. Short term unemployment rose significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services.

With a long-term projected decline in population for Broken Hill, it was feared further job losses may hasten any decline, unless focussed stimulus was implemented and received.

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

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

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

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

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

Reoccurring lockdowns once again resulted in prolonged closures of the City's community facilities in 2021, resulting in a reduction in revenue and visitation.

Draft Long Term Financial Plan 2023-2032

The changing conditions of the pandemic now present different challenges to Council than in previous years. The change to 'a living with COVID-19' approach means lockdowns are now less likely to happen. The big challenge for Council now is managing and protecting its workforce in this environment as much as possible to ensure council is able to continue to provide high quality facilities and services to the community.

Council, like most organisations, has experienced disruptions due to loss of staff for periods of time due to self-isolation requirements. Council has taken a risk-based approach to managing these impacts to ensure business continuity, along with implementing the requirements of NSW Public Health Orders.

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

- Reduction in revenue from user fees and charges and investment income
- Reduction in revenue for capital grants due to COVID –19 related delays in capital projects.
- Large increases to input costs such as Bitumen, Fuel, Steel, Timber and Cement.
- Increased maintenance and cleaning expenditure partly offset by reductions in staff training and travel expenses.

In last year's LTFP, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions for the 2022 Financial year. Reoccurring lockdowns in the second half of 2021 continued to impact negatively on Council revenues and sharply rising materials costs have also negatively affected Council's Expenditure.

Council is beginning to see an uplift in revenue generation and the City has experienced a tourism boom over the past 6 months.

Council's foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects has been vital to further sustaining the long term growth of the City as well as renewing core infrastructure.

Page 9 of 40

FINANCIAL PRINCIPLES AND ASSUMPTIONS

Broken Hill City Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of quality community services, facilities and infrastructure.

The Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

The following are the key principles employed in the financial planning and modelling process:

- · Financially sustainable.
- Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.
- Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- · Prudent financial investment.
- Consider appropriate use of debt for capital purposes.

The Long Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through reducing the annual operating deficit.

The funds generated from operations are used to maintain current services and programs and to fund delivery of the Council's capital renewal program, however, the suitability of utilising debt should be considered for appropriate projects and initiatives.

The Operational Plan and forward projections have been set to allow for the delivery of appropriate levels of service, incorporating asset rationalisation and to adequately allow for all known and anticipated changes over the coming ten-year period.

Unexpected cost pressures will always arise (as evidenced by the COVID-19 pandemic), along with increasing service demands.

However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

For the 'Balanced Scenario' of the long-term financial model, revenue and expenditure projections are generally based on stable overall cost increases of 2-3% per annum. The Council will be closely monitoring this assumption in light of the economy's response to the easing of Covid-19 restrictions and instability in international relations. Elements of revenue and expenditure that are subject to wider fluctuation have been modelled accordingly (refer to Assumptions). For this plan, ongoing Covid-19 impacts such as enhanced cleaning and compliance with health regulations have been incorporated into both to the proposed 'Balanced Scenario' and alternate scenarios.

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

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

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

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

Draft Long Term Financial Plan 2023-2032

Page 10 of 40

ASSUMPTIONS

The Council's 2022/23 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term, in respect of the impact of the COVID-19 pandemic, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI and wages growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis. Where new initiatives/projects that will impact operating revenue and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

- Allowances for asset maintenance growth, as a result of understanding the cost to maintain the City's Assets at an appropriate standard.
- Adjustments to staff resourcing to coincide with a transition from a program of service delivery and maintenance, to an increase in capital renewal.
- Adjustments in respect of several Council's revenue-generating facilities and services, returning to Pre-COVID-19 level of activity.

The Capital Program is forecast over the ten-year timeframe of the Plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns and in line with renewal requirements, identified as part of the Asset Management Strategy and T-Corp Ratios.

The Plan also reflects the fast tracking of certain capital projects and programs through accessing low cost borrowings, through the Office of Local Government's Stimulus package. This purpose of these funds is to leverage additional grant money and effectively turning \$10 million into \$20-\$30 million of capital projects.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts, are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this Long Term Financial Plan.

In preparing the Plan, the Council undertakes a wide range of sensitivity testing and scenario modelling, to ensure the most effective and realistic balanced scenario; in this case the 'Future Proof' scenario.

REVENUE ASSUMPTIONS

Item	Assumption	Comment
Rate Increase	2.3%	IPART Rate Peg plus special Rate Variation
Waste Management Charge	3.5%	Annual charges will increase in line with operating expenses.
Statutory Charges	СРІ	Statutory charges are expected to increase in line with CPI.
User Fees and Charges	3.5%	Statutory charges are expected to increase in line with CPI.
Investment Interest	1.5%	Interest is calculated on the forecast cash and investment balances.
Interest on overdue rates	6%	6% above the Reserve Bank cash rate. (section 566(3) of the Local Government Act 1993
Other revenues	СРІ	Other revenues consist of program fees and sundry income items.
Operating grants	СРІ	Operating grants include the financial assistance grant and the public library funding agreement.

EXPENDITURE ASSUMPTIONS

Item	Assumption	Comment
Employee Benefits and on- costs	2.70% (TBC)	Employee costs increase dependant on outcome of negotiaions currently in progress
Borrowing Costs	N/A	All Council loans are fixed and are based on actual interest repayments.
Materials, contracts and other expenses	CPI	These increase in line with CPI however, an efficiency factor of 2% has been built into the plan.

OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

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

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

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

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

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

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

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



IMPROVING ASSET MANAGEMENT

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

During this year's review of the LTFP, the 'Balanced' scenario will see Council continuing to budget for a greater than, or equal to, 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position and beginning to understand the renewal requirement to reduce the backlog. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place, for future generations. The ongoing success of this is dependent on ensuring that we are only renewing required and utilised assets.

Draft Long Term Financial Plan 2023-2032

Page 13 of 40

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

It is imperative that service level reviews occur throughout the 2022/2023 financial year, with consultation with the community.

It is expected that a detailed plan of community expectations and priorities, will be achieved and factored into service levels and capital expenditure, throughout further reviews of the LTFP. This is a significant piece of work that will be required to ensure the future financial sustainability of Council and balancing the budget within the reporting period. Council is approaching the crossroads, where a decision will need to be made in regard to asset rationalisation, or a special rate variation (SRV); COVID-19 has made this more important than ever. If either one of these solutions is not adopted, the Council will be in financial peril.

IMPROVING FINANCIAL CONTROL

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

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

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

An internal audit function was implemented in the 2018/19 financial year to ensure greater governance and transparency and has already achieved a number of process improvements and identified lost revenue opportunities.

INCREASING INCOME

Throughout the past year, Council has proactively sought private works including Transport for NSW contracts. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position.

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

Council is also currently reviewing all fees and charges, to ensure appropriate costs recovery and additional areas of revenue generation.

CASHFLOW MANAGEMENT

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

RECRUITMENT SUCCESS

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

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

THE BALANCED SCENARIO REVIEWED

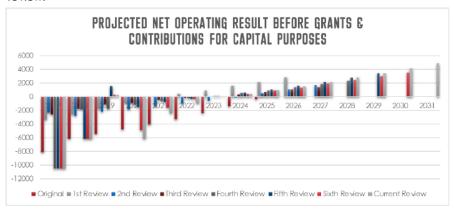
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future

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

As outlined in this review, significant progress has been made in relation to Council's financial position since the 2014 review.

This has strengthened Council's financial position; however, further improvements can only be made by adjusting service levels to the community, to a more realistic and feasible level.

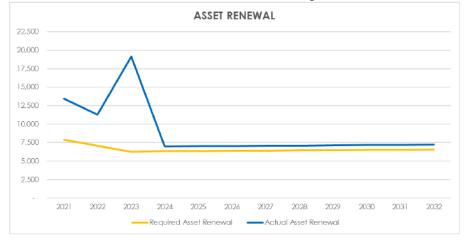
The following chart demonstrates the improvement in Council's financial position, over the previous six reviews. Council is still anticipating to breakeven in 2024.



Over the 10 year period, Council will spend in excess of \$82m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal, from ongoing consumption of assets, as well as investing in reducing the Infrastructure backlog, due to Infrastructure replacement

neglect, due to insufficient cash reserves and operating practices during the past decade.

This is a significant step forward for Council in achieving sustainable assets, reducing ongoing operational maintenance costs and ensuring quality Infrastructure, for future generations.



Draft Long Term Financial Plan 2023-2032

Page 15 of 40

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

This scenario has been reviewed, considering strategies implemented over the past eight years and strategies to deal with the impacts of COVID-19. Council is still expected to achieve a surplus operating position in 2023/2024.

To achieve this result, the Balanced Scenario assumes that Council:

- Undertakes additional operational changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts costs.
- Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs.
- 4. Utilises the \$10 million borrowed from T-Corp as part of the Office of Local Government Stimulus package to assist in fast tracking community infrastructure projects and kick start the local economy post COVID-19.

The Scenario is based on a 2.0% annual efficiency gain for materials, contracts and other expenditure which is offset by an underlying CPI index of 2.5%. Therefore the annual efficiency gain does not completely absorb the indexation.

Successful implementation of the plan will result in all financial indicators (excluding extra-ordinary items and other than the operating indicator) being maintained within the Office of Local Government benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios.

Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation.

Key Aspects of the proposed (Balanced) scenario are:

- Return to surplus in 2024.
- Maintain and grow Council's permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial and OLG benchmarks apart from the Operational Ratio for 2022-23.



Draft Long Term Financial Plan 2023-2032

Page 16 of 40

		LONG TE		CIAL PLAN DME STATEMENT	- 2823	-2032						
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
3 555	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,013	19,464	20,226	20,731	21,250	21,781	22,325	22,884	23,456	24,042	24,643	25,259
User charges & fees	3,325	3,325	3,480	3,567	3,656	3,748	3,841	3,937	4,036	4,137	4,240	4,346
Interest & investment revenue	573	497	498	494	657	598	682	895	1,028	1,183	1,361	1,592
Other revenues	4,867	235	464	475	487	500	512	525	538	551	565	579
Grants & contributions for operating purposes	6,771	6,606	7,052	7,193	7,337	7,484	7,634	7,786	7,942	8,101	8,263	8,428
Grants & contributions for capital purposes	3,910	3,482	6,002	3,260	3,342	3,408	3,476	3,546	3,617	3,689	3,763	3,838
Other Income:		-	-									
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	300	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	38,759	33,609	37,722	35,721	36,729	37,518	38,470	39,573	40,616	41,703	42,836	44,043
Expenses from Continuing Operations												
Employee benefits & costs	13,475	13,577	14,563	14,854	15,152	15,455	15,764	16,079	16,401	16,729	17,063	17,404
Borrowing costs	958	641	678	606	570	533	495	455	413	371	327	284
Materials & contracts	10,438	10,861	10,029	9,173	9,215	9,256	9,298	9,340	9,382	9,424	9,466	9,509
Depreciation & amortisation	7,904	7,074	6,259	6.335	6.363	6,391	6,419	6,447	6,476	6,504	6.533	6,562
Impairment		-	-	-	-		-	-	-	-	-	-
Other expenses	2,822	821	963	967	972	976	981	985	989	994	998	1,003
Net losses from disposal of assets	503	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-									
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	32,974	32,492	31,937	32,271	32,611	32,956	33,306	33,660	34,022	34,388	34,762
OPERATING RESULT FOR THE YEAR	2,660	635	5,230	3,785	4,458	4,907	5,514	6,267	6,956	7,682	8,448	9,281
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTION'S FOR CAPITAL PURPOSES	(1,251)	(2,847)	(772)	525	1,116	1,499	2,038	2,721	3,339	3,992	4,685	5,443
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2.847)	(772)	525	1,116	1,499	2,038	2,721	3,339	3,992	4,685	5,443
Azzu melion z												
Rate Peg Ge neral Index Employee Cost Index Grant Index Investment Interest rate Overdue rates interest rate Overdue rates interest rate	2.60% 2.50% 2.75% 2.00% 6.50% -2.00%	2,50% 2,75% 2,00% 3,00% 6,00%	2,20% 2,50% 2,70% 2,00% 1,50% 6,00% -2,00%	2,50% 2,50% 2,00% 2,00% 2,50% 6,50% -2,00%	2.50% 2.50% 2.00% 2.00% 3.00% 7.00% -2.00%	2,50% 2,50% 2,00% 2,00% 7,00% -2,00%	2,50% 2,50% 2,00% 2,00% 3,00% 8,00% -2,00%	2.50% 2.50% 2.00% 2.00% 3.50% 8.00% -2.00%	2.50% 2.00% 2.00% 3.50% 8.00%	2.50% 2.50% 2.00% 2.00% 3.50% 8.00% -2.00%	2.50% 2.00% 2.00% 3.50% 8.00%	2.509 2.009 2.009 3.509 8.009

		LUNG IE		CIAL PLAN		2002						
\$ '000	2021	2022	STATEMENT 2023	OF FINANCIAL P 2024	2025	2026	2027	2028	2029	2030	2031	2032
\$ 000	Actual	Q2 Review	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
	Aciodi	GZ REVIEW	Budget	rorecusi	roiecus	rorecusi	rorecusi	rorecusi	roiecus	rorecus	гогесия	rorecus
Assets												
Current Assets:	05.747	01.01.4	11.000	10.400	14414	14007	14004	177/7	00.155	00.00.4	04750	2125
Cash & cash equivalents	25,747	21,214	11,980	13,409	14,416	14,937	16,006	17,767	20,155	22,204	26,759	31,35
Investments	3,000	3,000	3,000	3,000	4,000	6,000	8,000	10,000	12,000	15,000	17,000	20,00
Receivables	4,722	5,518	5,653	6,094	6,345	6,422	7,209	7,418	7,748	8,101	8,504	8,90
Inventories	133	118	136	140	143	147	150	154	158	162	166	17
Other	406	717	416	427	437	448	459	471	483	495	507	52
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	21,185	23,069	25,342	27,954	31,824	35,810	40,544	45,962	52,935	60,95
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	252,386	263,651	265,254	265,888	266,524	267,163	267,805	268,450	269,098	269,748	270,402	271,05
Investments accounted for using the equity method	1.144	1,359	1,144	1,144	1,144	1,144	1,144	1,144	1.144	1,144	1,144	1,14
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	253,530	265,010	266,398	267,032	267,668	268,307	268,949	269,594	270,242	270,892	271,546	272,202
TOTAL ASSETS	287,538	295,577	287,584	290,101	293,010	296,261	300,774	305,404	310,785	316,854	324,481	333,156
TOTAL ASSETS	207,530	273,377	207,304	270,101	273,010	270,201	300,774	303,404	310,765	310,034	324,401	333,130
Liabilities												
Current Liabilities:												
Payables	3,779	3,500	1,902	2,216	2,815	2,775	3,231	3,511	3,719	4,087	4,330	4,618
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	2,352											
Borrowings	1,443	1,605	1,647	1,690	1,735	1,782	1,830	1,880	1,931	1,181	956	999
Provisions	4,115	3,184	3,829	3,471	3,383	3,243	3,020	2,906	2,724	2,556	2,408	2,233
TOTAL CURRENT LIABILITIES	11,689	8,289	7,379	7,378	7,933	7,800	8,081	8,296	8,375	7,823	7,694	7,850
N - C - III LIIII	21227	10 / 15	10.140	14.405	14005	13,070						
Non-Current Liabilities:	21,237	19,615	18,143	16,495	14,805	-		-	-			_
Payables	-	-	-	-	-	-						
Borrowings	19,794	18,010	16,495	14,805	13,070	11,288	9,458	7,578	5,647	4,466	3,511	2,512
Provisions	9,607	11,912	12,262	13,586	14,913	16,238	17,565	18,891	20,217	21,543	22,869	24,195
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28,757	28,391	27,983	27,526	27,023	26,469	25,864	26,009	26,380	26,707
TOTAL LIABILITIES	41,090	38,211	36,136	35,769	35,916	35,326	35,104	34,765	34,239	33,832	34,074	34,557
NET ASSETS	246,448	257,366	251,448	254,333	257,094	260,935	265,670	270,639	276,547	283,022	290,407	298,599
Equily									1000			
Retained earnings	108,741	119,659	113,741	116,626	119,387	123,228	127,963	132,932	138,840	145,315	152,700	160,892
Revaluation reserves	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707
Council equity interest	246,448	257,366	251,448	254,333	257,094	260,935	265,670	270,639	276,547	283,022	290,407	298,599
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	246,448	257,366	251,448	254,333	257,094	260,935	265,670	270,639	276,547	283,022	290,407	298,599
Assumptions												
General Index No impact from revaluation of assets	2.50%	2,50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2,50%	2.50

		LUNG IE		CIAL PLAN		2002						
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
4 444	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecas						
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	18,813	18,880	19,619	20,109	20,612	21,127	21,656	22,197	22,752	23,321	23,904	24,50
User charges & fees	2,713	3,225	3,376	3,460	3,547	3,635	3,726	3,819	3,915	4,013	4,113	4,21
Investment & interest revenue received	482	896	465	413	534	596	679	892	1,025	1,180	1,358	1,58
Grants & contributions	12,489	10,088	13,054	10,453	10,679	10,892	11,110	11,332	11,559	11,790	12,026	12,26
Bonds, deposits & retention amounts received	14	-	-	-	-	-	-	-	-	-	-	-
Other	5,582	228	450	461	473	485	497	509	522	535	548	56
Payments:												
Employee benefits & costs	(13,133)	(13,170)	(14,126)	(14,409)	(14,697)	(14,991)	(15,291)	(15,597)	(15,909)	(16,227)	(16,551)	(16,882
Materials & contracts	(12,274)	(10,535)	(9,728)	(8,898)	(8,938)	(8,978)	(9,019)	(9,059)	(9,100)	(9,141)	(9,182)	(9,224
Borrowing costs	(645)	(641)	(678)	(606)	(570)	(533)	(495)	(455)	(413)	(371)	(327)	(284
Bonds, deposits & retention amounts refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(807)	(796)	(934)	(938)	(943)	(947)	(951)	(955)	(960)	(964)	(968)	(973
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	11,498	10,045	10,697	11,286	11,912	12,683	13,391	14,136	14,921	15,771
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	13,000	-	-	-								
Sale of infrastructure, property, plant & equipment	664	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	31	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(10,000)	-	-	-	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(2,000)	(3,000
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(19,127)	(6,969)	(6,999)	(7,030)	(7,061)	(7,092)	(7,123)	(7,155)	(7,186)	(7,218
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(19,127)	(6,969)	(7,999)	(9,030)	(9,061)	(9,092)	(9,123)	(10,155)	(9,186)	(10,218)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	10,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,255)	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,533)	(9,234)	1,429	1,008	520	1,069	1,761	2,388	2,050	4,554	4,597
plus: CASH & CASH EQUIVALENTS - beginning of year	13,527	25,747	21,214	11,980	13,409	14,416	14,937	16,006	17,767	20,155	22,204	26,759
pios. CASH & CASH EQUIVALENTS - Degitting Oryecti			21,214	11,700	13,407	14,410	14,737	10,000	17,707		22,204	20,737
CASH & CASH EQUIVALENTS - end of year Additional Information	25,747	21,214	11,980	13,409	14,416	14,937	16,006	17,767	20,155	22,204	26,759	31,356
plus: Investments on hand - end of year	3.000	3.000	3,000	3,000	4,000	6,000	8,000	10,000	12.000	15,000	17,000	20,000
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,980	16,409	18,416	20,937	24,006	27,767	32,155	37,204	43,759	51,356
Assumptions												
Rates & charges recovery rate Debtor recovery rate	97,00% 97,00%		97,00% 97,00%	97,00% 97,00%	97,00% 97,00%	97,00% 97,00%	97,00% 97,00%	97,00% 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 interestrate	2.00%	3.00%	1.50%	2.50%	3,00%	3.00%	3,00%	3,50%	3,50%	3,50%	3,50%	3.50
Overdue rates interest rate Draft Long Term Financial Plan 2023-2032	7,50%	8.00%	6.00%	6.50%	7,00%	7,00%	8,00%	8,00%	8,00%	8,00% P	age 19 o	

		LONG TER		AL PLAN	- 2823-	2832						
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	203
	Actual	Q2 Review	Proposed Budget	Forecast	Foreca							
Operating Ratio			Do ago.									
7	-3.59%	-9.45%	-2,43%	1.62%	3.34%	4.40%	5.82%	7.55%	9.02%	10.50%	11.00	13.54
This ratio measures Council's ability to contain operating expenditure within operating revenue Benchmark - Greater than 0%	-5.57%	-7.95%	-2.43%	1.02%	3.34%	4.40%	5.82%	7.55%	7.02%	10.50%	11.99%	13.59
(operating revenue excl. capital grants and contributions - operating expenses) (
operating revenue excluding copital grants and contributions												
Cash Expense Cover Ratio												
This ratio indicates the number of months Council can continue paying for its immediate expenses with out additional cash inflow	13.99	3.94	8.44	9.32	9.67	9.78	10.14	10.80	11.72	12.47	14.28	16.
Benchmark - Greater than 3.0 months												
[current years cash and cash equivalents / (total eigenises - depreciation - interest casts) * 12												
Current Ratio												
Th is 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.	2.91	2.58	2.87	3.13	3.19	3.58	3.94	4.32	4.84	5.88	6.88	7.7
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.	2.91	2.39	2.71	2.76	2.80	3.13	3,51	3.92	4.46	5.51	6.55	7.1
Benchmark - Greater than 1.5												
current assets less all external activities/ current liabilities, less specific purpose liabilities												
Own Source Operating Revenue												
Th is ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility												
improves the higher the level of its own source revenue	72.44%	76.43%	65.39%	70.74%	70.93%	70.97%	71.12%	71.36%	71.54%	71.73%	71.93%	72.19
Benchmark - Greater than 60%												
rates, whither and charges / total operating revenue (inclusive of capital grants and contributions)												
Debt Service Cover Ratio												
Th is ratio measures the availability of cash to service debt including interest, principal, and lease payments	3.53	3.29	2.70	3.31	3.56	3.71	3.93	4.21	4.46	4.72	7.66	9.9
Benchmark - Greater than 2.0				-1								
operating result before interest and depresation (EBTDA) / principal repayments Hoarowing interest costs												
Interest Cover Ratio												
This ratio indicates the extent to which Council can service its interest bearing debt and take an additional barrowings. If measures the burden of the current interest expense upon Council's												
operating cash	7.94	10.62	9.10	12.32	14.12	15.80	18.08	21.15	24.76	29.29	35.30	43.2
Benchmark - Greater than 4.0												
operating result before interest and depreciation (EBTDA) / interest expense												
Capital Expenditure Rafio												
Th is ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets	1.70	1.15	3.06	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.1
Benchmark - Greater than 1.1												
annual capital expenditure (annual depreciation												

IMPROVING OUR FINANCIAL POSITION FURTHER

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

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

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

Council has updated the 2023 Operating and Long Term Financial Plan, with the most current and best available information, but it is subject to change due to the dynamic health and economic crisis, created by the global COVID-19 (novel coronavirus) pandemic.

The current plan is based on a steady return to pre-COVID conditions however the unpredictability of the pandemic means this cannot be guaranteed.

The Council also acknowledges that planned deliverables and actions may be impacted or need to be reprioritised, based on the effects of this crisis. New priorities may also emerge.

The Council will adjust to this crisis, to ensure the health and wellbeing of the community is our primary focus. Council will engage with the community using the principles outlined in our Community Engagement Strategy, to ensure that changing and emerging priorities are identified.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery.



This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of new technology and an emphasis on staffing capacity development.

IMPROVING ASSET MANAGEMENT

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

REVIEW OF COMMUNITY EXPECTATIONS

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.

Draft Long Term Financial Plan 2023-2032

Page 21 of 40

INCREASING PRIVATE WORKS, RMS CONTRACTS AND CAPITAL WORK DELIVERY

Council has over a number of years invested heavily in the development of additional capacity for its roads and trades teams to enable Council to attract more private works and contracts through Transport for NSW. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position and future growth of Council's workforce.

LONG TERM WASTE STRATEGY AND INDUSTRY DEVELOPMENT

Broken Hill City Council is engaged in the process of produce a 3-year waste management strategy, which will inform our long term goals in alignment with the Community Strategic Plan.

This strategy encompasses a few key areas, with a focus on developing a circular waste economy in the Broken Hill Region, starting with key producers and ending with final consumers, with the end goal of diverting as much waste as possible from waste management facilities, by advocating for the usage of long-lifespan products, re-purposing of otherwise obsolete equipment, and collaboration between industries to achieve optimal outcomes for all areas of the Broken Hill community.

The strategy is being developed to align with the NSW Waste and Sustainable Materials Strategy 2041, which places great emphasis on reducing the total amount of waste initially produced, prior to waste processing steps. The targets of this strategy include:

- 80% average recovery rate from all waste streams by 2030
- Reduce total waste generation per person by 10% by 2030
- Halve the amount of organic waste sent to landfill by 2030

The viability of processes such as recyclable material processing, energy creation, and the establishment of a local industry centred around these processes is being examined. BHCC believes there is potential for additional revenue streams within it's existing waste management processes, and by properly implementing and utilising these streams, overhead expenses created by the waste management centre can be reduced.

INCREASING RATE REVENUE

To maintain services at their expected level, the community may consider if an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability.

SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$250m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

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

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

Our plan is sensitive to a number of internal and external drivers including Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation.

The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

SCENARIO 2 – non-recurrent additional special rate variation

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2023 additional special rate variation is considered a one-off adjustment and is not included in the base amount for future rate peg adjustments.

The scenario assumes Council undertakes a review and possible rationalisation of assets during 2023 and that an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.

This model does not alter Council's breakeven point of 2024 however it reduces the margin for error and therefore increases the risk that the breakeven point will be delayed by unexpected events.

Adoption of this model would result in a reduction of real income of 3.2 million dollars over 10 years.

Key Aspects of this Scenario

- · Breakeven remains at 2024.
- · Inefficient operating model.
- · Borrowings remain the same.
- · Potentially Reduced service delivery and infrastructure to the community.

Draft Long Term Financial Plan 2023-2032

Page 23 of 40

LONG TERM FINANCIAI	L PLAN - 28	23-2832				ITIUUA TN:	UNAL SPE	CIAL RAT	E VARIAT	UN		
				OF FINANCIAL P								
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Foreca
Assets			obuqe.									
Current Assets:												
Cash & cash equivalents	25,747	21,214	11,980	13,095	13,770	13,941	14,640	16,005	17,975	19,582	23,670	27,7
Investments	3,000	3,000	3,000	3,000	4,000	000,6	000,8	10,000	12,000	15,000	17,000	20,00
Receivables	4,722	5,518	5,653	6,094	6,345	6,422	7,209	7,418	7,748	8,101	8,504	8,90
Inventories	133	118	136	140	143	147	150	154	158	162	166	13
Other	406	717	416	427	437	448	459	471	483	495	507	50
Non-current assets classified as 'held forsale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	21,185	22,755	24,696	26,958	30,459	34,048	38,364	43,339	49,847	57,37
Non-Current Assets:												
Investments	-	-		-		-		-		-	-	-
Receivables	-	-		-		-		-			-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	252,386	263,651	265,254	265,888	266,524	267,163	267,805	268,450	269,098	269,748	270,402	271,08
Investments accounted for using the equity method	1,144	1,359	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,14
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	253,530	265,010	266,398	267,032	267,668	268,307	268,949	269,594	270,242	270,892	271,546	272,20
TOTAL ASSETS	287,538	295,577	287,584	289,787	292,364	295,265	299,408	303,642	308,606	314,232	321,392	329,57
Liabilities												
Current Liabilities:												
Paya bles	3,779	3,500	1,902	2,216	2,815	2,775	3,231	3,511	3,719	4,087	4,330	4,61
Income Received in Advance		-		-	-	-	-	-	-	-	-	
Contract Liabilities	2.352											
Borrowings	1,443	1,605	1,647	1,690	1,735	1,782	1,830	1,880	1,931	1,181	956	99
Provisions	4,115	3,184	3,829	3,471	3,383	3,243	3,020	2,906	2,724	2,556	2,408	2,23
TOTAL CURRENT LIABILITIES	11,689	8,289	7,379	7,378	7,933	7,800	8,081	8,296	8,375	7,823	7,694	7,85
Non-Current Babilities:	21,237	19,615	18,143	16,495	14,805	13,070						
Payables	21,207	11,015	10,140	10,415	14,005	10,070				-		
Borrowings	19,794	18,010	16,495	14,805	13,070	11.288	9,458	7.578	5.647	4,466	3,511	2.51
Provisions	9,607	11,912	12,262	13,586	14,913	16,238	17,565	18,891	20,217	21,543	22,869	24,19
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28,757	28,391	27,983	27,526	27,023	26,469	25,864	26,007	26,380	26,70
TOTAL LIABILITIES	41,090	38,211	36,136	35,769	35,916	35,326	35,104	34,765	34,239	33,832	34,074	34,55
NET ASSETS	246,448	257,366	251,448	254,019	256,448	259,939	264,304	268,877	274,367	280,400	287,318	295,01
Equity												
Retained earnings	108,741	119,659	113,741	116,312	118,741	122,232	126,597	131,170	136,660	142,693	149,611	157,31
Revaluation reserves	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,70
Council equity interest	246,448	257,366	251,448	254,019	256,448	259,939	264,304	268,877	274,367	280,400	287,318	295,01
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	246,448	257,366	251,448	254,019	256,448	257,737	264,304	268,877	274,367	280,400	287,318	295,01
Assumptions Ceneral Index No regard from expolution on of assers No regard con	2 50%	2 50%	2 50%	250%	2 50%	2 50%	250%	2 50%	2 50%	2 50%	2 50%	25

\$ '000	2021	2022	2023	NT OF CASH FL 2024	2025	2026	2027	2028	2029	2030	2031	2032
3 000			Proposed									
	Actual	Q2 Review	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	18,813	18,880	19,619	19,795	20,290	20,797	21,317	21,850	22,396	22,956	23,530	24,119
User charges & fees	2,713	3,225	3,376	3,460	3,547	3,635	3,726	3,819	3,915	4,013	4,113	4,21
Investment & interest revenue received	482	896	465	413	524	576	648	844	963	1,103	1,265	1,480
Grants & contributions	12,489	10,088	13,054	10,453	10,679	10,892	11,110	11,332	11,559	11,790	12,026	12,26
Bonds, deposits & retention amounts received	14	-	-	-	-	-	-	-	-	-	-	-
Other	5,582	228	450	461	473	485	497	509	522	535	548	562
Payments:												
Employee benefits & costs	(13,133)	(13,170)	(14,126)	(14,409)	(14,697)	(14,991)	(15,291)	(15,597)	(15,909)	(16,227)	(16,551)	(16,882
Materials & contracts	(12,274)	(10,535)	(9,728)	(8,898)	(8,938)	(8,978)	(9,019)	(9,059)	(9,100)	(9,141)	(9,182)	(9,224
Borrowing costs	(645)	(641)	(678)	(606)	(570)	(533)	(495)	(455)	(413)	(371)	(327)	(284
Bonds, deposits & retention amounts refunded		- 1	- 1	-	-	- '	- '	-	- 1		-	-
Other	(807)	(796)	(934)	(938)	(943)	(947)	(951)	(955)	(960)	(964)	(968)	(973
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	11,498	9,731	10,365	10,936	11,542	12,288	12,973	13,694	14,454	15,280
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	13.000		-									
	13,000	-	-	-	-	-	_	_			_	-
Sale of infrastructure, property, plant & equipment					-					- :	-	
Deferred debt ors receipts	31	-	-	-		-	-	-	-			-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(10,000)	-	-	-	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(2,000)	(3,000
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(19,127)	(6,969)	(6,999)	(7,030)	(7,061)	(7,092)	(7,123)	(7,155)	(7,186)	(7,218
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(19,127)	(6,969)	(7,999)	(9,030)	(9,061)	(9,092)	(9,123)	(10,155)	(9,186)	(10,218)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from barrowings & advances	10,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,255)	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET IN CREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,533)	(9,234)	1,115	676	170	699	1,365	1,969	1,608	4,088	4,106
plus: CASH & CASH EQUIVALENTS - beginning of year	13,527	25,747	21,214	11,980	13.095	13.770	13.941	14.640	16,005	17,975	19,582	23,670
CASH & CASH EQUIVALENTS - end of year	25,747	21,214	11,980	13,095	13,770	13,941	14,640	16,005	17,975	19,582	23,670	27,776
Additional Information	0.000	2.000	2 225	0.000	4 000	4.000	0.000	10.000	10.000	15.000	17.000	20.000
plus: Investments on hand - end of year	3,000	3,000	3,000	3,000	4,000	000,6	8,000	10,000	12,000	15,000	17,000	20,000
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,980	16,095	17,770	19,941	22,640	26,005	29,975	34,582	40,670	47,776
Assumptions	97,00%	97,00%	97,00%	97,00%	97,00%	97,00%	97,00%	97.00%	97,00%	97,00%	97,00%	
Rates & charges recovery rate Debtor recovery rate	97,00 %		97,00% 97,00%	97,00% 97,00%	97.00%	97,00% 97,00%	97,00% 97,00%	97,00%	97,00 % 97,00 %	97,00%	97,00% 97,00%	
Generalindex	2,50%		2,50%	2,50%	2.50%	2,50%	2,50%	2,50%	2,50%	2,50%	2,50%	
nv estment Interest rate Overdue rates interestrate	2,00% 7,50%	3,00%	1,50% 6,00%	2,50% 6,50%	3,00% 7,00%	3,00% 7,00%	3,00% 8,00%	3,50% 8,00%	3,50% 8,00%	3,50% 8,00%	3,50% 8,00%	

Or endue rates interestrate
No restricted cosh
Draft Long Term Financial Plan 2023-2032

LONG TERM FINANCIAL PL	AN - 28	23-2832		RIO 2 NON-	-RECURRE	NT ADDITI	ONAL SPE	CIAL RATI	E VARIATI	ON		
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Operating Ratio			Douge									
This ratio measures Council's ability to contain operating expenditure within operating revenue	-3.59%	-9,4595	-2.43%	0.62%	2,346	3,37%	4,79%	6.50%	7.96%	9,42%	10.90%	12,449
Benchmark Createrthan D%												
bigerating revenue exct capital grants and continuitions - agerating expenses) (agerating revenue excuaing capital grants and continuitions												
Cash Expense Cover Ratio												
This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	13,99	3.94	8.44	9.17	9.36	9.32	9.51	10.00	10.75	11.31	12.93	14.5
Jenonmark Greaterman 3D marrns												
[current years casing a cash equivalents / Y of a exgenses - degrectation - interest costs] = 12												
Current Ratio												
This ratio regresseris Council's ability to meet deal payments as they tall due, it should be noted that Council's externally restricted assets will not be available as operating tunds and as such												
can significantly impact Council's ability to meet its flabilities.	291	2.58	2.87	3.08	3.11	3.46	3.77	4.10	4.58	5.54	6.48	7.3
Jenonmark Crearerman I S												
current assets / current liabilities												
Unrestricted Current Ratio												
To assess the adequacy of working capital and its ability to satisfy obligations in the short ferm												
for the unrestricted activities of Council.	291	2.39	2.71	2.72	2.71	2.99	3.34	3.70	4.19	5.16	6.13	6.7
Benchmark Greaterman I S												
current assets less all external activities/ current liabilities, less specific gurgose liabilities												
Own Source Operating Revenue												
This ratio measures the level of Council's fiscal flentality. It is the degree of reliance on external flending sources such as operating grants and conflictations. Council's floancial flexibility improves the higher the level of its own source revenue.	72.44%	76.43%	65.39%	70.4798	70.6698	70.6998	70.8398	71.07%	71.2498	71.4298	71.6195	71.839
Benchmark Createrman 80%												
rafes, utilities and charges / fofatoperating 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	3.53	3.29	2.70	3.17	3,41	3.56	3.77	4.03	4.27	4.52	7.34	9.5
tenonmark Greaterman 2D												
og erafing result before inferest and degreciation (FBRDA) / ginnoligal regayments -αοποίνιης inferest costs												
Interest Cover Ratio												
This trito indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. If measures the borden of the content interest expense upon Council's operating could	7.94	10.62	9.10	11.79	13.52	15.13	17.38	20.26	23.73	28.07	33.84	41.5
Benchmark Createrman 4D												
og erafing result before inferest and degreciation (SBIDA) (inferest exgense												
Capital Expenditure Rafio												
This ratio indicates the extent to which Council is to recasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets	1.70	1.15	3.06	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Jenonmart Crearerman I I												
annual cogifal expensifute / a muola egreciafion												

SCENARIO 3 – economic downturn and 0.7% rate peg

This scenario presents a potential worst case future scenario that assumes further downturn in the economy and that the Department of Local Government does not approve Councils application for the additional special rate variation and therefore the rates increase for 2023 will be limited to the original rate peg set by IPART of .07%.

This pushes Council's breakeven point back to 2025. Compromises capital works and puts Council in a high-risk cash position for the immediate future.

This position would likely see staff levels reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

Key Aspects to this Scenario

- Operational expenditure remains the same as pre COVID-19.
- Breakeven pushed back to 2025
- · Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

LONG TERM FINAN	CIAL PLAN	- 2823-		ENARIO 3 Ime statement	- ECONOM	IC DOWNT	URN AND	.07% RA	TE PEG			
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,013	19,464	19,909	20,407	20,917	21,440	21,976	22,525	23,088	23,666	24,257	24,864
User charges & fees	3,325	3,325	3,480	3,619	3,764	3,915	4,071	4,234	4,403	4,579	4,763	4,953
Interest & investment revenue	573	497	498	494	629	543	589	731	793	861	937	1,048
Otherrevenues	4,867	235	464	482	502	522	543	564	587	610	635	660
Grants & contributions for operating purposes	6,771	6,606	7,052	7,193	7,337	7,484	7,634	7,786	7,942	8,101	8,263	8,428
Grants & contributions for capital purposes	3,910	3,482	6,002	3,260	3,390	3,458	3,527	3,598	3,670	3,743	3,818	3,895
Other Income:		-	-		-,							
Net gains from disposal of assets	-	-	-		-		-	_	-			-
Net share of interests in joint ventures	300	-			-		_	_				
TOTAL IN COME FROM CONTINUING OPERATIONS	38,759	33,609	37,406	35,456	36,539	37,361	38,340	39,439	40,483	41,561	42,673	43,848
Expenses from Continuing Operations												
Employee benefits & costs	13,475	13.577	14,563	14.854	15,152	15,455	15.764	16,079	16,401	16,729	17,063	17,404
Borrowing costs	958	641	678	606	570	533	495	455	413	371	327	284
Materials & contracts	10,438	10,861	10,029	9,498	9,878	10,273	10,684	11,111	11,555	12,018	12,498	12,998
Depreciation & amortisation	7,904	7,074	6,259	6,335	6,363	6,391	6,419	6,447	6,476	6,504	6,533	6,562
Impairment	7,704	7,074	0,237	0,333	0,303	0,371	0,417	0,44/	0,4/0	6,304	0,000	0,302
Other expenses	2,822	821	963	1,002	1.042	1,083	1,127		1,219	1,267	1,318	1,371
			703	1,002	1,042		1,127	1,172	1,217	1,26/		
Net losses from disposal of assets	503	-		-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures		-	-									
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	32,974	32,492	32,295	33,004	33,735	34,488	35,264	36,063	36,889	37,739	38,619
OPERATIN G RESULT FOR THE YEAR	2,660	635	4,914	3,161	3,535	3,627	3,852	4,174	4,420	4,672	4,933	5,229
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTION S FOR CAPITAL PURPOSES	(1,251)	(2,847)	(1,088)	(99)	145	169	324	577	750	929	1,115	1,334
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(1,088)	{PP)	145	169	324	577	750	P2P	1,115	1,33
Assemptions Rate Peg General Index	2,80% 2,50%	2,50%	4.00%	2,50% 4,00%	2.50% 4.00%	2.50% 4.00%	2.50% 4.00%	2.50% 4.00%	2,50% 4,00%	2.50% 4.00%	2,50% 4,00%	4.00
Employee Cost Index Grant Index	2,75% 2,00%			2,00% 2,00%	2.00% 2.00%	2.00% 2.00%	2,00% 2,00%	2,00% 2,00%	2.00%	2,00% 2,00%	2.00% 2.00%	
Investment Interestrate	2.00%	3,00%	1.50%	2.50%	3.00%	3.00%	3.00%	3,50%	3.50%	3,50%	3.50%	3.5
Overdue rates interest rate Bfficiency gain on Materials & Contracts	6.50% -2.00%		800.8 800.0	8.50% 0.00%	7,00% 0.00%	7,00% 0,00%	8,00% 800.0	8,00% 800.0	8.00%	\$400.8 \$400.0	8.00% 0.00%	

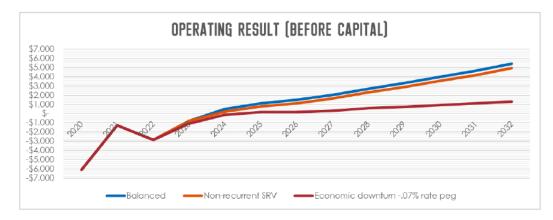
LONG TERM FIN	ANCIAL PLAN	- 2823-		NARIO 3 - Of financial P		IC DOWNT	URN AND	.87% RA	TE PEG			
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Assets												
Current Assets:												
Cash & cash equivalents	25,747	21,214	11,673	12,489	12,602	11,880	11,334	11,060	10,981	10,103	11,236	11,89
Investments	3,000	3,000	3,000	3,000	4,000	6,000	8,000	10,000	12,000	15,000	17,000	20,00
Receivables	4,722	5,518	5,653	6,094	6,345	6,422	7,209	7,418	7,748	8,101	8,504	8,90
Inventories	133	118	138	144	150	156	162	168	175	182	189	19
Other	406	717	422	439	457	475	49.4	514	534	556	578	60
Non-current assets classified as 'held for sale'			-						-			
TOTAL CURRENT ASSETS	34,008	30,567	20,886	22,166	23,553	24,933	27,199	29,160	31,439	33,942	37,507	41,59
Non-Current Assets:												
Investments	-	-	-	-	-		-	-	-	-	-	
Receivables	-	-	-	-		-	-	-	-	-	-	
Inventories				-			-				-	-
Infrastructure, property, plant & equipment	252,386	263,651	265,254	265,888	266,524	267,163	267,805	268,450	269.098	269,748	270,402	271,05
Investments accounted for using the equity method	1,144	1.359	1,144	1.144	1,144	1.144	1,144	1,144	1,144	1.144	1,144	1,14
Investment property	1,144	1,007	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,14
Intangible assets		-					-					
TOTAL NON-CURRENT ASSETS	253,530	265.010	266,398	267,032	267,668	268.307	268,949	269.594	270,242	270.892	271.546	272.202
TOTAL NON-CURRENT ASSETS	253,530	265,010	266,398	267,032	267,668	268,307	268,949	269,594	270,242	270,892	2/1,546	2/2,202
TOTAL ASSETS	287,538	295,577	287,285	289,198	291,222	293,240	296,149	298,754	301,681	304,834	309,053	313,797
Liabilities												
Current Liabilities:												
Payables	3,779	3,500	1,902	2,216	2,815	2,775	3,231	3,511	3,719	4,087	4,330	4,618
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	2.352											
Borrowings	1,443	1,605	1,647	1,690	1,735	1,782	1,830	1,880	1,931	1,181	956	99
Provisions	4,115	3,184	3,829	3,471	3,383	3,243	3,020	2,906	2,724	2,556	2,408	2,23
TOTAL CURRENT LIABILITIES	11,689	8,289	7,379	7,378	7,933	7,800	8,081	8,296	8,375	7,823	7,694	7,850
		-,		.,	-,,	.,	-,	-,		.,	.,	.,
Non-Current Liabilities:	21,237	19,615	18,143	16,495	14,805	13,070						
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	19,794	18,010	16,495	14,805	13,070	11,288	9,458	7,578	5,647	4,466	3,511	2,51
Provisions	9,607	11,912	12,262	13,586	14,913	16,238	17,565	18,891	20,217	21,543	22,869	24,19
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28,757	28,391	27,983	27,526	27,023	26,469	25,864	26,009	26,380	26,70
TOTAL LIABILITIES	41,090	38,211	36,136	35,769	35,916	35,326	35,104	34,765	34,239	33,832	34,074	34,557
NET ASSETS	246,448	257,366	251,149	253,429	255,306	257,914	261,045	263,989	267,442	271,002	274,979	279,240
NEI Addid	240,448	237,300	231,149	233,429	255,506	237,714	201,045	203,709	207,442	27 1,002	2/4,7/9	2/7,240
Equity	100	110 (77	110.47	11 E WC C	11 7 50	100.0	100.000	101000	100 857	100.00	10000	
Retained earnings	108,741	119,659	113,442	115,722	117,599	120,207	123,338	126,282	129,735	133,295	137,272	141,53
Revaluation reserves	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,70
Council equity interest	246,448	257,366	251,149	253,429	255,306	257,914	261,045	263,989	267,442	271,002	274,979	279,240
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	246,448	257,366	251,149	253,429	255,306	257,914	261,045	263,989	267,442	271,002	274,979	279,24
Assumptions General ridex No wind at from revial unbon of assets No wind at discount of assets No restricted costs	z.50%	2.50%	4.00%	4.00%	4.00%	4.00%	4,00%	d.00%	4,00%	4.00%	d.00%	4.00

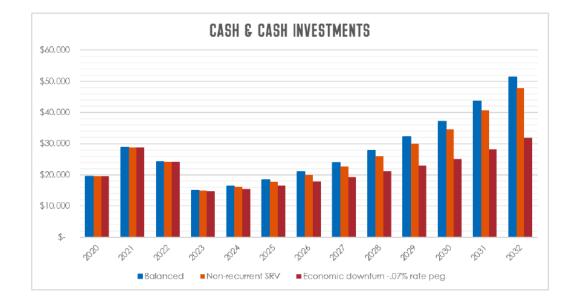
LONG TERM FINAN	CIAL PLAN	- 2823-		ENARIO 3 Ent of Cash Fl		IC DOWNT	URN AND	.87% RA	TE PEG			
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
•	Actual	Q2 Review	Proposed Budget	Forecast	Forec ast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Cash Flows from Operating Activities			boager									
Receipts:												
Rates & annual charges	18,813	18,880	19,312	19.795	20,289	20,797	21,317	21,849	22,396	22,956	23,529	24,11
User charges & fees	2.713	3.225	3.376	3.511	3.651	3.797	3,949	4.107	4.271	4.442	4.620	4.80
Investment & interest revenue received	482	896	465	404	506	541	586	728	790	858	934	1,04
Grants & contributions	12.489	10.088	13.054	10.453	10,728	10.942	11.161	11.384	11.612	11.844	12.081	12.32
Bonds, deposits & retention amounts received	14	-	- 10,00	-	- 10,720			- 11,001	- 11,012		- 12,001	
Other	5.582	228	450	468	487	506	526	547	569	592	616	64
Payments:	200,2	220	100	1,00	107		020	01.	007	0,2	0.0	
Employee benefits & costs	(13.133)	(13.170)	(14,126)	(14.409)	(14.697)	(14.991)	(15,291)	(15.597)	(15.909)	(16.227)	(16,551)	(16.882
Materials & contracts	(12,274)	(10,170)	(9,728)	(9,213)	(9,581)	(9,964)	(10,363)	(10,778)	(11,209)	(11,657)	(12,123)	(12,608
Borrowing costs	(645)	(641)	(678)	(606)	(570)	(533)	(495)	(455)	(413)	(371)	(327)	(284
Bonds, deposits & retention amounts refunded	(043)	(041)	(0/0)	(600)	(5/0)	(555)	(493)	(455)	(413)	(3/1)	(327)	(204
Other	(807)	(796)	(934)	(972)	(1,010)	(1,051)	(1,093)	(1.137)	(1.182)	(1.229)	(1,279)	(1,330
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	11,191	9.431	9.803	10.044	10,297	10,648	10,925	11.208	11,500	11,827
NEI CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	11,191	9,431	9,803	10,044	10,297	10,048	10,925	11,208	11,500	11,827
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	13,000	-	-	-								
Sale of infrastructure, property, plant & equipment	664	-	-	-	-	-	-	-	-	-	-	-
Deferred debt ors receipts	31	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(10,000)	-	-	-	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(2,000)	(3,000
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(19,127)	(6,969)	(6,999)	(7,030)	(7,061)	(7,092)	(7,123)	(7,155)	(7,186)	(7,218
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(19,127)	(6,969)	(7,999)	(9,030)	(9,061)	(9,092)	(9,123)	(10,155)	(9,186)	(10,218)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	10,000	-	-		-		-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1.255)	(1.443)	(1,605)	(1,647)	(1,690)	(1.735)	(1.782)	(1.830)	(1.880)	(1,931)	(1,181)	(956
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,533)	(9,541)	816	113	(722)	(546)	(274)	(79)	(878)	1,133	653
plus: CASH & CASH EQUIVALENTS - beginning of year	13,527	25,747	21,214	11,673	12,489	12,602	11,880	11,334	11,060	10,981	10,103	11,236
CASH & CASH EQUIVALENTS - end of year	25,747	21,214	11,673	12,489	12,602	11,880	11,334	11,060	10,981	10,103	11,236	11,890
Additional Information												
plus: Investments on hand - end of year	3,000	3,000	3,000	3,000	4,000	6,000	8,000	10,000	12,000	15,000	17,000	20,000
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,673	15,489	16,602	17,880	19,334	21,060	22,981	25,103	28,236	31,890
Assumptions Rates & charges recovery rate Debtor recovery rate General lades Lovestment interestrate Overdue rates interestrate Overdue rates interestrate Overdue observations Overdue rates interestrate Overdue rates interestrate	97,00% 97,00% 2,50% 2,00% 7,50%	97,00% 2,50% 3,00%	97,00% 97,00% 4,00% 1,50% 6,00%	97,00% 97,00% 4,00% 2,50% 6,50%	97,00% 97,00% 4,00% 3,00% 7,00%	97,00% 97,00% 4,00% 3,00% 7,00%	97,00 % 97,00 % 4,00 % 3,00 % 8,00 %	97.00%	97.00% 97.00% 4.00% 3.50% 8.00%	97.00% 97.00% 4.00% 3.50% 8.00%	97,00% 97,00% 4,00% 3,50% 8,00%	6 97.01 6 4.01 6 3.51

LONG TERM FINANCI	AL PLAN	- 2823-		NARIO 3 ·	- ECONOM	IC DOWNT	URN AND	.87% RA1	TE PEG			
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	20
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forec ast	Forecast	Forecast	Forecast	Forecast	Forecast	Forece
Operating Ratio												
this ratio measures Council's ability to contain operating expenditure within operating revenue	-3.59%	-9.45%	-3.47%	-0.31%	0.44%	0.50%	0.93%	1.6195	2.04%	2.46%	2.87%	3.5
Benchmark - Greater than 0%	-0.0990	-9.4090	-0.47.0	-0.5190	0.4490	0.5076	0.70%	1.51%	2.0490	2.40%	2.07 90	
(operating revenue esci, capital grants and contributions - operating expenses) / operating revenue escluding capital grants and contributions												
Cash Expense Cover Ratio												
this ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	13.99	3.94	8.30	8.75	8.56	8.00	7.54	7.22	6.98	6.44	6.70	
ienchmark - Greater than 3.0 months												
current years cash and cash equivalents / (total expenses - depreciation - interest casts) ** 2												
Current Ratio												
his ratio represents Council's ability to meet debt payments as they fall due, it should be noted hat Council's externally restricted assets will not be available as operating funds and as such												
can significantly impact Council's ability to meet its liabilities.	2.91	2.58	2.83	3.00	2.97	3.20	3.37	3.51	3.75	4.34	4.87	
Sench mark - Greater than 1.5												
current assets / current liabilities												
hrestricted Current Ratio assess the adequacy of working capital and its ability to salisfy obligations in the short term												
# the unrestricted activities of Council.	2.91	2.39	2.67	2.64	2.56	2.72	2.92	3.08	3.34	3.91	4.46	
ienchmart - Greater than 1.5												
current assets less all external activities / current liabilities , less specific purpose liabilities												
Own Source Operating Revenue												
his ratio measures the level of Council's Rocal flexibility. His the degree of reliance on external anding sources such as operating grants and contributions. Council's financial flexibility mproves the higher the level of its own source revenue.	72.44%	76.43%	65.10%	70.52%	70.64%	70.71%	70.89%	71.13%	71.32%	71.50%	71.69%	71.9
Bench mark - Greater than 40% of es, while es and charges / Fotal operating revenue (inclusive of capital grants and contributions)												
Debt Service Cover Ratio												
his rallo measures the availability of cash to service debt including interest, principal, and ease payments	3.53	3.29	2.56	3.04	3.13	3.13	3.18	3.27	3.33	3.39	5.29	
Senchmark - Greater than 2.0												
operating result before interest and depressation (BBITDA) / principal repayments Borrowing interest costs												
nterest Cover Ratio												
his ratio indicates the extent to which Council can service its interest bearing debt and take on additional barrowings. If measures the burden of the current intered expense upon Council's penaling call.	7.94	10.62	5.63	11.29	12.42	13.31	14.62	16.44	18.50	21.04	24.39	2
enchmart - Greater than 4.0												
perohing result before interest and depreciation (BBITDA) / interest expense												
Capital Expenditure Ratio												
his rallo indicales the extent to which Council is forecasting to expand its asset base with optical expenditure spent on both new assets and replacement and renewal of existing assets	1.70	1.15	3.06	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	
iench mart - Greater than 1.1												
nnual capital expenditure / annual depressation												2 of 4

OPERATING RESULT AND CASH RESERVES

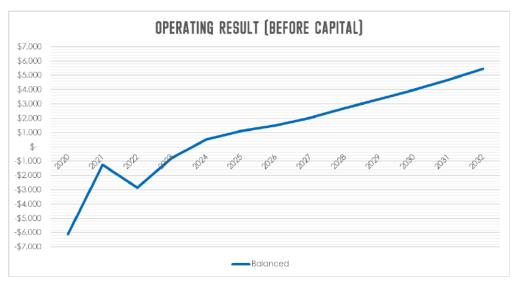
The below graph illustrates the three scenarios and how they each effect Council's operating surplus, as well as cash reserves for capital investment and renewal.





SENSITIVITY ANALYSIS

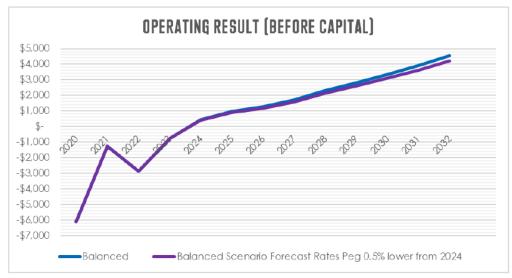
The LTFP Balanced Scenario (proposed) is demonstrated below.



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

RATES

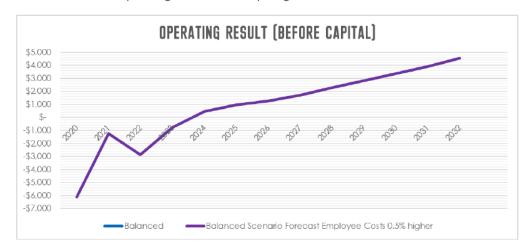
Rate income comprises of 60% of Council's total operating income. Rates are capped by the State Government and Council can only increase rates above the rate pegging percentage, if a special rate variation is submitted and approved.



This sensitivity analysis is based upon if Council chose to hold rate increases at 0.5% pa below the predicted rate pegging percentage from 2024, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown above.

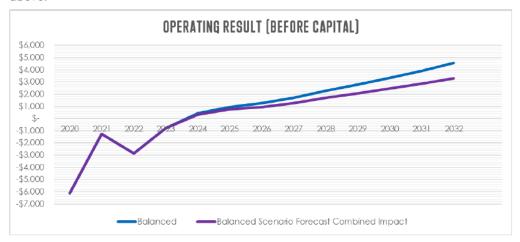
EMPLOYEE COSTS

Employee costs comprise of 42% of Council's operating expenditure. Salary growth is largely subject to the Broken Hill City Council Consent Award. The award is currently being renegotiated. If the award increases by a further 0.5% in future years, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.



COMBINED IMPACT

The chart below shows the combined impact of both the unfavourable variances described above.



MEASURING PERFORMANCE

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

These indicators include:

· Operating Ratio

This measures the capacity of Council to contain its operating expenditure within its operating revenue, allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 0%. The current operating ratio, based on the proposed 2022/2023 budget, is -2.43 It is forecast that this ratio will be above the benchmark in 2024, when an operating surplus is achieved.

Cash Expense Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses, without additional cashflow. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 3 months. The current cash expense ratio, based on the proposed 2022/2023 budget, is 8.44 months.

Current Ratio

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such, can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.5. The current ratio, based on the proposed 2022/2023 budget, is 2.87.

Unrestricted Current Ratio

This ratio measures the adequacy of working capital and its ability to satisfy the obligations in the short term, for the unrestricted activities of Council.

The minimum benchmark for this ratio, as advised TCorp and the Local Government Accounting Code for NSW, is greater than

1.5. The unrestricted current ratio, based on the proposed 2022/2023 budget, is 2.71.

· Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources, such as operating grants and contributions, to fund its day-to-day operations. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 60%. The own source operating revenue ratio based on the proposed 2022/2023 budget is 65.39%.

· Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 2. The debt service cover ratio, based on the proposed 2022/2023 budget, is 2.70.

• Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest-bearing debt and take on additional borrowing. It measures the burden of the current interest expense, upon Council's operating cash. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 4. The interest cover ratio, based on the proposed 2022/2023 budget, is 9.10.

Building and Infrastructure Backlog Ratio

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

Draft Long Term Financial Plan 2023-2032

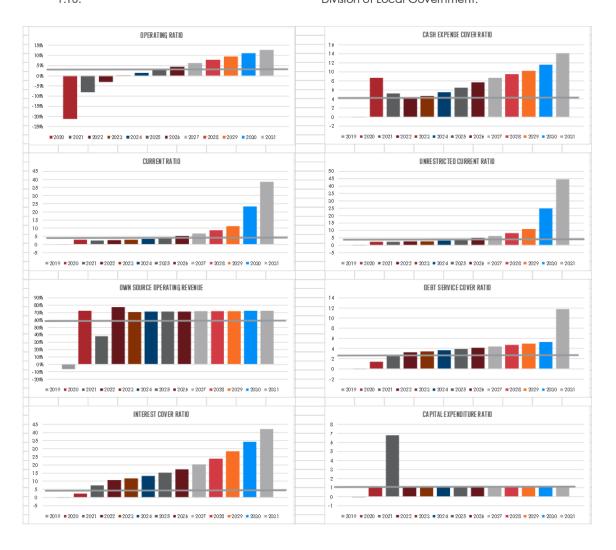
Page 36 of 40

· Capital Expenditure Ratio

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

The capital expenditure ratio, based on the proposed budget for 2022/2023, is -1.03.

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



Draft Long Term Financial Plan 2023-2032

Page 37 of 40

QUARTERLY REPORTING

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

ANNUAL REPORTING

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

REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2022/2023 and Delivery Program 2022/2023 and financial projections will be revised and updated.





CONCLUSION

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Council is committed to long-term financial sustainability and intergenerational equity, where each generation 'pays their way,' rather than any generation 'living off their assets' and leaving it to future generations to address the issue of replacing worn out infrastructure, without the necessary funds to do so. Council is currently relatively low on un-restricted reserves and is operating with continuous deficits until 2023.

However, the organisation itself is sustainable and financially viable and with the use of internal restrictions and low-cost borrowings, as well as prudent and responsible budgeting, planning and financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

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

Council must develop strategies during 2022/23, to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

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





POLICY AND GENERAL COMMITTEE

April 8, 2022

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 115/22

<u>SUBJECT:</u> <u>DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026</u> FOR PUBLIC EXHIBITION D22/17873

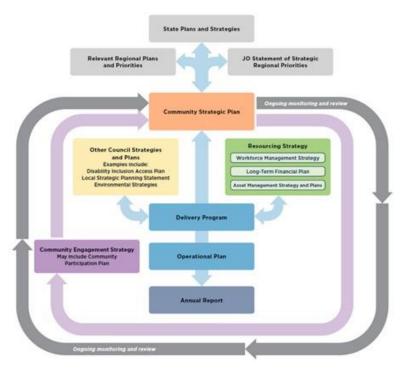
Recommendation

- 1. That Broken Hill City Council Report No. 115/22 dated April 8, 2022, be received.
- 2. That Council endorse the Draft Workforce Management Strategy 2022-2026 for consultation and public exhibition for a period of 28 days.
- 3. That Council receive a further report at the conclusion of the exhibition period, detailing submissions received and any recommended changes arising with a view to adopting the Draft Workforce Management Strategy 2022-2026.

Executive Summary:

Based on reporting guidelines published by the Office of Local Government (OLG), Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Plans, Workforce Management Strategy) are to be reviewed and updated within nine (9) months of a new Council being elected and in alignment with the Draft Community Strategic Plan 2040 (CSP) and Draft Delivery Program 2022-2026 (DP) update and review.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan, Council's Resourcing Strategies and Delivery Programs.



The Workforce Management Strategy 2022-2026 was drafted concurrently with the strategic documents listed above and the development of Council's revised Disability Inclusion Action Plan (DIAP) 2022-2026.

Internal consultation was undertaken for the development of all these plans which has informed the drafting of the Workforce Management Strategy (WMS) document, along with a desktop review to identify changes within the industry and organisation.

The desktop review indicated that all elements presented within the Workforce Management Strategy 2022-2026 are valid.

A focus on budget for budgeting capacity improvements and mechanisms for employee growth were also identified and incorporated into the Draft Operational Plan Financial Year 2022/2023.

The Draft Workforce Management Strategy -2022-2026 demonstrates Council is progressively addressing the challenges and opportunities outlined in the Workforce Management Plan (2017-2020) and is working towards achieving the workforce strategies developed to address these.

This plan focuses and highlights the importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community though increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Report:

Council is required to develop a Resourcing Strategy as part of compliance with the Integrated Planning and Reporting Guidelines (*Local Government Act 1993*).

There are three (3) main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Management Strategy. The purpose of the Resourcing Strategy is to ensure that there are adequate resources; time, money, assets and people to carry out actions within the Delivery Program (DP) and to meet the aspirations of the community outlined in the Community Strategic Plan (CSP).

Based on reporting guidelines published by the Office of Local Government, the Resourcing Strategy is to be reviewed within 9 months of a new Council being elected and updated in line with the broader consultation and review of the CSP and DP. Both of these strategic

documents have and will be presented to Council at the April 2022 and May 2022 Council meeting respectively.

The purpose of developing a Workforce Management Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future. A strong Workforce Management Strategy will provide a framework for dealing with resourcing challenges in a consistent way and ensure Council continues to delivery sustainable services well into the future.

The Integrated Planning and Reporting Guidelines for NSW state that the Workforce Management Strategy must be for a minimum timeframe of four years.

Council adopted its current Workforce Management Strategy 2017-2020 on 28 June 2017 (Minute No 45564). This plan was a comprehensive review of the previous Workforce Strategy (Draft Workforce Strategy 2010-2014) including resetting Objectives, identifying National and Industry trends, Community and Council's Profile analysis, Gap Analysis, Challenges (Internal and external forces) impacting Council and the provision of new Workforce Strategies.

The processes undertaken to develop the Draft Workforce Management Strategy 2022-2026 included formal consultation internally through participation in consultation sessions used for the development of the Draft Community Strategic Plan 2040 (CSP), Draft Delivery Program 2022-2026 (DP) and Draft Disability Inclusion Action Plan 2022-2026 (DIAP) and in addition industry trends were analgised and incorporated into the strategy.

This plan focuses and highlights the importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community though increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Community Engagement:

If endorsed by Council, the draft Workforce Management Strategy will be placed on public exhibition for a period of 28 days.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993 Sect 406 - Integrated Planning and Reporting Guidelines;

Sect 403 – Resourcing Strategy

Integrated Planning and Reporting Guidelines for Local Government in NSW 2021, Department of Premier and Cabinet, Division of Local Government

Financial Implications:

The Workforce Management Plan Strategies are to be considered in line with the Long-Term Financial Plan and Annual Operational Plan.

Attachments

1. U Draft Workforce Management Strategy 2022-2026

CASEY DEERY
EXECUTIVE MANAGER PEOPLE AND CULTURE

JAY NANKIVELL GENERAL MANAGER





QUALITY CONTROL						
KEY DIRECTION	4. Our Leadership					
OBJECTIVE	4.1 Openness and tran	sparency in decisio	on making			
STRATEGY	4.1.1 Support the orga framework	nisation to operate	within its legal			
FUNCTION	Human Resources					
FILE REFERENCE No	22/64	EDRMS NUMBER	D22/17855			
RESPONSIBLE OFFICER	Executive Manager People and Culture					
REVIEW DATE	2026					
DATE	ACTION		MINUTE NUMBER			
27 April 2022	Endorsed					
NOTES	Copies of all plans and reports mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au					
ASSOCIATED DOCUMENTS	Broken Hill 2040 Community Strategic Plan Long Term Financial Plan 2023-2032 Delivery Program 2022-2026 incorporating Operational Plan 2022/2023 Broken Hill Smart Communities Framework Annual Report 2020/2021					

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
INTRODUCTION	6
INTEGRATED PLANNING AND REPORTING FRAMEWORK	6
VISION AND VALUES	7
OUR VISION	7
OUR VALUES	7
EXTERNAL ENVIRONMENT/INFLUENCERS	8
Economic Outlook	8
The Broken Hill Region	9
Local Government Industry	9
Labour Market	10
Employment	10
Technology	11
INTERNAL ENIVRONMENT/INFLUENCERS	12
Organisational Structure	12
Executive Group	12
Assets and Projects Group	12
Business and Organisational Development Group	12
Communications and Marketing Group	12
Finance and Information Group	13
Corporate and Community Group	13
Planning and Community Safety Group	13
Economic Development Group and Tourism	13
Organisational Workforce Profile @ March 2022	14
Gender	14
Age Breakdown	
Years of Service	15
Position Types	16
Key Workforce Indicators	16
Turnover %	
Excess Annual and Long Service Leave	
Unplanned Leave	
Learning and Development Investment	17

Draft Workforce Management Strategy 2022-2026

DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026 FOR PUBLIC EXHIBITION

Lost Time Hours	17
Workers Compensation at a % of Wages	17
Recruitment	17
Organisational Cultural Survey Results	
OCI and OEI Outcomes	18
Summary	19
ORGANISATIONAL CHALLENGES AND STRATEGIES	20
WORKFORCE MANAGEMENT STRATEGY - KEY THEMES	21
Attracting our People	
Developing our People	23
Rewarding our People	25
Supporting our People	27
Protecting our People	29
Leading our People	31
REFERENCES AND RESOURCES	33

EXECUTIVE SUMMARY

At Broken Hill City Council, we believe the importance of an engaged, committed, and passionate workforce cannot be understated.

Given the numerous and varied functions, operations, and services undertaken by Council, it is critical that our workforce is capable and committed to delivering positive outcomes for both the organisation and the community.

Our workforce has proven that it has the ability to deliver services that arguably exceed our resourcing levels. However, we recognise that we still face many challenges, particularly with regard to employee attraction and retention.

Council has taken a proactive approach to staffing, with a focus on in-house training, up-skilling, and the employment of local trainees and apprentices.

We have also implemented a new set of organisational values and supporting behaviours that were selected by our employees. These values and behaviours have been driven by employees at all levels over the last four years and ensure our staff are united in providing the best possible service to the community.



This Workforce Management Strategy aims to build on our established management and engagement with staff, to ensure we have a workforce that is honest, courageous, resilient, and proud to serve the people of Broken Hill.

Jay Nankivell General Manager

Draft Workforce Management Strategy 2022-2026

Page 5 of 34

INTRODUCTION

INTEGRATED PLANNING AND REPORTING FRAMEWORK

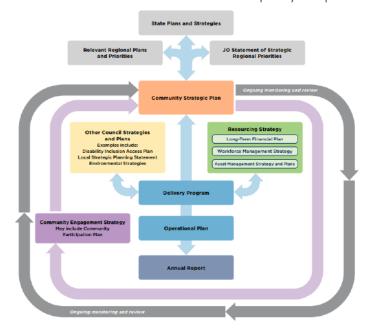
The NSW Government's Integrated Planning and Reporting (IP&R) Framework recognises that council plans, policies and strategies are connected and should not operate in isolation. Accordingly, all councils in NSW are operating within the IP&R Framework which allows various plans and strategies to integrate and for councils to plan holistically for the future.

The Local Government Act 1993 requires councils to develop a Resourcing Strategy that assists in achieving the objectives of Broken Hill's Community Strategic Plan - 2040.

This Resourcing Strategy is made up of the Workforce Management Strategy, the Long Term Financial Plan and the Asset Management Strategy, which together provide the resources necessary to achieve the Delivery Program. The Workforce Management Strategy is a minimum four-year plan, identifying the key people/workforce challenges, issues, approaches and opportunities for Council in ensuring we can deliver the activities identified in the Delivery Program and ultimately the objectives outlined in Broken Hill - 2040.

Broken Hill's Workforce Management Strategy 2022 – 2026 aligns with and supports Council's other key planning documents and outlines our commitment to ensuring a workforce that is capable of delivering positive outcomes for the community.

It achieves this through the consideration of both internal and external influencers, key people challenges, current and future environments and the identification of approaches and initiatives which combine to ensure a high-quality workforce which is supported by a contemporary workplace.



Draft Workforce Management Strategy 2022-2026

Page 6 of 34

VISION AND VALUES

It is critical that our workforce is aligned with our Vision and Values as these are what forms the basis of everything we do at Broken Hill City Council.

OUR VISION

Broken Hill City Council – Pound for Pound - To be the most efficient and effective Council in NSW.

OUR VALUES

- Accountability Do what we say we'll do and be a role model for our workmates and the community
- Pride Strive for excellence and be confident to share and celebrate our achievements
- Perseverance See mistakes as opportunities to improve, dig deep and rise to the challenge
- Courage & Honesty Welcome new ideas, value different perspectives and learn to give
 and receive constructive feedback
- Teamwork Work to a common goal, encourage collaboration and stand side by side

Draft Workforce Management Strategy 2022-2026

Page 7 of 34

EXTERNAL ENVIRONMENT/INFLUENCERS

The external environment will continually impact on Broken Hill's capacity to deliver on our agreed objectives. There is a complex global economic environment with significant uncertainty around the outlook for interest rates, labour shortages, global political risk and the path of Covid-19 which will influence the success of growing the economy. Increases in the prices of food, energy and metals and exacerbating supply chain disruption, threaten to weaken global supply chains. Climate change may also increase commodity price volatility.

However, while the current global economic trends have, and will continue to cause disruption to the National and local economy, Broken Hill's economic outlook is strong, with the investment from new mining ventures in Far West NSW representing a \$2.8B potential impact on the Far West NSW economy.

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

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

Economic Outlook

While the City's population has experienced a steady decline since 2010, new opportunities presented by the investment of mining companies, present Broken Hill with a diversity of economic opportunity. With the expected increase of 3,000 jobs in mining, population forecasters predict that the population will grow to 19,200 by 2025 and there will be the requirement for 730 more dwellings.

From this direct expansion into the economy, it is anticipated that there would be flow on effects into other related intermediate industries as well as increased new employee consumption expenditure.

These combined flow-on effects are estimated to support another 226 indirect local jobs per year. These jobs are expected to be in the industry sectors of manufacturing, construction, professional, technical and scientific services, accommodation and food services and rental, hiring and real estate services.

The key industries to promote future economic growth as noted in the Far West Regional Economic Development Strategy (2018-2022) include:

- Engines of growth industries well-linked to external markets and bringing money into the Region (e.g. mining and agriculture)
- Enabling industries industries that support engine industries (e.g. engineering and manufacturing)
- Population serving industries industries that support people in the Region (eg Education & Training and Health Care & Social Assistance).

The Far West Regional Plan 2036 also lists the region's economic priorities, providing opportunities to plan for key focus areas: The priorities are to:

- Establish new mining operations in areas of mineral potential.
- Develop renewable energy industries, including solar.
- Expand tourism opportunities and experiences.
- Establish new businesses linked to improvements in telecommunication services.
- Establish new industries following improvements to water security from the Murray River to Broken Hill.

With the predicted growth in the economy and changes in the labour market conditions, Broken Hill is presented with a specific set of challenges with employers across all industries and sectors reporting issues around skills shortages in 2021/22. It is critical that workforce planning places Broken Hill in a position to adapt to any changing conditions and responds accordingly and to resolve skilled worker shortages by addressing training options, employability skills and the delivery of education options.

Draft Workforce Management Strategy 2022-2026

Page 8 of 34

The Broken Hill Region

Broken Hill is the major commercial, retail, administrative and cultural centre for a greater regional population of 28,622 people, with the area providing many significant attractions and lifestyle opportunities.

In 2016, the total population of Broken Hill City was estimated to be 18,114 people. Population forecast suggests that with a positive average growth rate of 0.23% the city with reach 19,200 people in 2025.

Migration to Broken Hill City is largely dependent on changes within its mining industry. In addition to mining, the main employing industries are Health Care and Retail Trade, which account for over half of all jobs in 2016. Fluctuation in these sectors underpin much of the migration flows to and from the city.

Despite recent population decline, global demand for iron ore, lithium and other related minerals is expected to provide the impetus for positive demographic and housing change in the coming years.

Since 2016, the number of jobs in mining has doubled. In addition to this recent growth, recently announced major projects are expected to create up to 3,500 jobs over the forecasted period. It is expected that many of these workers will live in Broken Hill and the City will face demand for over 700 dwellings to accommodate the influx of workers at its peak.

Any future levels of population growth and change in Broken Hill will largely be dependent on the City's capacity to appropriately accommodate workers. This will, in part determine the size of the workforce for the City moving forward.

Local Government Industry

The current local government reform process in NSW has seen a significant amount of change within the sector. This change is likely to continue into the future and has the potential to impact on the current and future workforce with a level of uncertainty regarding the future of local government in the medium term.

In addition, the devolution of responsibilities from Federal/State Government and ongoing financial constraints, coupled with the complex and significant regulatory requirements, continue to impact on the image of the local government sector. This issue is particularly significant for Gen Ys and has also been identified through the LGNSW Local Government Workforce Strategy 2016-2020.

Council has responded to these ongoing challenges in recent years by undertaking a program of planned Service and Efficiency Reviews. These reviews are a whole of organisation approach to ensuring that the right resources are allocated to the right services being delivered to our community. Through refining our operations and achieving a more sustainable financial position, we can continue to ensure effective service delivery across all areas of the organisation into the future.

Draft Workforce Management Strategy 2022-2026

Page 9 of 34

Labour Market

Understanding the economic role Broken Hill plays in the Far West economy provides a framework for understanding what policy responses and investment may be appropriate to support the growth of businesses and maintenance of a vibrant economy in the future.

An analysis of the jobs held by the local workers in Broken Hill City in 2020/21 shows the three largest industries were:

- Mining (1,676 people or 22.1%)
- Health Care and Social Assistance (1,326 people or 17.5%)
- Retail Trade (797 people or 10.5%)

In combination these three fields accounted for 3,799 people in total or 50.1% of the local workers.

In comparison, New South Wales employed 1.0% in Mining; 13.2% in Health Care and Social Assistance and 9.5% in Retail Trade.

The major differences between the jobs held by local workers of Broken Hill City and New South Wales were:

- A larger percentage of local workers employed in the field of Mining (22.1% compared to 1.0%)
- A smaller percentage of local workers employed in the field of Professional, Scientific and Technical Services (1.9% compared to 10.1%)
- A smaller percentage of local workers employed in the field of Manufacturing (1.4% compared to 6.6%)
- A larger percentage of local workers employed in the field of Health Care and Social Assistance (17.5% compared to 13.2%)

The key emerging workforce groups between 2015/16 and 2020/21 were Mining (+791 local workers) and construction (+39 local workers), Financial and Insurance Services (+4) and Rental, Hiring and Real Estate Services (+2).

In 2021, the Household services sector accounted for 38.6% of employment in Broken Hill City. The importance of this sector has declined over the last 10 years (39.3% in 2011).

It's important to note that in 2019/20, the total tourism and hospitality sales in Broken Hill City was \$65.2m, the total value added was \$34.1 million. This sector is an important sector for the diversification of the City economy and employment.

Employment

In Broken Hill, there were 7,576 jobs located in Broken Hill in the year ending June 2021 and 7,370 residents employed. There were 979 registered businesses.

In the 2021 September quarter, the unemployment rate in Broken Hill City was 7.1%. This higher rate is an impact of COVID-19, with the 2020 September quarter reporting an unemployment rate of 2%, 2019 (3.9%) and 2018 (3.4%).

As the pandemic impacts begin to ease and with the increased opportunities in mining employment, it is anticipated that this rate is expected to decline.

Most resident workers are under 45 years old. There are more younger workers (15 to 44 years) than older workers (45 year and over) working in all industries.

The age structure of an industry's local workers is a key component to understanding the role and function of that industry in Broken Hill. It is an indicator of the age of the industry and how long it has been established in the area, as well as the possible challenges in expanding that industry in the future.

The age structure of the resident worker is indicative of the skill-levels and experience that local businesses can draw on. For example, an area with young local workers may be more mobile and likely to change jobs/industries in the future while an industry with an older local workers may face succession planning issues and challenges in attracting new staff.

Other key statistics:

A gender balanced workforce: In Broken Hill 50.3% of the local workers (All industries) are males and 49.6% are female. (ABS 2016)

Lower tertiary qualifications: 1,623 people or 23.5% of Broken Hill City's resident workers (all industries) have a tertiary qualification (ABS 2016).

Draft Workforce Management Strategy 2022-2026

Page 10 of 34

Technology

The use and appetite for emerging technology is an important issue for Broken Hill City Council. Specifically, opportunities exist to continue expanding ubiquitous access to information to all service wings, in all settings whether office based, in the field or workshops.

This includes real time operational information such as the state of assets, and maintenance/service requirements. This has the potential to lead to a higher level of flexibility and improve service levels whereby information can be accessed anywhere anytime by our workforce.

The increased deployment of technology in many areas to increase efficiency is also another key trend which will likely result in a more agile workforce operating from mobile worksites as well as workshops and offices.

The Broken Hill Smart Communities Framework will guide the adoption of additional innovative community assets into the future, with the aim to improve liveability, workability and sustainability. The technology skillset for the workforce will need to expand beyond "office-based usage" towards deeper integration of technology into work tasks as an integral component, not an afterthought.

This will be driven by the adoption of cloudbased technologies and intelligent hardware choices, enabling information and systems access at the coal face.

This will require Broken Hill City Council to ensure that its employee learning and development is focused on improving digital literacy within teams, enabling employees to be more flexible with their technology usage and to grow our adoption of smart enabling technology within the city.

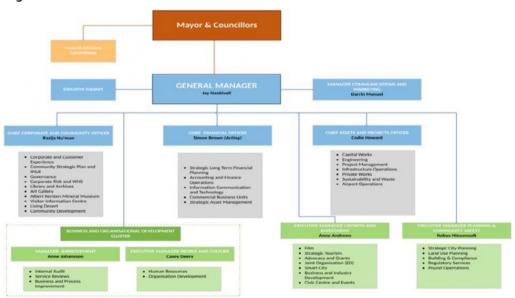
These external influencers are important considerations in the development of our Workforce Management Strategy.

Draft Workforce Management Strategy 2022-2026

Page 11 of 34

INTERNAL ENIVRONMENT/INFLUENCERS

Organisational Structure



Executive Group

The Executive Group provides the overarching strategic focus for Council's operations and ensures that Council continues to be vibrant, engaging and lead with strong and effective governance. The General Manager and Chief Officers make up the Executive Leadership Team (ELT).

The Executive Group also supports the Mayor and the Councillors, our elected representatives who oversee community governance across a wide range of issues.

Assets and Projects Group

Whether directly or indirectly, the work of Council's Infrastructure team touches the lives of Broken Hill people every day.

Among the extensive range of services the Group provides are infrastructure development and maintenance, asset management, civil and landscape services, as well as environmental sustainability.

Operating the Council Waste Management Centre, Airport and Cemetery are also key aspects of the Group.

Business and Organisational Development Group

The Business and Organisational
Development Group provides a
contemporary and integrated approach to
assist Managers and the broader
organisation to foster a high performing,
values driven culture, providing high level
advice and solutions across a broad range
of human resources, learning, well-being and
system improvement activities that support
efficient and effective service delivery.

Communications and Marketing Group

Maintaining strong communication and engagement with Council's many stakeholders, both internal and external, is key to ensuring the organisation's success.

The communications team facilitate this connection through a variety of mediums such as media, community engagement sessions, Council's website, and social media to name a few.

In addition, the team assists with organisational marketing such as branding, tourism, and promotion of shows and events.

Draft Workforce Management Strategy 2022-2026

Page 12 of 34

Finance and Information Group

Council's Finance team play a vital role in ensuring Council are able to achieve its strategic goals arising from its Community Strategic Plan, Delivery Program, Annual Operational Plan and Long-Term Financial Plan.

Sound financial management is essential to enable Council to continue delivering high quality services, facilities and infrastructure while maintaining financial sustainability into the future.

Council's Information Services team ensure that Council's systems, Records and IT infrastructure are developed and maintained to ensure they are efficient, relevant and importantly secure.

Information systems are crucial to Council's ability to provide services and facilities to the community with data integrity, privacy and availability being of the highest importance.

The attraction, training and retention of suitably qualified and skilled staff is essential to achieving these goals.

Corporate and Community Group

The Corporate and Community group aims to partner with local agencies to deliver relevant services within the City and work towards safe, active, cultural and social opportunities for all age groups in the life cycle.

The Community group directly manages significant facilities: the Visitor Information Centre, Living Desert, Library, Broken Hill City Art Gallery and Albert Kersten Mining and Minerals Museum.

Corporate Services manage a shared services model for the successful operation of the organisation including frontline Customer Service, also a variety of legislative compliance matters and development of the Community Strategic Plan for future planning for the City in partnership with local agencies.

Planning and Community Safety Group

The essence of the Planning and Community Safety Group is to develop Broken Hill as a liveable and sustainable City. This multifaceted group includes Planning, Building, and Environmental Compliance.

Each of these teams work together to balance the growth of the City's economy with appropriate development, statutory requirements, social considerations, environmental and sustainability issues along with the needs of the community.

Economic Development Group and Tourism

The Economic Development and Tourism Group plays a leading role in ensuring Broken Hill is an appealing and attractive City for residents, business and visitors alike.

By taking a pro-active and integrated approach to Economic Development, Commercial Strategy, Tourism Development, Visitor Information, as well as Events and Conferences and Entertainment, the group ensures that long term strategies for the growth and prosperity of the City are achieved.

In operating with a relatively flat structure, Council achieves success and a high level of service delivery through the engagement of cross organisational working groups; coupled with effective internal working relationships, as these are critical to effective decision making and the achievement of positive outcomes.

Draft Workforce Management Strategy 2022-2026

Page 13 of 34

Organisational Workforce Profile @ March 2022

As identified in the tables opposite, Council has a permanent workforce of around 145 FTE, equating to just over 180 people.

The range of employment types provides Council with a high level of flexibility within its workforce to ensure the necessary resources are available to meet the actions identified in the 4-year Delivery Program and in turn deliver the outcomes identified in the Broken Hill 2040 Community Strategic Plan.

Temporary positions make up a key element of our workforce and these roles are critical to us delivering on specific projects and meeting short term resourcing needs. The significant number of

trainee/apprentice/cadet roles is a direct reflection of the importance that Council places on our "growing our own talent", while our part-time roles are strong indicator of Council's approach to work/life balance.

In addition to our permanent and temporary employees, casual employees also form an important part of Council's workforce, and their engagement is generally demand driven by business requirements, specific programs and seasonal or holiday requirements across specific areas such as hospitality and event related activities.

Over recent periods, our casual workforce has ranged from 6.57 FTE down to our current 2.57 FTE.

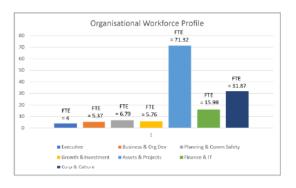
Gender

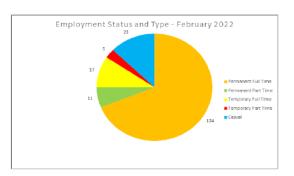
Overall, Council's permanent workforce is made up of around 60% male employees and 40% female employees. This ratio is inclusive of our casual workers.

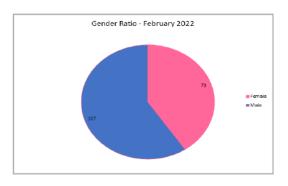
This breakdown is generally representative across Council, however within some specific workgroups, the balance is more heavily weighted towards specific genders.

Specifically, the infrastructure team has a high proportion of male employees, while females are the predominant gender in our Corporate and Cultural Services teams.

Whilst starting to change, these imbalances tend to be historical and as a result of those occupational areas attracting people of a specific gender.



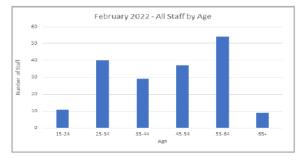




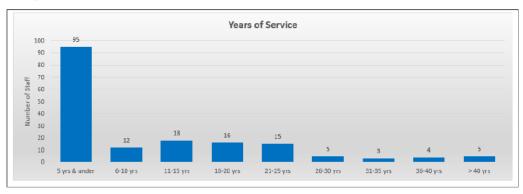
Draft Workforce Management Strategy 2022-2026

Age Breakdown

- Council's workforce has a diverse spread across the various age groups
- Around 56% of employees are aged 45 and over, with around 35% having the potential to retire within the next 10 years.
- More specifically, in excess of 64% of employees in the Assets and Projects Directorate are over the age of 46 and around 47% over 56. With a large number of these employees engaged in more physically demanding trades and operational activities, WHS issues are important considerations.



 The number of employees under 25 (7%) is in part reflective of local government not having an attractive profile to the younger segment of the labour market.

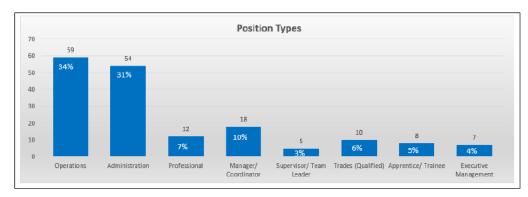


Years of Service

- A significant proportion of our employees have less than 10 years' service and this directly relates to both our "grow our own talent" and the steady rate of employee turnover.
- The figures are indicative of the current labour market where employer longevity is no longer a key priority for people.
- The figures are also consistent with contemporary trends of employees changing both employers and careers on a more regular basis than before.
- Capable and motivated new employees result in fresh ideas and approaches.
- With just over 40% of employees with more than 10 years' service, retention of large amounts of corporate knowledge is an important issue.

Draft Workforce Management Strategy 2022-2026

Page 15 of 34



Position Types

- Council's workforce is evenly spread across the occupational groupings, reflective of a strong skill base and the diverse nature of Broken Hill City Council.
- We have a relatively healthy number of professional and trade qualified staff (around 21%), with operational sector representing 34% of our workforce.
- Less than 18% are in leadership roles which aligns with our flat structure.
- The figures are also indicative of the current approach to ensuring the necessary allocation of resources for the effective delivery of services and outcomes to the community.

Key Workforce Indicators

Turnover %

- Over the last four years, Council's staff turnover has averaged just over 13%.
- The level of employee turnover is higher than historically for Council and has resulted from a focus on retaining and attracting employees who align with our organisational values.
- This rate is also ensuring that there are opportunities to refresh the workforce through internal promotion and new employees.

Staff Turnover % 20.00% 17.45% 15.50% 10.00% 8.39% 5.00% 0.00% FY18 FY19 FY20 FY21

Excess Annual and Long Service Leave

- Shows the commencement in reducing the amount of excess leave.
- Indicative of our continued proactive approach to reducing excess leave balances.
- These trends also reflect the application of our approach to work/life balance and employee health and wellbeing.



Draft Workforce Management Strategy 2022-2026

Page 16 of 34

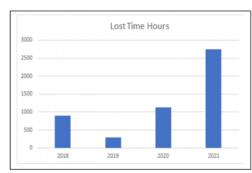
Unplanned Leave

- Use of Sick/Carers Leave is at appropriate levels – less than three weeks/ person/year.
- Reflects a supportive work environment and the increase in broader caring requirements of employees.
- Use of Sick/Carers Leave aligns with a workforce that is engaged and committed.

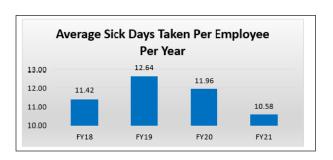
Learning and Development Investment

- Average spend per employee in recent years has been just under \$2.5K
- Strong reflection of our focus on employee development for retention and succession planning
- Learning and Development investment covers entry level training through to career enhancement support

Lost Time Hours



- Average LTI hours have been less than 1000 in recent years.
- This low rate indicates a strong position, especially given the diverse and highrisk nature of our operations.
- The 2021 upward trend is a result of one serious injury and was compounded by a prolonged recovery period which delayed the return-to-work process.





Workers Compensation at a % of Wages

- Average premium over the past years is just over 3%.
- Very positive indicator of effective claims management and injury rates.
- Evidence of the success of our Health and Wellbeing Program.



Recruitment

Over the 2021 calendar year, Council undertook 30 individual recruitment actions which attracted 264 applications. Of these only four positions were not able to be filled and required a further recruitment action.

Draft Workforce Management Strategy 2022-2026

These figures reflect Council's current status as an employer of choice and an organisation that is able to attract high quality candidates with the right fit.

In addition, 2021 saw 18 secondment opportunities for internal staff, with 5 of these secondments resulting in permanent recruitment into new positions by internal candidates, which is further evidence of our commitment to developing our employees and providing career opportunities for the right people in all areas of the organisation.

Organisational Cultural Survey Results

In aiming to develop and maintain high levels of employee engagement at Council, we have undertaken Organisational Culture and Effective Assessment Surveys in 2019, 2021 and 2022

Council has continued to make significant investment in the development of both its leadership and culture. Cultural change necessarily proceeds, in the first instance, "top down" for two reasons:

- As a precursor to sustainable change, the kind of behaviour representative of the desired culture, must be consistently modelled by the leaders within the organisation.
- Leaders (not OD, HR or external consultants) must own and in fact personally deliver many of the important cultural change interventions. Therefore, it is important to equip them with the skills they need to do this.

Each of these surveys have shown positive results across all areas of the work environment and of particular note is that the results improve year on year.

OCI and OEI Outcomes

On the positive side, the outcomes data shows that staff feel:

- Clear on what is expected of them.
- Inspired and motivated to do high quality work.
- Positive about working at Council and intend to stay.

- Comfortable that they are not facing impending lay-offs.
- Good when they are on the job and not experiencing excessive levels of stress
- Their teams work well together within themselves
- Teams cooperate well with other teams and work units.
- They feel proud of the work they do in their department.
- The organisation is able to adapt well to change and is responding well to change.

The 2022 surveyresults confirmed that our people are committed to doing a good job and delivering quality customer service through a strong team culture. All of which points to a workforce that is aligned with our Values and Workplace Behaviours and well positioned to achieve our Delivery Program and Broken Hill 2040.

In addition, all council staff were invited to participate in a World Café – Shaping our Future Workshop in February 2022, in which 121 staff members attended and were to discuss and develop action plan items for implementation relating to the three below questions:

- What can we do to ensure we stick to our values?
- 2. How can we better recognise staff effort and contribution?
- 3. How can we show we're committed to our community?

The results of both the surveys and staff workshop have also indicated a number of areas where further work can occur in order to continually improve on the work environment, including internal communication, performance management and reward and recognition.

As we continue to review and evaluate our performance, these areas will become a focus for continuous improvement in our journey to ensure we maintain high standards and remain an employer of choice.

Draft Workforce Management Strategy 2022-2026

Page 18 of 34

Employee Organisational Cultural Survey Comparison Results





2019 Actual Culture n=103 (left) vs 2022 Actual Culture n=96 (right)

Summary

Overall, our workforce is not only diverse, it is also balanced and robust, ensuring that Council continues to position itself to adapt and respond to the future environment and deliver on the activities and commitments contained in the Delivery Program.

Council's workforce demographics and indicators provide a positive picture of the organisation and place us in a strong position with regard to the current workforce and environment. In particular, it is clear that there is a high level of employee engagement and positive organisational culture.

Additionally, a strong skill base is evident – both professionally and operationally, along with a focus on developing and supporting our workforce in their current and future careers.

All of this provides Council with a strong platform to build on and continue to grow and enhance our city, whilst at the same time being positioned to adapt to the ever-changing nature of the local government sector.

Whilst the current workforce situation is very positive as evidenced by our workforce demographics and employee culture survey results, workforce challenges continue to exist.

These factors have influenced the initiatives and actions identified in this strategy, with the aim of ensuring that we continue to further enhance the organisation and value add for the benefit of our employees and community.



Draft Workforce Management Strategy 2022-2026

Page 19 of 34

ORGANISATIONAL CHALLENGES AND STRATEGIES

Council has a key role to play in ensuring that our city continues to grow and prosper through delivering on our community's objectives and being sustainable in all aspects – environmental, financial, social and good governance.

Considering both the internal and external influencers, along with our key workforce indicators, Council has identified a number of future challenges from a workforce perspective, including:

- Ongoing reform of the local government sector
- Ongoing legislative change and increases in compliance requirements across a variety of functions
- Maintaining our position as a regional leader and supporting our colleagues within the sector
- Increased digitisation of our business through the enhanced use of emerging technology
- Changing the perception of local government as an employer particularly for Gen Y
- The need for strong and effective leadership to drive change and have a positive impact on our organisational culture
- The continuing need to balance employee expectations with opportunities and challenges and providing appropriate levels of employee development and promotional pathways
- Ensuring that our current Employee Benefits Package and associated Reward and Recognition approaches remain contemporary and appropriate
- Ensuring effective engagement with a multigenerational workforce
- Managing the ageing sector of our workforce – with particular regard to the high-risk nature of a number of our functions

- Workforce health and wellbeing against a background of increasing drug, mental health and domestic violence issues.
- Skill shortages within specific occupational areas
- Retaining highly skilled, capable, motivated and engaged employees

In addition to these key challenges, Council's Delivery Program identifies a number of initiatives and strategies that will impact directly on our workforce resourcing, including:

- Commercial Business Growth
- · Ongoing Service Reviews
- Continuation of the Council's Grow our Own Talent
- · Information Management Strategy
- Struggling Community Services Sector
- An attractive liveable community requires a range of activity and social support services. There are sizeable gaps within significant basic services (such as childcare) as a result of inappropriate funding models for remote communities and youth directed activities.

All of these considerations inform our approach to workforce management and in particular ensuring we have the right number of employees with the right capabilities to deliver effective operations and services, whilst also ensuring a level of diversity that reflects our community.

Our current workforce demographics and operating environments have guided the identification of the initiatives and actions; and these are aimed at building on our key strengths while also addressing those areas where challenges and opportunities exist.

Draft Workforce Management Strategy 2022-2026

Page 20 of 34

WORKFORCE MANAGEMENT STRATEGY - KEY THEMES

Council's workforce is one of the critical drivers in ensuring that we deliver the best possible service to the community and can also position ourselves to meet the challenges of the future.

This will be achieved through a collaborative approach across all areas to ensure a safe, positive and vibrant working environment and a workforce culture that reflects our organisational values.

This Workforce Management Strategy considers both our internal and external environments and takes a holistic and structured approach to ensuring that Council can effectively attract, develop, reward, support, protect and lead our people. In achieving this, Council will have a workforce that is capable, engaged, adaptable and resilient – enabling us to deliver on our identified community and organisational plans.

The strategy focuses on ensuring a people-oriented approach to all aspects of the employee experience at Council.

Specifically, there are a number of themes to our employee experience, and these reflect Council's focus on attracting, developing and retaining quality people, providing a positive, safe and supportive work environment and ensuring an engaging culture through strong and effective leadership.

The model provides an overview of the Council employee experience and the key themes associated with this Workforce Management Strategy.

These themes and the associated actions for achieving our Delivery Program and ultimately Broken Hill 2040 are outlined in more detail on the following pages.



Draft Workforce Management Strategy 2022-2026

Attracting our People

We ensure our ongoing organisational capacity through understanding our current and future workforce needs. Effective recruitment and selection strategies are used to attract and secure the best people. Opportunities are provided for people to gain exposure to Council and what it has to offer through specific work placement arrangements.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Workforce Planning - A thorough understanding of our current and future workforce needs	Effective workforce planning procedures and tools are available to leaders Workforce demographics are used to guide decision making Ensure that we have the right people in the right jobs at the right time – develop/recruit/outsource?	Enhance current reporting on workforce demographic data Continue to provide workforce planning support for Council's Service Reviews process Enhance the process for Exit Interviews	June 2023OngoingJune 2023	Workforce data is provided to Groups monthly 100% of employees able to participate in Exit Interviews
Recruitment & Selection – Attract and engage quality people	Recruitment actions are values and behaviour based Ensure effective recruitment marketing and promotion Recruitment approaches are fit for purpose and merit based Opportunities are available for career progression	Continue to implement values and behaviours component to recruitment process Utilise current technology and media as part of a revised Recruitment Marketing approach Enhance the current On-Line Recruitment system Review Council's Recruitment & Selection Procedures	OngoingOngoingJune 2023Ongoing	<10% positions readvertised Procedures Reviewed
Placements - Provide volunteer and work experience opportunities for people to experience what Council has to offer	Opportunities for work placement are provided across Council Support is provided to individuals to ensure their experience is both valuable and enjoyable Placements occur in line with agreed Council approaches Partnerships developed with educational institutions to facilitate placement opportunities	Create Volunteering Framework and Guidelines for implementation Review Council's Work Experience Process and Procedures Continued support of CUC and Local Tertiary Scholarship Programs	June 2023June 2023Ongoing	All Teams support requests for work placements

Developing our People

Council has the right mix of capable people to ensure excellent service delivery. Targeted and sustainable development of individuals both within their role and for career progression is essential to our success. Opportunities for employment and development in entry level roles, along with a positive and informative introduction to Council, are critical to ensuring a positive experience for new employees.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Trainees &Apprentices - Recognise the value of entry level development positions in all areas	 Opportunities exist for trainees/ apprentices and graduates across Council Council's "Grow our Own Talent" provides an effective development platform Productive and supportive relationships between leaders and trainees/ apprentices/graduates Promote the value of Council's "Grow our Own Talent" 	Create and Implement the Grow our Own Talent procedures Continue to find opportunities for School based Trainees Promote Council's "Grow our Own Talent" among broader industry network groups Create and Implement the Grow our Own School based Trainees Trainees Promote Council's "Grow our Own Talent" among broader industry network groups	June 2023AnnuallyOngoing	 10% of our workforce in Grow our Own program 2 Network meetings held each year
Employee Orientation – our people are embraced in an open and welcoming manner	A strong first impression of Council for new employees Provide a planned all of organisation approach to employee orientation New employees understand and model Council's values and behaviours	Enhance the Leadership Program Improve the Orientation Program for all employees Enhance the On-Line Orientation system	OngoingJune 2023Ongoing	Revised Orientation program in place Positive feedback received from new employees

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Talent Management - Key roles have succession plans in place	Critical roles are identified in each team Potential successors are identified, confirmed and provided with tailored development opportunities High potential employees are supported and encouraged to grow and develop	Develop a Talent Management framework to facilitate employee development approaches tailored to individual employee requirements Provide support to leaders for ongoing succession management	June 2023 Ongoing	Framework implemented
Learning & Development - Employee development opportunities are provided to all employees	Development Plans align to Council's agreed framework Employees have the capabilities required to perform their role Career development is encouraged and supported where suitability exists Maintain up to date compliance related training programs	Review the current Learning and Development Framework Deliver the annual Council Corporate Training Plan Deliver the annual Compliance Training Program Create and Implement Career Enhancement Procedure	 June 2023 June each year May each year June 2023 	Framework reviewed 100% of available programs delivered All employees have access to Career Enhancement support All employees have access to Career Enhancement support

Page 245

Rewarding our People

Regular communication between our leaders and their people will focus on performance, development and future opportunities. Council's contemporary approach to rewards and overall benefits allows us to attract and retain high quality people. Employees are rewarded having regard to the nature of their role, overall performance, loyal service, but more importantly their level of commitment and alignment with our values.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Reviews - Regular Reviews recognise employee's capabilities and performance	 Annual skill assessments confirm employee skills and competencies Annual Performance reviews identify key achievements and commitment to Council Effective and meaningful salary progression Employees and leaders are actively involved in reviews 	Continue to utilise technology to facilitate employee reviews Further develop the capacity of our leaders to have effective review/development conversations	Ongoing Ongoing	100% of employee reviews completed All leaders receive training
Fixed Pay - Salary levels reflect role parameters and the broader market	The evaluation of positions reflects a contemporary approach and market rates Pay rates are regularly reviewed against industry benchmarks Attraction & Retention incentives are applied where required	 Investigate alternative job evaluation systems Ongoing participation in industry surveys regarding remuneration and employment conditions Regular reviews of skill sets to ensure they reflect the role and skills required 	June 2023AnnuallyOngoing	Evaluations undertaken for all new/changed roles 2 benchmarking surveys completed annually All skill sets current
Performance Incentives – Council's best performers are identified and rewarded	Incentives are provided to our best employees Incentives are closely linked to our corporate goals and desired behaviours Incentives are meaningful and motivate and reward high performance The reasons for incentives are communicated by our leaders	Ongoing support for our leaders in the effective implementation of the Performance Incentive process Enhance employee awareness of the Performance Incentive program	Ongoing June 2023	Performance incentives awarded in all Directorates annually

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Recognition Scheme - Commitment, loyalty and values are recognised and rewarded	Demonstration of values are recognised through on the spot rewards Employees are recognised for sustained engagement and service through recognition of service milestones The reasons for recognition awards are communicated by our leaders	Review loyalty recognition program Support leaders in the application of the On the Spot recognition program	June 2023 Ongoing	100% of employees reaching milestones are recognised On the spot rewards provided in all teams

Supporting our People

We have a commitment to open, transparent and productive working relationships and arrangements based on Council's Values. Two-way communication, delivering on agreed commitments, valuing all contributions and recognising individual differences is critical to a work environment that is positive and free from harm.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Work/Life Balance - Council supports varied work arrangements where there are mutual benefits	 Ensure flexible work approaches are fit for purpose, merit based and align with business requirements Leave and other arrangements provide work/life balance for employees Leaders support flexible work arrangements 	Review Council's Leave Policy and Procedure to encompass all leave aspects Review the Flexible Work Arrangements Procedure	June 2023 Ongoing	100% of work/life balance options supported
EEO & Diversity - A diverse workforce within an environment free of discrimination, harassment and bullying	Diversity is recognised and valued by all employees EEO principles are embedded in our policies and workplace practices Specific employment strategies/ opportunities are encouraged and supported A workforce that reflects the diversity of our community	Review Council's EEO & Diversity and Bullying & Harassment Procedures Develop an EEO/Diversity Framework that reflects a Zero Harm approach Continued support for the First Nations Employment targets within Council's Reconciliation Action Plan 2022	June 2023June 2023Ongoing	No reported issues of discrimination, harassment or bullying

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Welfare - Professional and independent support is available for employees	 Council's Employee Assistance Program is available at all times for staff A range of support/assistance arrangements are available for workplace and personal issues Issues are identified and addressed promptly 	 Review Council's Employee Support Framework Review the scope of Council's Employee Assistance Program Ongoing liaison and reporting with the EAP Counsellor regarding workplace issues and the work environment 	June 2023June 2023Ongoing	EAP service available to all employees
Workplace Relations - A consistent, productive and positive work environment	Open and productive working relationships exist All employees accept personal responsibility and accountability Effective Industrial Relations frameworks are in place Leaders address poor performance, behaviour and standards promptly and strongly Workplace issues are dealt with in an appropriate and timely manner	Implement relevant updates from Consent Award negotiations Reinforce Council's behaviour standards through the Values Review Disciplinary and Grievance Procedures Review the Performance Management Procedure Support our leaders and employees to ensure that inappropriate conduct/ performance is addressed	 December 2022 Ongoing December 2022 June 2023 Ongoing 	All Award obligations are met 100% employee performance issues resolved Employee surveys indicate a positive work environment

DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026 FOR PUBLIC EXHIBITION

Protecting our People

The safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of the safewe deliver on this responsibility. Proactive employee wellness supported by holistic risk management approaches that aim to prevent adverse outcomes for our people are critical elements of maintaining a positive work environment with a focus on risk mitigation and health and safety.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Health & Wellbeing - A fit and healthy workforce	 Employees are encouraged to take responsibility for their health and wellbeing Contemporary practices support and promote workplace wellness and employee health and wellbeing Zero Harm is the driving principle for workplace wellness and safety at Council Initiatives are supported that improve overall fitness and lifestyle 	 Review Council's Workplace Wellness Framework. Develop an annual calendar of events for the Health & Well Being program Engage the WHS committee to expand Health & Well Being program delivery Establish a Zero Harm culture for all aspects of the workplace 	 June 2023 Annually - March/April June 2023 Ongoing 	 Framework developed Minimum 2 events delivered annually Attendance at events grows by 10% annually Zero Harm campaign in place
Risk Management - Risk Management is an embedded business practice	 Risk Management is a key component of all Council's activities Council's Enterprise Risk Management system is contemporary, robust and complete. Risk identification, assessment and control occurs in a consistent manner across Council. Effective insurances are in place to protect Council and our people 	 Review and implement risk management policy, procedures and tools Review procedures for the management of public liability issues Undertake corporate risk management planning Improve incident reporting system functionality Training provided for all employees in risk management Insurances reviewed and renewed as appropriate 	 June 2023 June 2023 Annually—June Ongoing As per Corporate Training Plan Annually—May 	 Procedures and tools developed Corporate Risk Plan endorsed Training delivered to 100% of employees Insurance Renewal completed

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Safe Work Environment - A workplace that is safe and healthy	 Council's Safety Management System is contemporary, robust and complete Employees are empowered to report and address WHS issues Incidents and hazards are investigated, and corrective actions implemented 	 Review and implement WHS policy and procedures. Develop KPIs (lead and lag), measurement and reporting tools for WHS issues Training for all employees in WHS and Hazard/ Incident reporting Review and implement Incident (and Hazard) investigation procedures Report to organisation status of incident and hazard close out rates 	 June 2023 Annually As per Training Plan June 2023 Ongoing 	 Procedures developed Training delivered Regular reports on agreed KPIs provided
Emergency Preparedness – Council is resilient and agile and able to deal effectively with disruption	 Effective emergency management approaches exist for all Council's facilities Effective business continuity approaches exist for all Council's operations 	 Review and implement Emergency Preparedness Policy and procedures. Review, emergency plans for all facilities Review of Business Continuity Procedures and plans across Council Conduct Business Continuity Plan exercise 	 June 2023 Biannually (2023) December 2022 Biannually (2022, 2024) 	Procedures developed All emergency plans current Procedures and BCPs in place Exercises completed
Injury Management - Injured employees are effectively returned to the workplace	 Pro-active systems exist to support injured employees Employees and leaders take responsibility for injury management and RTW Injury management approaches are contemporary and successful 	 Maintain the current proactive approach to injury management Review Council's Personal Injury Management procedures Review and update Return to Work program Maintain effective working relationships with external injury management stakeholders Continue with regular medical and claims reviews 	OngoingJune 2023Biannually (2022, 2024)OngoingOngoing	Procedures reviewed RTW program reviewed Quarterly Reviews conducted

Leading our People

Our leaders demonstrate the organisations values and principles and reinforce our desired culture. Strong leadership, the desire and capability for continuous improvement and driving change are critical to ensuring a high performing and sustainable organisation. Council's leaders continue to move the organisation forward in a positive direction.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Strong Leadership – Effective and committed leaders at all levels	 Leaders demonstrate our identified leadership culture Leaders create a sense of direction and empower theirpeople Effective leadership development programs and opportunities Leaders demonstrate a strong commitment to their own personal development Emerging leaders are supported and encouraged 	 Enhance the Leadership Development Program All Leaders have an endorsed Leadership Development Plan Facilitation of the HR Forum for all leaders 	 Annually Annually September 2022 and biennially 	100% of leaders have a Leadership Development Plan HR Forum delivered with 100% leader attendance
Organisational Culture - A positive, vibrant and responsive organisation	 Mutual trust and respect are demonstrated by all employees Our Values are the basis on which employees conduct themselves Continuous improvement and innovation underpin our business approach Employees are committed to Council and delivering for the community 	 All people management approaches are aligned to our Vision and Values Values included in all position descriptions Zero Harm approach applied to all aspects of the work environment 	Ongoing Ongoing	100% of position descriptions reflect the Vision and Values

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Engagement - A workforce that is engaged and empowered	 Two-way communication and feedback occur with all employees Consultation and inclusive decision making always Cross organisational working relationships and opportunities are fostered 	 Implement the 2022 Shaping Our Future Employee Action Plan Continue to promote whole of Council employee planning workshops Develop and implement an Employee Engagement Strategy 	December 2022OngoingJune 2022	100% of agreed actions completed Increase in employee attendance rate Employee surveys show high levels of satisfaction and commitment
Strong Governance – sound processes and ethical decision making	Highstandards of conduct by Council officials Decision and actions are equitable, accountable and transparent Participative, collaborative and responsive approaches Legislative and compliance obligations are met	Review Council's Governance Framework Code of Conduct training delivered to all employees and councillors Implement relevant updates to the Local Government Act Review Public Interest Disclosure Procedures Review the Privacy Management Plan	Biannually 2022, 2024 Annually As required As required June 2023	No Code of Conduct complaints received 100% legislative compliance achieved with plans and policies

REFERENCES AND RESOURCES

- Integrated Planning and Reporting Guidelines for Local Government in NSW 2021
- Local Government Act 1993
- Local Government (General) Regulation 2005
- Local Government Workforce Strategy 2016-2020
- Broken Hill City Council Consent Award
- Broken Hill 2040 Community Strategic Plan
- Broken Hill City Council Delivery Program 2022-2026
- Annual Report 2020/2021
- Community Relations Commission and Principles of Multiculturalism Act 2000
- Anti-Discrimination Act 1977
- Workplace Health & Safety Act NSW 2011
- Workplace Health and Safety Regulation 2017
- Regional Development Australia Far West NSW Workforce Development Study 2019
- Far West Regional Economic Development Strategy 2018-2022
- Far West Regional Plan 2036
- Census Profile ID. Australian Bureau of Statistics (ABS) 2016
- Census Profile Id. Australian Bureau of Statistics (ABS) 2022
- National Economics (NIEIR) 2022
- National Skills Commission: http://www.nationalskillscommission.gov.au/our-work/skills-priority-list
- Australian Local Government Association (ALGA): http://alga.asn.au/no-let-up-in-local-government-skills-shortage-report
- Australian Local Government Association (ALGA): http://alga.asn.au/local-governemnt-workforce-and-future-skills-report-australia/

Draft Workforce Management Strategy 2022-2026



POLICY AND GENERAL COMMITTEE

May 5, 2022

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 116/22

SUBJECT: QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED MARCH 2022 D22/22330

Recommendation

- 1. That Broken Hill City Council Report No. 116/22 dated May 5, 2022, be received.
- 2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted.
- 3. That Council note the projected 2021/22 operating deficit (before capital) of \$2,723,000.
- 4. That Council note the 2021/22 projected net capital budget expenditure of \$21,179,000.

Executive Summary:

The Quarterly Budget Review Statement (QBRS) presents a summary of Council's financial position at the end of the third quarter for the financial year ended 30 June 2022.

The quarterly budget review process is the mechanism through which Council and the community are informed of Council's progress against the Operational Plan (annual budget), together with recommendations for changes and reasons for budget variations.

In accordance with the adopted 2021/22 Operational Budget, Council is reviewing each quarter in fine detail to ensure the financial impacts of the COVID-19 pandemic are being managed in a financially sustainable way. This includes continuing to make opportunities for refined operating models for continuous efficiency and improvement but also increase service delivery and resources where required.

The March Quarterly Budget Review shows a decrease in the projected 2021/22 operating deficit (before capital items) of \$124,000 to an overall projected operating deficit on 30 June 2022 of \$2,723,000.

Budgeted capital expenditure will increase by \$223,000 and projected capital revenue is unchanged, increasing expected net capital expenditure to \$21,179,000.

Report:

Budget Review:

In accordance with s203 of the Local Government (General) Regulations 2005:

(1) Not later than 2 months after the end of each quarter, the responsible accounting officer of a Council must prepare and submit to the Council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the Council's Revenue Policy included in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.

- (2) A budget review statement must include or be accompanied by:
 - (a) A report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the Council is satisfactory, having regard to the original estimate of income and expenditure; and
 - (b) If that position is unsatisfactory, recommendation for remedial action.

In accordance with s211 (Authorisation of expenditure) of the Local Government (General) Regulations 2005:

- (1) A council, or a person purporting to act on behalf of a council, must not incur a liability for the expenditure of money unless the council at the annual meeting held in accordance with subclause (2) or at a later ordinary meeting:
 - (a) has approved the expenditure, and
 - (b) has voted the money necessary to meet the expenditure.

The QBRS appears as Attachment 1 and has been produced in accordance with the guidelines and standards issued by the Office of Local Government.

Operational Budget Result:

The March Quarterly Budget Review shows a decrease in the projected 2021/22 operating deficit (before capital items) of \$124,000 to an overall projected operating deficit at 30 June 2022 of \$2,723,000.

This result reflects the following movements:

- \$124,000 reduction to Materials and Services due to a portion of the Outback Letterbox Library grant being used for a capital purchase instead of Outback Library Operations.
- Transfer of \$36,250 from an underspend in Art Gallery Salary & Wages to Materials & Contracts for the Art Gallery Rebranding Project. This is subject to the Art Gallery Rebranding Report tabled at this (May Ordinary 2022) Council meeting and requires retrospective approval and notation for budgetary variation purposes due to the adoption of the Art Advisory Committee Meeting Minutes in October 2021, endorsing the project, however did not disclose the funding amount or source for the special project.

Capital Budget Result:

Budgeted capital expenditure will increase by \$223,000 and projected capital revenue is unchanged, increasing expected net capital expenditure to \$21,179,000.

This result reflects the following movements:

- Additional expenditure of \$124,000 to purchase a van for the Outback Letterbox Library. The asset will be totally funded by the Outback Letterbox Library additional grant funding and enable the library staff to provide outreach services to outback towns. Ongoing operational and maintenance of the van will be funded by the annual Outback Letterbox grant.
- Additional expenditure of \$7,500 to overhaul evaporative air conditioners at the HACC building.

- Additional expenditure of \$13,500 to repair and replace air damper components of the air conditioning system in the Administration building.
- Additional expenditure of \$18,900 to replace three split system air conditioning units at the Warnock Street Depot.
- Additional expenditure of \$7,250 to purchase concrete moulds that are used to recycle leftover concrete into structures that can be used for future projects.
- Additional expenditure of \$52,000 to refurbish the Warnock Street workshop and cleaner's room to comply with work health and safety issues.
- Reduction in capital expenditure \$14,992,000 and capital income \$15,025,000 as a
 result of the revision of the original library project. A revised project budget will be
 revoted by Council in the 2022/2023 Operational Plan once the project redesigns and
 costings are finalised.

Community Engagement:

Nil

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993

Clause 203(1) of the Local Government (General) Regulations 2005.

Clause 211 of the Local Government (General) Regulations 2005.

Financial Implications:

The projected operating deficit for 30 June 2022 (before capital items) has increased to \$2,723,000 in the March quarter.

COVID-19 lockdowns and border closures have impacted Council's current financial position significantly however the planned opening of the country and potential boost in tourism from the re-establishment of postponed local events in the second half of the financial year should limit future impacts.

Projected cash availability as at end of year will be subject to change, as it assumes all capital projects will be expended in their entirety during the financial year. As you would reasonably expect, large capital projects will run over multiple years and therefore not all capital committed will be expended, resulting in a larger cash holding than is projected. As the projects are completed in subsequent financial years, projected cash holdings and actual cash holdings will begin to even out.

Full details of the financial implications of this quarter's Quarterly Budget Review Statement are contained within the attached report.

Attachments

- 1. UQ Quarterly Budget Review for the period ended 31 March 2022
- 2. Ung Term Financial Plan

SIMON BROWN CHIEF FINANCIAL OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

7. Additional Statements

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Та	ble of Contents	page
1.	Responsible Accounting Officer's Statement	1
2.	Income & Expenses Budget Review Statement's - Income & Expense by Type	2
	- Income & Expense by Key Directions - Income & Expense Variation Detail	3 4
3.	Capital Budget Review Statement - Capital Budget - Capital Budget Variation Detail	5 6
4.	Cash & Investments Budget Review Statement - Cash & Investments Position - Cash & Investments Variation Detail	8
5.	Key Performance Indicator (KPI) Budget Review Statement KPI's	10
6.	Contracts & Other Expenses Budget Review Statement - Contracts & Other Expenses Variation Detail - Consultancy & Legal Costs	14 15

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 260

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 March 2022

It is my opinion that the Quarterly Budget Review Statement for Broken Hill City Council for the quarter ended 31/03/22 indicates that Council's projected financial position at 30/06/22 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:		date:	6/05/2022
	Simon Brown		

Responsible Accounting Officer

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 261

Broken Hill City Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2022 Income & Expenses - Council Consolidated

moonie a Expenses Council Consolidated	Original		Appro	ved Chang	es		Revised	Variations		Projected	Actual
(\$000's)	Budget	Carry	Other than	Sep	Dec	Mar	Budget	for this	Notes	Year End	YTD
	2021/22	Forwards	by QBRS	QBRS	QBRS	QBRS	2021/22	Mar Qtr		Result	figures
Income											
Rates and Annual Charges	19,464			-			19,464	-		19,464	19,554
User Charges and Fees	3,762			(437)			3,325	-		3,325	2,430
Interest and Investment Revenues	497			-			497	-		497	120
Other Revenues	243			(8)			235	-		235	611
Grants & Contributions - Operating	6,621			(15)			6,606	-		6,606	3,630
Grants & Contributions - Capital	771	24,847		2,711			28,329	(15,025)	Capital Budget	13,304	2,184
Net gain from disposal of assets	-	,		,			-	` ' '		· -	46
Total Income from Continuing Operations	31,358	24,847	-	2,251	-	-	58,456	(15,025)		43,431	28,575
F											
Expenses	42 524			204	(220)		40 577	(26)		10.541	10.778
Employee Costs	13,524 641			381	(328)		13,577 641	(36)	2	13,541	476
Borrowing Costs Materials & Services	8,941			124	32		9,097	(88)	4.0	641 9.009	7.666
	,			124	32		7,074	(00)	1,2	, ,	,
Depreciation	7,074 347		562	-	712		1,621			7,074 1,621	5,305 891
Legal Costs Consultants	143		302	-	112		1,021			143	34
Other Expenses	821			-			821	-		821	489
Interest & Investment Losses	021			-			021	-		021	409
Net Loss from disposal of assets				-			-	-		-	
Total Expenses from Continuing Operations	31,491		562	505	416		32,974	(124)		32,850	25,638
Total Expenses from Continuing Operations	01,401		002	000	410		02,014	(124)		02,000	20,000
Net Operating Result from Continuing Operation	(133)	24,847	(562)	1,746	(416)	-	25,482	(14,901)		10,581	2,937
Discontinued Operations - Surplus/(Deficit)							-			-	
Net Operating Result from All Operations	(133)	24,847	(562)	1,746	(416)	-	25,482	(14,901)		10,581	2,937
Net Operating Result before Capital Items	(904)	-	(562)	(965)	(416)	-	(2,847)	124		(2,723)	753

QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED MARCH 2022

Broken Hill City Council

Quarterly Budget Review Statement for the period 01/01/22 to 31/03/22

Page 262

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2022 Income & Expenses - Council Consolidated

	Original		Approv	ved Chang	jes		Revised	Variations		Projected	Actual
(\$000's)	Budget	Carry	Other than	Sep	Dec	Mar	Budget	for this	Notes	Year End	YTD
	2021/22	Forwards	by QBRS	QBRS	QBRS	QBRS	2021/22	Mar Qtr		Result	figures
Income											
Our Leadership	21,938			-			21,938	_		21,938	19319
									Capital		
Our Community	2,936	22,395		2,498			27,829	(15,025)	Budget	12,804	3339
Our Economy	1,608	2,452		(247)			3,813	-		3,813	1333
Our Environment	4,876			-			4,876	-		4,876	4584
Total Income from Continuing Operations	31,358	24,847	-	2,251	-	-	58,456	(15,025)		43,431	28,575
Expenses											
Our Leadership	17,930		562	116	612		19,220			19,220	14,557
Our Community	8,763			389	(240)		8,912	(124)	1	8,788	6,347
Our Economy	2,387			-	(17)		2,370	` ′		2,370	1,945
Our Environment	2,410			-	61		2,471			2,473	2,790
Total Expenses from Continuing Operations	31,491	-	562	505	416	-	32,973	(124)		32,851	25,638
Net Operating Result from Continuing Operations	(133)	24,847	(562)	1,746	(416)	-	25,484	(14,901)		10,581	2,937
Discontinued Operations - Surplus/(Deficit)							-			-	
Net Operating Result from All Operations	(133)	24,847	(562)	1,746	(416)	-	25,484	(14,901)		10,581	2,937
Net Operating Result before Capital Items	(904)		(562)	(965)	(416)		(2,847)	124		(2,723)	753

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 263

Income & Expenses Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1	\$124,000 reduction to Materials and Services due to a portion of the Outback Letterbox Library grant being used for a capital purchase instead of library operations.
2	Transfer of \$36,250 from an underspend in Art Gallery Salary & Wages to Materials & Contracts for the Art Gallery Rebranding Project.
3	
4	
5	

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 264

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2022 Capital Budget - Council Consolidated

	Original	Approve	Revised	Variations	Notes	Projected	Actual			
(\$000's)	Budget	Carry ≀ther than	Sep	Dec	Mar	Budget	for this	Notes	Year End	YTD
	2021/22	Forwards by QBRS	QBRS	QBRS (QBRS	2021/22	Mar Qtr		Result	figures
Capital Expenditure										
New Assets										
- Plant & Equipment	36					36	131	1,5	167	
- Land & Buildings						-			-	
- Roads, Bridges, Footpaths						-			-	
- Other	67					67			67	
Renewal Assets (Replacement)										
- Plant & Equipment	1,148	3,380	186	8		4,722			4,722	1,399
- Land & Buildings	1,506	24,571	(41)	52		26,088	(14,900)	2,3,4,6,7	11,188	2,834
- Roads, Bridges, Footpaths	4,710	2,591	2,118	482		9,901			9,901	2,599
- Other	660	7,445	30	304		8,439			8,439	4,929
Total Capital Expenditure	8,127	37,987 -	2,293	845	-	49,252	(14,769)		34,483	11,761
Capital Funding										
Capital Grants & Contributions	771	24,847	2,711			28,329	(15,025)	7	13,304	2,184
Total Capital Funding	771	24,847 -	2,711	-	-	28,329	(15,025)		13,304	2,184
Net Capital Funding - Surplus/(Deficit)	(7,356)	(13,140) -	418	(845)	-	(20,923)	(256)		(21,179)	(9,577)

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Capital Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

- Additional expenditure of \$124,000 to purchase a van for the Outback Letterbox Library. The asset will be totally funded by the Outback Letterbox Library additional grant funding and enable the library staff to provide outreach services to outback towns.
- 2 Additional expenditure of \$7,500 to overhaul evaporative air conditioners at the HACC building.
- 3 Additional expenditure of \$13,500 to repair and replace air damper components of the air conditioning system in the Administration building.
- 4 Additional expenditure of \$18,900 to replace three split system air conditioning units at the Warnock Street Depot.
- 5 Additional expenditure of \$7,250 to purchase concrete moulds that are used to recycle leftover concrete into structures that can be used in future projects.
- 6 Additional expenditure of \$52,000 to refurbish the Warnock Street workshop and cleaners room.
- Reduction in capital expenditure \$14,992,000 and capital income \$15,025,000 as a result of the revision of the original library project. A revised project budget will be revoted by Council once the project redesigns and costings are finalised.

8

9

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 266

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2022

Cash & Investments - Council Consolidated

	Original		pproved (Changes		Revised	Variations		Projected	Actual
(\$000's)	Budget	Other than	Sep	Dec	Mar	Budget	for this	Notes	Year End	YTD
	2021/22	by QBRS	QBRS	QBRS	QBRS	2021/22	Mar Qtr		Result	figures
Externally Restricted (1)										
Developer Contributions - General	-					-			-	-
Domestic Waste Management	2,500					2,500			2,500	1,602
Royalties	800					800			800	712
Specific Purpose Unexpended Grants	1,000					1,000			1,000	3,240
Total Externally Restricted	4,300	-	-	-	-	4,300	-		4,300	5,554
(1) Funds that must be spent for a specific purpose										
Internally Restricted (2)										
Infrastructure Replacement	-					-			-	585
T-CORP Loan	-					-			-	6,230
Project Reserve		6,000				6,000			6,000	6,000
Cultural Precinct Project	-	(6,000)				(6,000)			(6,000)	-
Employee Leave Entitlements	805					805			805	862
Innovation Reserve	500					500			500	500
Security Bonds, Deposits & Retentions	40					40			40	59
Plant Purchase Reserve	1,000					1,000			1,000	1,125
Commercial Waste Management	1,000					1,000			1,000	1,688
Other	240					240			240	224
Total Internally Restricted	3,585	-	-	-	-	3,585	-		3,585	17,273
(2) Funds that Council has earmarked for a specific purpose										
Unrestricted (i.e., available after the above Restrictions)	4,922	-	(1,064)	-		3,858	(132)	1	2,667	(3,733)
Total Cash & Investments	12,807		(1,064)			11,743	(132)		10,552	19,094
										 _

Projected cash availability as at end of year will be subject to change, as it assumes all capital projects will be expended in their entirety during the financial year. As you would reasonably expect, large capital projects will run over multiple years and therefore not all capital committed will be expended, resulting in a larger cash holding than is projected. As the projects are completed in subsequent financial years, projected cash holdings and actual cash holdings will begin to even out

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 267

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Not Applicable

<u>Investments</u>

Investments have been invested in accordance with Council's Investment Policy.

<u>Cash</u>

This Cash at Bank amount has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 31/03/22

Reconciliation Status

RECOILC	mation status		
The YTD	Cash & Investment figure reconciles to the actual	balances held as follows:	\$ 000's
	Bank (as per bank statements) nts on Hand		1,702 17,392
	esented Cheques eposited Funds	(Timing Difference) (Timing Difference)	
	ified Deposits (not yet accounted in Ledger) ified Outflows (not yet accounted in Ledger)	(Require Actioning) (Require Actioning)	
	entified Deposits (not yet actioned) entified Outflows (not yet actioned)	(Require Investigation) (Require Investigation)	
Reconcil	ed Cash at Bank & Investments		19,094
Balance	as per Review Statement:		19,094
Difference	e:		(0)
Recomn	nended changes to revised budget		
Budget V	ariations being recommended include the following	material items:	
Notes 1	Details Increase in net cash outlfows from operating activ Increase in capital grants	vities	124
	Increase in capital expenditure		(256) (132)

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 268

Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 31 March 2022

	Current Pr	Original	Actuals		
(\$000's)	Amounts	Indicator	Budget	Prior Periods	
	21/22	21/22	21/22	20/21	19/20

NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	-	2,723	0.0.06	-5.7 %	-20.3 %	1 5 04
Operating Revenue (excl. Capital Grants & Contributions)		30,127	-9.0 70	-3.1 70	-20.3 70	-1.5 70

Benchmark - Greater than 0%

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

2. Own Source Operating Revenue

Operating Revenue (excl. ALL Grants & Contributions)	23,521 54.2 %	76 4 %	72 4 %	77 5 0/
Total Operating Revenue (incl. Capital Grants & Cont)	43,431	70.4 70	12.4 70	11.5 70

Benchmark - Greater than 60%

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

3. Unrestricted Current Ratio

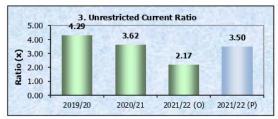
Current Assets less all External Restrictions	14,849	3 50	2 17	3.62	4.29
Current Liabilities less current provisions as per Operationa	4,243	3.30	2.17	3.02	4.29

Benchmark - Greater than 1.5

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







Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 269

Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 31 March 2022

	Current Pr	Current Projection			uals
(\$000's)	Amounts	Indicator	Budget	Prior Periods	
	21/22	21/22	21/22	20/21	19/20

NSW Local Government Industry Key Performance Indicators (OLG):

4. Debt Service Cover Ratio

Operating Result before Interest & Dep. exp (EBITDA)	4,993		2.70	1 49	5.11
Principal Repayments + Borrowing Interest Costs	2.069	2.41	2.19	1.49	5.11

Benchmark - Greater than 2.0

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

5. Rates, Annual Charges, Interest & Extra Charges Outstanding

Rates, Annual & Extra Charges Outstanding	4,762 24.4 %	14.6 %	15.2 %	12 5 %
Rates, Annual & Extra Charges Collectible	19.554	14.0 70	13.2 70	12.3 70

Benchmark - Less than 10%

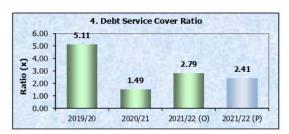
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

6. Cash Expense Cover Ratio

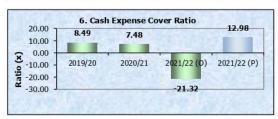
Current Year's Cash & Cash Equivalents (incl.Term Deposits)	19,094	12.98	-21.32	7 48	8.49
Operating & financing activities Cash Flow payments	1,471	12.90	-21.32	7.40	0.49

Benchmark - Greater than 3 months

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







Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 31 March 2022

	Current Pr	Current Projection		Actuals	
(\$000's)	Amounts	Indicator	Budget	Prior Periods	
	21/22	21/22	21/22	20/21	19/20

NSW Local Government Infrastructure Asset Performance Indicators (OLG):

7. Building and Infrastructure Renewals Ratio

Asset Renewals (Building, Infrastructure & Other Structures)	34,249	694.8 %	17E E 0/	10.2.0/
Depreciation, Amortisation & Impairment	7,074 484.2 %	094.0 70	173.5 70	19.5 70

Benchmark - Greater than 100%

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

8. Infrastructure Backlog Ratio

Estimated cost to bring Assets to a satisfactory condition	17,535	7 / 0/-	3.4 %	2 4 0/-	24.2 %
Total value of Infrastructure, Building, Other Structures &	235,959	7.4 70	3.4 70	3.4 70	24.2 70
depreciable Land Improvement Assets					

Benchmark - Less than 2.0%

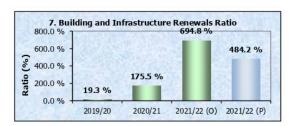
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

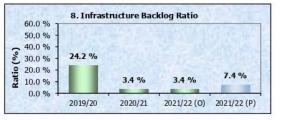
9. Asset Maintenance Ratio

Actual Asset Maintenance	3,420 53.6 %	127%	1.08	1 72
Required Asset Maintenance	6,379	12/70	1.00	1.73

Benchmark - Greater than 1.0

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.







Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 31 March 2022

	Current Pr	Current Projection		Actuals	
(\$000's)	Amounts	Indicator	Budget	Prior Periods	
	21/22	21/22	21/22	20/21	19/20

NSW Local Government Infrastructure Asset Performance Indicators (OLG):

10. Cost to bring assets to agreed service level

Estimated cost to bring assets to an agreed service level set by Council 12.0 % Gross replacement cost

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

11. Capital Expenditure Ratio

Annual Capital Expenditure	34,483	1.2	17	0.7
Annual Depreciation	7,074	1.3	1.7	0.7

Benchmark - Greater than 1.1

To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

12. Interest Cover Ratio

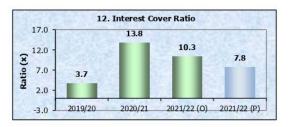
Operating Results before Interest & Dep. exp (EBITDA)	4,993	7.0	10.3	12.0	27
Borrowing Interest Costs (from the income statement)	641	1.0	10.5	13.0	3.1

Benchmark - Greater than 4.0

This ratio indicates the extent to which a Council can service (through operating cash) its interest bearing debt & take on additional borrowings.







Quarterly Budget Review Statement for the period 01/01/22 to 31/03/22

Page 272

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2022

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Barnson Pty Ltd	O'Neil Park Masterplan	398,050	16/02/22		Υ	
Colin Joss & Co Pty Ltd	Art Gallery Floor Replacement	394,211	16/02/22		Y	
Colin Joss & Co Pty Ltd	Art Gallery Refurbishment	167,623	16/02/22		Υ	
CMI-Hino	Supply Plumbers Truck	94,459	19/01/22		Υ	
CMI-Hino	Supply Carpenters Truck	86,384	19/01/22		Υ	
The Electric Canvas	Heritage Festival Projection and Lighting	70,000	15/03/22		Υ	
Commonwealth Steel Company Pty Ltd	Shredding tyres and waste	60,000	20/01/22		Υ	
GTE 1 Pty Ltd	Traffic control	53,725	24/03/22		Υ	

Notes:

- 1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 whatever is the lesser.
- 2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
- 3. Contracts for employment are not required to be included.

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Page 273

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	33,886	Υ
Legal Fees	890,793	Υ

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

	LONG TERM	4 FINANCIA		2 022-20 Me statement	31 - BALAI	NCED SCEN	ARIO					
\$ '000	2020	2022	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
4 000	Actual	Proposed Budget	Q3	Forecast	Forecast	Forecast	Forecast	Forec ast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations												
Revenue:												
Rates & annual charges	18,473	19,464	19,464	19,912	20, 429	20,961	21,506	22,065	22,638	23,227	23,831	24,450
User charges & fees	3,149	3,762	3,325	3,408	3,493	3,581	3,670	3,762	3,856	3,952	4,051	4,152
Interest & investment revenue	53	497	497	458	519	441	504	664	772	900	1,052	1,227
Otherrevenues	470	243	235	741	260	266	273	280	287	294	301	309 7,895
Grants & contributions for operating purposes	6,728	6,621	6,606	6,738	6,873	7,010	7,151	7,294	7,439	7,588	7,740	
Grants & contributions for capital purposes Other Income:	1,684	77 1	13,304	3,260	3,342	3,408	3,476	3,546	3,617	3,689	3,763	3,838
		-	-									
Net gains from disposal of assets Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	30,557	31,358	43,431	34,517	34,916	35,667	36,580	37,610	38,609	39,651	40,738	41,871
TOTAL INCOME FROM CONTINUING OF ERATIONS	30,337	31,350	43,431	34,317	34,710	33,007	30,300	37,610	30, 60 7	37,031	40,730	41,0/1
Expenses from Continuing Operations												
Employee benefits & costs	12,463	13,464	13,541	13,812	14.088	14,370	14,657	14,950	15.249	15,554	15.865	16,183
Borrowing costs	737	641	641	606	570	533	495	455	413	371	327	284
Materials & contracts	9.580	9,431	10,773	9.114	9,155	9,196	9,237	9,279	9,321	9,363	9,405	9,447
Depreciation & amortisation	7,147	7,074	7,074	6,595	6,624	6,653	6,682	6,712	6,741	6,771	6,801	6,831
Impairment	-	-	-	-	-	-,	-	-,	-,	-	-	-
Other expenses	4,831	881	821	825	828	832	836	840	843	847	851	855
Net losses from disposal of assets	131	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	102	-	-									
TOTAL EXPENSES FROM CONTINUING OPERATIONS	34,991	31,491	32,850	30, 951	31,265	31,584	31,908	32,236	32, 568	32,906	33,249	33,599
OPERATING RESULT FOR THE YEAR	(4, 434)	(133)	10,581	3, 566	3,651	4,083	4,672	5,374	6,041	6, 745	7,489	8,272
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(6, 118)	(904)	(2,723)	306	309	675	1,195	1,828	2,424	3,055	3,726	4,433
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(6,118)	(904)	(2,723)	306	309	675	1,195	1,828	2,424	3,055	3,726	4,433
Assumptions Rate Reg General Index Employee Coath nates In a coath nates In a coath nate in terestrate Overdue rates interestrate Officiency gain on Materials & Contracts	2,70% 2,50% 2,50% 2,00% 3,50% 8,00% -2,00%		2,60% 2,50% 2,75% 2,00% 3,00% 6,00% -2,00%	2,30% 2,50% 2,00% 2,00% 3,00% 7,00% -2,00%	2,80% 2,50% 2,00% 2,00% 3,00% 7,00% -2,00%	2,60% 2,50% 2,00% 2,00% 3,00% 7,00% -2,00%	2.60% 2.50% 2.00% 2.00% 3.00% 8.00% -2.00%	2,60% 2,50% 2,00% 2,00% 3,50% 8,00% -2,00%	2,60% 2,50% 2,00% 2,00% 3,50% 8,00% -2,00%	2.60% 2.50% 2.00% 2.00% 3.50% 8.00% -2.00%	2,60% 2,50% 2,00% 2,00% 3,50% 8,00% -2,00%	2.50% 2.50% 2.00% 2.00% 3.50% 8.00% -2.00%

	LONG TERM	4 FINANCI		- <mark>2822-28</mark> Of Financial Pos		NCED SCEN	ARIO					
\$ '000	2020	2022	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Actual	Proposed Budget	G3	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Assets		Doddel										
Current Assets:												
Cash & cash equivalents	13,527	1,807	7,552	8,879	10,233	12,085	14,470	16,499	18,134	19,411	22,370	27,149
Investments Receivables	6,000 3,690	11,000 5,518	3,000 5,518	3,000 5,936	3,000 6,234	3,000 6,300	3,000 7,164	4,000 7,330	6,000 7,695	9,000 8,071	11,000 8,486	13,000 8,909
Inventories	3,690	ەرە 118	5,516 118	3,736	6, 234 124	6,300 127	7,164	133	7,693	140	0,406	0,909
Other	673	707	707	725	743	761	780	800	820	840	861	883
Non-current assets classified as 'held for sale'	190	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	24,192	19,149	16,895	18,660	20,334	22,273	25,544	28,762	32, 785	37,463	42,861	50,089
Non-Current Assets:												
Investments	_	_	-	-	-	-	-	-	-	-	_	-
Receivables	16	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	248,757	290,643	316,999	317,659	318,321	318,987	319,655	320,326	321,000	321,678	322,358	323,041
Investments accounted for using the equity method	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets TOTAL NON-CURRENT ASSETS	250,132	292,002	318,358	319,018	319,680	320, 346	321,014	321,685	322,359	323,037	323,717	324,400
TOTAL ASSETS	274,324	311, 152	335, 253	337,678	340,014	342,619	346,558	350,447	355,145	360, 499	366,577	374,489
Liabilifies												
Current Liabilities:	2.454	0.774	0.774	0.717	0.015	0.775	0.707	0.005	0.017	0.041	0.051	0.050
Payables Income Received in Advance	3,456	2,774	2,774	2,716	2,815	2,775	2,796	2,825	2,816	2,841	2,851	2,859
Contract Liabilities	544	-	-	-	-	-	-	-	-	-	-	-
Borrowings	535	1,469	1,469	1,508	1,551	1,595	1,641	1,687	1,736	1,786	733	733
Provisions	3,835	3,184	3,184	2,868	2,550	2,283	1,966	1,673	1,382	1,077	785	486
TOTAL CURRENT LIABILITIES	8,370	7,427	7,427	7,092	6,916	6,653	6,403	6,186	5,933	5,704	4,368	4,078
Non-Current Liabilities:												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	11,957	18,141	18,141	16,633	15,082	13,487	11,846	10,159	8,423	6,637	5,904	5,171
Provisions	9,264	11,912	11,912	13,214	14,710	16,077	17,531	18,926	20,361	21,769	23,195	24,609
TOTAL NON-CURRENT LIABILITIES	21,221	30,053	30,053	29,847	29,792	29,564	29,377	29,085	28, 784	28,406	29,099	29,780
TOTAL LIABILITIES	29,591	37,479	37,479	36, 939	36,708	36,217	35,779	35,271	34,717	34,110	33,467	33,858
NET ASSETS	244,733	273,673	297,774	300,739	303,306	306,401	310,779	315,176	320,428	326,389	333,110	340,631
- "												
Equity	106,082	135,022	159,123	162,088	1 64, 655	167,750	172,128	176,525	181,777	187,738	194,459	201,980
Retained earnings Revaluation reserves	138,651	138,651	138,651	138,651	138,651	138,651	138,651	138,651	138,651	138,651	138,651	138,651
Council equity interest	244,733	273,673	297,774	300,739	303,306	306,401	310,779	315,176	320,428	326,389	333,110	340,631
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FOURTY	244 722	272 /72	207.774	200 720	202 204	207.403	210 770	215 174	220.426	227 200	222 110	240 (23
TOTAL EQUITY	244,733	273, 673	297,774	300, 739	303, 306	306, 401	310,779	315,176	320,428	326, 389	333,110	340,631
Assumptions General Index No impact from revolution of assets No restricted cash	2,50%		2.50%	2.50%	2.50%	2,50%	2.50%	2.50%	2.50%	2.50%	2,50%	2,50%

PERIOD

LONG TERM FINANCIAL PLAN - 2822-2831 - BALANCED SCENARIO

POLICY AND GENERAL COMMITTEE

May 10, 2022

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 117/22

SUBJECT: INVESTMENT REPORT FOR APRIL 2022 D22/22876

Recommendation

1. That Broken Hill City Council Report No. 117/22 dated May 10, 2022, be received.

Executive Summary:

The Local Government (General) Regulation 2005 (Part 9, Division 5, Clause 212), effective from 1 September 2005, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the Local Government Act 1993, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 30 April 2022, Council's Investment Portfolio had a current market valuation of \$24,427,591 or principal value (face value) of \$24,418,434 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 30 April 2022 are detailed in Attachment 1.

Portfolio Summary							
Portfolio Performance vs. RBA Cash Rate	✓	 Council's investment performance did exceed benchmark. 					
Investment Policy Compliance							
Legislative Requirements	✓	Compliant with policy					
Portfolio Credit Rating Limit	✓	Compliant with policy					
Institutional Exposure Limits	✓	Compliant with policy					
Term to Maturity Limits	✓	Compliant with policy					

Market Review

Global issues

The US economy contracted by 1.4%pa in the March quarter, but there were encouraging underlying signals. While the drop in GDP was driven by a slowdown in trade and inventories, domestic demand grew at a solid rate of 3%pa and consumption (+2.7%), business investment (+9.2%) and housing (+2.1%) all showed promising gains. In Europe, inflation pressures remain very high led by rising gas prices, however the market was encouraged by an increase in business conditions indices in April. The International Monetary Fund downgraded its global growth forecast to 3.6% for this year from 4.4% and revised its inflation forecasts up, mainly due to the disruption to economic activity and inflationary pressures from the Russian invasion of Ukraine. The IMF's growth forecast for Australia was revised up to 4.2%, one of the few major countries to see an upgrade. Rising inflation pressures caused global shares markets to slip backward in April with the US S&P 500 down nearly 9%, the European index down 0.5% and Japanese shares off by 2.4%. Though down 0.8% for the month, the Australian share market remains up over 10% for the past 12 months thanks to its high exposure to resources and financial shares and low exposure to tech stocks.

Domestic issues

Latest inflation data, already projected to be high, was even higher than expected. Headline CPI inflation rose 5.1% over the year which, excluding the tax driven GST boost in mid-2000, was the equal highest inflation rate since 1990. The RBA's preferred measure of inflation, the trimmed mean, rose 3.7% for the year, well above the bank's 2-3% target band. Though led by a quarterly rise in petrol prices of over 10%, quarterly price increases of between 5-7% were recorded across a broad range of goods including fruit and vegetables, meat and seafoods, new dwellings, and non-durable household products. Australian interest rates surged higher again in April as inflation pressures are expected to force the RBA's hand in raising the official cash rate to 0.50% before the end of the June. The bank took the first step at its May meeting raising the cash rate from 0.10% to 0.35%. Fixed interest securities are feeling the brunt of inflation fears with prices on bonds dropping as interest rates increase sharply. This is causing 'marked to market' negative returns on market traded bank bills and bonds, including a negative return of nearly 0.20%pa on the Ausbond Bank Bill Index in April.

Interest rates

The RBA has committed to start raising the official cash rate before getting solid evidence of wage price inflation being sustainably within the desired 2-3% range. The higher than expected March Qtr inflation data has many economists now projecting a 0.50% pa cash rate before the end of the financial year. The market is also pricing in a 0.50% cash rate by the end of June and 2.50% by the end of 2022, up from last month when the market was pricing in 1.75% by December. In April, term deposit rates increased sharply again, particularly across the 6-12 month range where the average increase of the best rates on offer was 0.90%pa higher than last month.

Investment Portfolio Commentary

Council's investment portfolio posted a marked-to-market return of -3.06%pa (-0.25% actual) for the month of April versus the bank bill index benchmark return of -0.19%pa. For the past 12 months, the investment portfolio has returned 0.08%pa versus the bank bill index benchmark's 0.02%pa.

Fixed interest securities, including those within the TCorp MT Growth Fund, are feeling the brunt of inflation fears with prices on bonds dropping as interest rates increase sharply. This is causing marked-to-market negative returns on market traded bank bills and bonds, including a negative return of nearly 0.20%pa on the Ausbond Bank Bill Index in April. On the positive side, new TDs and securities being invested in are offering much higher interest rates at levels not seen in nearly 2 years.

Council had no maturities during the month. Along with taking advantage of a high yielding cash account and a 90 day notice account, Council invested \$500k each in a 6mo and 12mo TD paying 1.45%pa and 2.15%pa, respectively. This is a sharp increase in TD rates from last month due to expectations of a series of cash rate increases by the RBA in the coming months.

The NSW TCorpIM MT Growth Fund recorded a negative marked-to-market return in April of -1.39% (actual). Along with the decline in bond valuations due to rising interest rates, the funds were affected by the decline in share markets globally which also recorded negative returns due to ongoing inflation fears.

The Australian share market (All Ords) retreated by -0.8% led lower by the interest rate sensitive IT sector which was down nearly 10%. In overseas markets the US S&P 500 dropped nearly 9%, the European S&P 350 declined by -0.5% and the Japanese S&P 500 fell back by -2.4%.

Council has a well-diversified portfolio invested among a range of term deposits, fixed and floating rate bonds from highly rated Australian ADIs as well as growth assets via holdings in the NSW TCorpIM Medium Term Growth Fund. Council remains within its investment policy credit limits and term to maturity limits while generating sound returns above benchmark in the current low interest environment. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection.

Council's Portfolio by Source of Funds - April 2022

As at 30 April 2022, Council's Investment Portfolio had a current market valuation of \$24,427,591 or principal value (face value) of \$24,418,434 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$17,762,434
Fund	Royalties Reserve	\$725,000
	Domestic Waste Management Reserve	\$1,898,000
	Grants	\$4,033,000
	TOTAL PORTFOLIO	\$24,418,434

Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005*- and Third-Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

Community Engagement:

Nil

Strategic Direction:

Key Direction 4: Our Leadership

Objective 4.1: Openness and Transparency in Decision Making

Action 4.1.1 Maintain good governance and best practice methods and ensure

compliance with various guidelines and legislation.

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2005.*

Financial Implications:

The recommendation has no financial impact.

Attachments

1. J April 2022 Investment Report

SIMON BROWN CHIEF FINANCIAL OFFICER

JAY NANKIVELL GENERAL MANAGER



Page 281

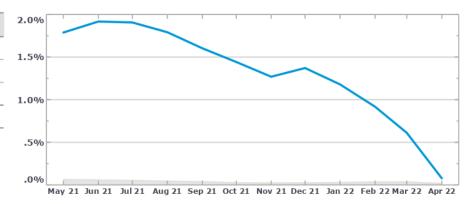
Investment Summary Report April 2022



Executive Summary - April 2022



	Thvestment no	numgs	
By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	16,083,241.29	16,083,241.29	0.4121
Managed Funds	4,835,192.62	4,835,192.62	-13.7302
Term Deposit	3,500,000.00	3,509,156.72	0.9229
	24,418,433.91	24,427,590.63	-2.3339



Investment Performance

AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month Return

Page 282



Maturity Profile	Face Value (\$)	Policy Max		
Less than 1yr	23,418,434	96%	100%	
Greater than 1yr	1,000,000	4%	60%	

24,418,434

Term to Maturities



Investment Holdings Report



Cash Accounts						
Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
6,051,180.54	0.6000%	Macquarie Bank	A+	6,051,180.54	540354	Accelerator
5,450,499.53	0.5500%	Westpac Group	AA-	5,450,499.53	535442	90d Notice
4,581,561.22	0.0000%	Westpac Group	AA-	4,581,561.22	473409	Cheque
16,083,241.29	0.4121%			16,083,241.29		

Managed Funds							
Face Value (\$)	Monthly Return	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
624,936.85	-0.0497%	NSW T-Corp (Cash)	TCc	Cash Fund	624,936.85	535329	
4,210,255.77	-1.3919%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,210,255.77	536441	
4,835,192.62					4,835,192.62		

Term De	posits									
Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency Reference
8-Jun-22	500,000.00	0.5000%	ME Bank	BBB+	500,000.00	9-Jun-21	502,232.88	541512	2,232.88	At Maturity
12-Oct-22	500,000.00	0.4100%	National Australia Bank	AA-	500,000.00	13-Oct-21	501,123.29	541988	1,123.29	At Maturity
24-Oct-22	500,000.00	1.4500%	National Australia Bank	AA-	500,000.00	27-Apr-22	500,079.45	542702	79.45	At Maturity
16-Nov-22	500,000.00	0.7000%	ME Bank	BBB+	500,000.00	17-Nov-21	501,582.19	542099	1,582.19	At Maturity
27-Apr-23	500,000.00	2.1500%	National Australia Bank	AA-	500,000.00	27-Apr-22	500,117.81	542701	117.81	At Maturity
16-Aug-23	500,000.00	0.6200%	National Australia Bank	AA-	500,000.00	18-Aug-21	502,174.25	541757	2,174.25	Annually
27-Sep-23	500,000.00	0.6300%	National Australia Bank	AA-	500,000.00	29-Sep-21	501,846.85	541935	1,846.85	Annually
	3,500,000.00	0.9229%			3,500,000.00		3,509,156.72		9,156.72	



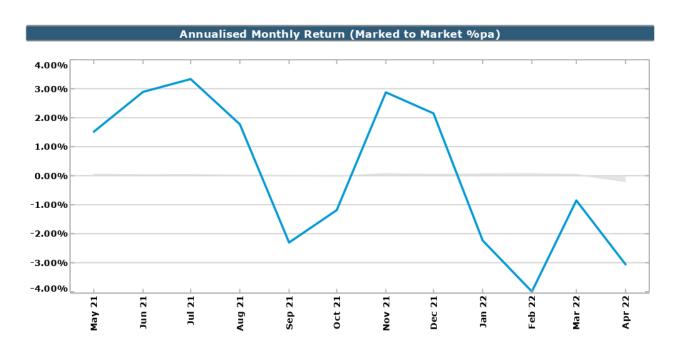
Accrued Interest Report - April 2022



Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Cash									
Westpac Group	473409	Cheque				0.00	30	0.00	.00%
Westpac Group	535442	90d Notice				2,063.08	30	2,063.08	.55%
Macquarie Bank	540354	Accelerator				2,217.93	30	2,217.93	.60%
Cash Total						4,281.02		4,281.02	.38%
Managed Funds									
Cash Fund	535329			29-May-17		0.00	30	-310.95	60%
Medium Term Growth Fund	536441			12-Feb-18		0.00	30	-59,428.52	-15.68%
Managed Funds Total						0.00		-59,739.47	-13.87%
Term Deposit									
ME Bank	541512			09-Jun-21	08-Jun-22	0.00	30	205.48	.50%
National Australia Bank	541988			13-Oct-21	12-Oct-22	0.00	30	168.50	.41%
National Australia Bank	542702			27-Apr-22	24-Oct-22	0.00	4	79.45	1.45%
ME Bank	542099			17-Nov-21	16-Nov-22	0.00	30	287.67	.70%
National Australia Bank	542701			27-Apr-22	27-Apr-23	0.00	4	117.81	2.15%
National Australia Bank	541757			18-Aug-21	16-Aug-23	0.00	30	254.80	.62%
National Australia Bank	541935			29-Sep-21	27-Sep-23	0.00	30	258.90	.63%
Term Deposit Total						0.00		1,372.61	.63%
						4,281.02		-54,085.84	-3.06%







Portfolio Annualised Return

AusBond BB Index Annualised Return

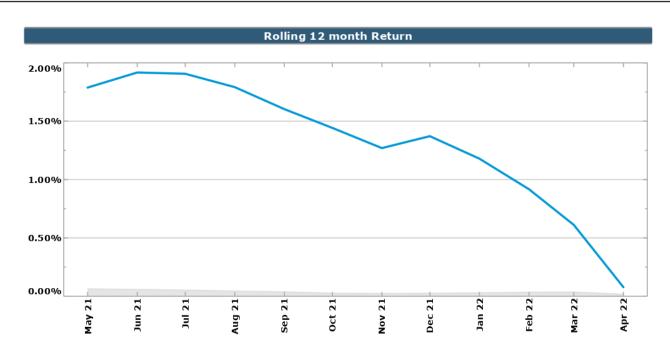
Historical Performance Summary				
	Portfolio	AusBond BB Index	Outperformance	
Apr 2022	-3.06%	-0.19%	-2.87%	
Last 3 Months	-2.59%	-0.03%	-2.56%	
Last 6 Months	-0.84%	0.01%	-0.85%	
Financial Year to Date	-0.34%	0.01%	-0.35%	
Last 12 months	0.08%	0.02%	0.06%	



Investment Performance Report



Page 286



Historical Performance Summary (actual)					
	Outperformance				
Apr 2022	-0.25%	-0.02%	-0.23%		
Last 3 Months	-0.64%	-0.01%	-0.63%		
Last 6 Months	-0.42%	0.01%	-0.43%		
Financial Year to Date	-0.28%	0.01%	-0.29%		
Last 12 months	0.08%	0.02%	0.06%		

AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month Return



Investment Policy Compliance Report - April 2022





Credit Rating Group	Face Value (\$)		Policy Max	
AA	12,532,061	51%	100%	
A	6,051,181	25%	60%	
BBB	1,000,000	4%	35%	
TCm	4,210,256	17%	30%	
TCc	624,937	3%	30%	0
	24,418,434			

	Portfolio Exposure		
Westpac Group (AA-)	41%	45%	0
Macquarie Bank (A+)	25%	30%	
NSW T-Corp (TCm)	17%	30%	
Bank of Queensland (BBB+)	4%	10%	
National Australia Bank (AA-)	10%	45%	
NSW T-Corp (TCc)	3%	30%	0

Maturity Profile	Face Value (\$)	Policy Max		
Less than 1yr	20,012,858	96%	100%	
Greater than 1yr	750,000	4%	80%	0

Page 287

	24,418,434				
_	Detailed Maturity Profile	Face Value (\$)			
-	00. Cash + Managed Funds	20,918,434	86%		
	02. Between 30 Days and 60 Days	500,000	2%		
-	04. Between 90 Days and 180 Days	1,000,000	4%		
	05. Between 180 Days and 365 Days	1,000,000	4%		
	06. Between 365 Days and 3 Years	1,000,000	4%		
		24,418,434			

Specific Sub Limits				
BBB+	1,000,000	4%	35%	

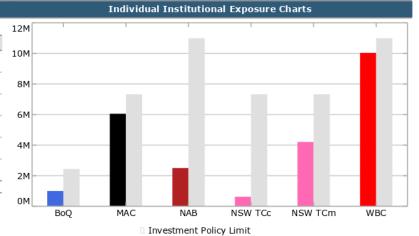
□ = compliant
□ = non-compliant

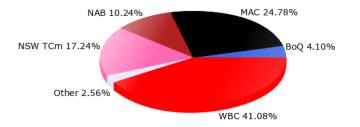


Individual Institutional Exposures Report



Individual Institutional Exposures				
	Current Exposures	Policy Limit	Capacity	
Bank of Queensland (BBB+)	1,000,000 4%	2,441,843 10%	1,441,843	
Macquarie Bank (A+)	6,051,181 25%	7,325,530 30%	1,274,349	
National Australia Bank (AA-)	2,500,000 10%	10,988,295 45%	8,488,295	
NSW T-Corp (TCc)	624,937 3%	7,325,530 30%	6,700,593	
NSW T-Corp (TCm)	4,210,256 17%	7,325,530 30%	3,115,274	
Westpac Group (AA-)	10,032,061 41%	10,988,295 45%	956,234	
	24,418,434			







Broken Hill City Council

Cash Flows Report

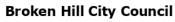


Page 289

Current Month Cashflows				
<u>Transaction Date</u> <u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	Cashflow Received
27-Apr-22 542701	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
			Deal Total	-500,000.00
542702	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
			<u>Deal Total</u>	-500,000.00
			Day Total	-1,000,000.00
			Net Cash Movement for Period	-1,000,000.00

Next Month Cashflows				
Transaction Date Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	<u>Cashflow Due</u>
		N	et Cash Movement for Period	

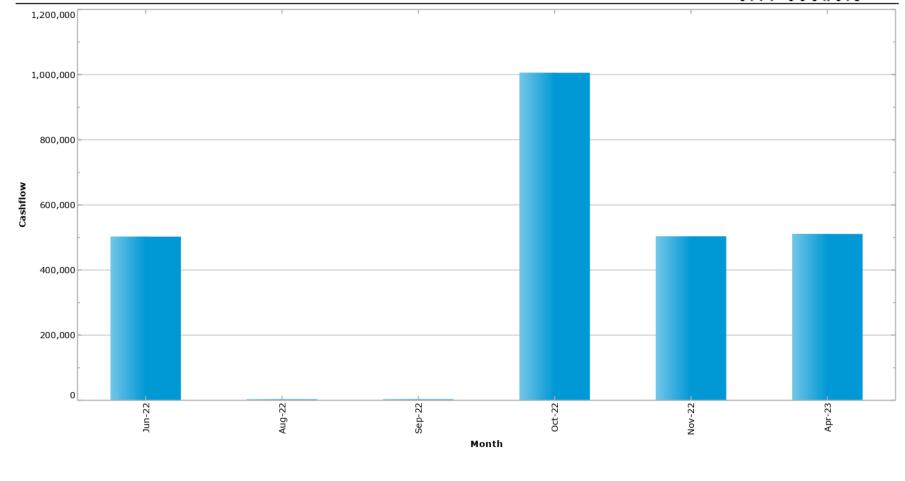






Page 290







POLICY AND GENERAL COMMITTEE

April 29, 2022

ITEM 9

BROKEN HILL CITY COUNCIL REPORT NO. 118/22

SUBJECT: ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY D22/20674

Recommendation

- 1. That Broken Hill City Council Report No. 118/22 dated April 29, 2022, be received.
- 2. That Council notes that nil submissions were received from the public during the public exhibition period.
- 3. That Council adopts the draft revised Code of Conduct Policy as a Policy of Council.
- 4. That Council adopts the Office of Local Government's Procedures for the Administration of the Model Code of Conduct for NSW Councils, for the administration of Council's Code of Conduct Policy.
- 5. That Council notes that adoption of the draft revised Code of Conduct Policy the render Council's 2020 Code of Conduct Policy obsolete.

Executive Summary:

As per Section 440 of the Local Government Act 1993, Council must, within 12 months after each ordinary election, review its adopted Code of Conduct Policy and make such adjustments as it considers appropriate and as are consistent with this section of the Act.

As per Council's resolution at the 12 January 2022 Ordinary Council Meeting (Minute No. 46690) a Councillor Workshop was held on Monday 7 March 2022 for Councillors to review Council's existing Code of Conduct Policy.

The policy was reviewed by Council at the March 2022 Policy and General Committee Meeting and the March 2022 Council Meeting and Council resolved (Minute No. 46789) to place the draft reviewed policy on public exhibition. The policy was subsequently placed on public exhibition for a 28 day period closing at midnight on Friday 28 April 2022, during which time Council received nil submissions from the public.

This report is presented to Council to consider the formal adoption of the draft revised Code of Conduct Policy and the Office of Local Government Procedures for the Administration of the Model Code of Conduct for NSW Councils for the administration of Council's Code of Conduct Policy.

Report:

NSW Council's are required to review and adopt their Code of Conduct Policies (based on the Office of Local Government's (OLG) Model Code of Conduct 2020 (Model Code)) within 12 months after each Ordinary Election.

The Model Code of Conduct is prescribed under section 440 of the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

Under Section 440 of the Act, each Council in NSW is required to adopt a Code of Conduct based on the Model Code as prescribed under the Regulation. Councils may enhance or strengthen the standards prescribed under the Model Code in their adopted Codes of Conduct to make them more onerous. Councils may also supplement the provisions contained in the Model Code with additional provisions in their adopted Codes of Conduct.

However, Councils cannot weaken the standards prescribed in the Model Code in their adopted Codes of Conduct. Provisions contained in a Council's adopted Code of Conduct that are less onerous than those prescribed under the Model Code will be invalid and the equivalent provisions of the Model Code will override them through the operation of section 440 of the *Local Government Act 1993*.

The OLG Model Code of Conduct 2020 sets the minimum standards of conduct for Council Officials. It is prescribed by Regulation to assist Council Officials to:

- Understand and comply with standards of conduct that are expected of them.
- Enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence.
- Act in a way that enhances public confidence in Local Government.

Councillors, Administrators, Council staff, delegates of Council, volunteers, contractors and members of committees of Council and any other person that a Council's adopted Code of Conduct applies to, must comply with the provisions of Council's Code of Conduct and any breaches are to be dealt with in accordance with the Office of Local Government Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW. Councils must also adopt procedures for the administration of their Codes of Conduct which incorporate the provisions of the Model Procedures.

In order to comply with Section 440 of the Act, Council considered the Code of Conduct Policy at the 12 January 2022 Ordinary Council Meeting and resolved (Minute No. 46690) to hold a Councillor Workshop to review Council's Policy; at the Workshop discussions were held around one possible amendment as follows:

Remove 8.21-8.21(h):

- 8.21 you must not use social media to post comments, photos, sound recordings or other information that:
 - a. compromises your capacity to perform your official duties in an unbiased manner.
 - b. has the potential to have a negative impact on your working relationships within the council or with external parties.
 - is offensive, humiliating, threatening or intimidating to other council officials or those that deal with the council.
 - d. has the capacity to damage the council's reputation or contains content about the council that may be misleading or deceptive.
 - e. divulges confidential council information.
 - f. breaches the privacy of other council officials or those that deal with council.
 - g. contains allegations of suspected breaches of this code or information about the consideration of a matter under this code, or

h. could be perceived to be an official comment on behalf of the council where you have not been authorised to make such comment.

Councillors present at the workshop discussed the removal of clauses 8.21 - 8.21(h) as provisions relating to the handling and use of Council information is included in other parts of the Model Code of Conduct and also the subject of Council's Social Media Policy and Media Relations Policy and are therefore superfluous to Council's Code of Conduct Policy.

The draft policy was reviewed by Council at the March 2022 Policy and General Committee Meeting and the March 2022 Council Meeting and Council resolved (Minute No. 46789) to place the draft reviewed policy on public exhibition.

The policy was subsequently placed on public exhibition for a 28 day period closing at midnight on Friday 28 April 2022, during which time Council received nil submissions from the public.

This report is presented to Council to consider the formal adoption of the draft revised Code of Conduct Policy and the Office of Local Government Procedures for the Administration of the Code of Conduct for NSW Councils.

Community Engagement:

The draft revised policy was placed on public exhibition for a 28 day period.

Strategic Direction:

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

Relevant Legislation:

Section 440 of the Local Government Act 1993 Local Government (General) Regulation 2021

Financial Implications:

Nil.

Attachments

- 1. Draft Revised Code of Conduct Policy
- Л
- 2. OLG Model Code of Conduct for NSW Councils

Û

- 3. OLG Procedures for the Administration of the Model Code of Conduct for NSW
- Councils

<u>LEISA BARTLETT</u> EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER



DRAFT CODE OF CONDUCT POLICY

QUALITY CONTROL				
EDRMS REFERENCES	12/14 - D16/2220			
RESPONSIBLE POSITION	General Manager			
APPROVED BY	Council			
REVIEW DATE	Within 12 months after each ordinary election	REVISION NUMBER	3	
EFFECTIVE DATE	ACTION	MINUTE NUMBER		
27 March 2019	Adopted	46028		
26 August 2020	Adopted	46328		
30 March 2022	Public Exhibition	46789		

INTRODUCTION

This Model Code of Conduct for Local Councils in NSW ("the Model Code of Conduct") is made under section 440 of the Local Government Act 1993 ("LGA") and the Local Government (General) Regulation 2005 ("the Regulation").

Councillors, administrators, members of staff of councils, delegates of councils, (including members of council committees that are delegates of a council) and any other person a council's adopted code of conduct applies to, must comply with the applicable provisions of their council's code of conduct. It is the personal responsibility of council officials to comply with the standards in the code and to regularly review their personal circumstances and conduct with this in mind.

Failure by a councillor to comply with the standards of conduct prescribed under this code constitutes misconduct for the purposes of the LGA. The LGA provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office. A councillor who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years.

Failure by a member of staff to comply with a council's code of conduct may give rise to disciplinary action.

Draft Code of Conduct Policy

Page 1 of 39

2. POLICY OBJECTIVE

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- a. understand and comply with the standards of conduct that are expected of them
- b. enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- c. act in a way that enhances public confidence in local government.

Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. A council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (eg volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted code of conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct. However, a council's or joint organisation's adopted code of conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

Note: References in the Model Code of Conduct to councils are also to be taken as references to county councils and joint organisations.

Note: In adopting the Model Code of Conduct, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

Note: In adopting the Model Code of Conduct, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

3. GENERAL CONDUCT OBLIGATIONS

General Conduct

- 3.1 You must not conduct yourself in a manner that:
 - a. is likely to bring the council or other council officials into disrepute
 - is contrary to statutory requirements or the council's administrative requirements or policies
 - c. is improper or unethical
 - d. is an abuse of power
 - e. causes, comprises or involves intimidation or verbal abuse
 - f. involves the misuse of your position to obtain a private benefit
 - g. constitutes harassment or bullying behaviour under this code, or is unlawfully discriminatory.
- 3.2 You must act lawfully and honestly and exercise a reasonable degree of care and diligence in carrying out your functions under the LGA or any other Act. (section 439).

Draft Code of Conduct Policy

Page 2 of 39

Fairness and Equity

- 3.3 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.
- 3.4 You must take all relevant facts known to you, or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.
- 3.5 An act or omission in good faith, whether or not it involves error, will not constitute a breach of clauses 3.3 or 3.4.

Harassment and Discrimination

- 3.6 You must not harass or unlawfully discriminate against others, or support others who harass or unlawfully discriminate against others, on the grounds of age, disability, race (including colour, national or ethnic origin or immigrant status) sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding, sexual orientation, gender identity or intersex status or political, religious or other affiliation.
- 3.7 For the purposes of this code, "harassment" is any form of behaviour towards a person that:
 - a. is not wanted by the person
 - b. offends, humiliates or intimidates the person, and
 - c. creates a hostile environment.

Bullying

- 3.8 You must not engage in bullying behaviour towards others.
- 3.9 For the purposes of this code, "bullying behaviour" is any behaviour in which:
 - a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons, and
 - b. the behaviour creates a risk to health and safety.
- 3.10 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:
 - a. aggressive, threatening or intimidating conduct
 - b. belittling or humiliating comments
 - c. spreading malicious rumours
 - d. teasing, practical jokes or 'initiation ceremonies'
 - e. exclusion from work-related events
 - f. unreasonable work expectations, including too much or too little work, or work below or beyond a worker's skill level
 - g. displaying offensive material
 - h. pressure to behave in an inappropriate manner.
- 3.11 Reasonable management action carried out in a reasonable manner does not constitute bullying behaviour for the purposes of this code. Examples of reasonable management action may include, but are not limited to:

Draft Code of Conduct Policy

Page 3 of 39

- a. performance management processes
- b. disciplinary action for misconduct
- informing a worker about unsatisfactory work performance or inappropriate work behaviour
- d. directing a worker to perform duties in keeping with their job
- e. maintaining reasonable workplace goals and standards
- f. legitimately exercising a regulatory function
- g. legitimately implementing a council policy or administrative processes.

Work Health and Safety

- 3.12 All council officials, including councillors, owe statutory duties under the Work Health and Safety Act 2011 (WHS Act). You must comply with your duties under the WHS Act and your responsibilities under any policies or procedures adopted by the council to ensure workplace health and safety. Specifically, you must:
 - a. take reasonable care for your own health and safety
 - take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons
 - comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WHS Act and any policies or procedures adopted by the council to ensure workplace health and safety
 - d. cooperate with any reasonable policy or procedure of the council relating to workplace health or safety that has been notified to council staff
 - report accidents, incidents, near misses, to the general manager or such other staff member nominated by the general manager, and take part in any incident investigations
 - f. so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WHS Act in relation to the same matter.

Land Use Planning, Development Assessment and other Regulatory Functions

- 3.13 You must ensure that land use planning, development assessment and other regulatory decisions are properly made, and that all parties are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the exercise of land use planning, development assessment and other regulatory functions.
- 3.14 In exercising land use planning, development assessment and other regulatory functions, you must ensure that no action, statement or communication between yourself and others conveys any suggestion of willingness to improperly provide concessions or preferential or unduly unfavourable treatment.

Binding Caucus Votes

- 3.15 You must not participate in binding caucus votes in relation to matters to be considered at a council or committee meeting.
- 3.16 For the purposes of clause 3.15, a binding caucus vote is a process whereby a group of councillors are compelled by a threat of disciplinary or other adverse action to comply with a predetermined position on a matter before the council or committee, irrespective of the personal views of individual members of the group on the merits of the matter before the council or committee.

Draft Code of Conduct Policy

Page 4 of 39

- 3.17 Clause 3.15 does not prohibit councillors from discussing a matter before the council or committee prior to considering the matter in question at a council or committee meeting, or from voluntarily holding a shared view with other councillors on the merits of a matter.
- 3.18 Clause 3.15 does not apply to a decision to elect the mayor or deputy mayor, or to nominate a person to be a member of a council committee or a representative of the council on an external body.

Obligations in Relation to Meetings

- 3.19 You must comply with rulings by the chair at council and committee meetings or other proceedings of the council unless a motion dissenting from the ruling is passed.
- 3.20 You must not engage in bullying behaviour (as defined under this Part) towards the chair, other council officials or any members of the public present during council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions).
- 3.21 You must not engage in conduct that disrupts council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.
- 3.22 If you are a councillor, you must not engage in any acts of disorder or other conduct that is intended to prevent the proper or effective functioning of the council, or of a committee of the council. Without limiting this clause, you must not:
 - a. leave a meeting of the council or a committee for the purposes of depriving the meeting of a quorum, or
 - b. submit a rescission motion with respect to a decision for the purposes of voting against it to prevent another councillor from submitting a rescission motion with respect to the same decision, or
 - c. deliberately seek to impede the consideration of business at a meeting.

4. PECUNIARY INTERESTS

What is a Pecuniary Interest?

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
 - a. your interest, or
 - b. the interest of your spouse or de facto partner, your relative, or your partner or employer, or
 - a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.

Draft Code of Conduct Policy

Page 5 of 39

- 4.4 For the purposes of clause 4.3:
 - a. Your "relative" is any of the following:
 - your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - ii. your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - the spouse or de facto partner of a person referred to in paragraphs i) and ii).
 - b. "de facto partner" has the same meaning as defined in section 21C of the Interpretation Act 1987.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3 b) or c):
 - a. if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
 - b. just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
 - c. just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

What Interests Do Not Have To Be Disclosed?

- 4.6 You do not have to disclose the following interests for the purposes of this Part:
 - a. your interest as an elector
 - b. your interest as a ratepayer or person liable to pay a charge
 - c. an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this code
 - d. an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to your relative by the council in the same manner and subject to the same conditions as apply to persons who are not subject to this code
 - e. an interest you have as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)
 - f. if you are a council committee member, an interest you have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if you have been appointed to represent the organisation or group on the council committee
 - g. an interest you have relating to a contract, proposed contract or other matter, if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company
 - h. an interest you have arising from the proposed making by the council of an agreement between the council and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the interest arises because your relative is a shareholder (but not a director) of the corporation, or is a member (but not a member of the committee) of the association, or is a partner of the partnership

Draft Code of Conduct Policy

Page 6 of 39

- i. an interest you have arising from the making by the council of a contract or agreement with your relative for, or in relation to, any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the council in respect of similar matters with other residents of the area:
 - the performance by the council at the expense of your relative of any work or service in connection with roads or sanitation
 - ii. security for damage to footpaths or roads
 - any other service to be rendered, or act to be done, by the council by or under any Act conferring functions on the council, or by or under any contract
- an interest relating to the payment of fees to councillors (including the mayor and deputy mayor)
- an interest relating to the payment of expenses and the provision of facilities to councillors (including the mayor and deputy mayor) in accordance with a policy under section 252 of the LGA
- I. an interest relating to an election to the office of mayor arising from the fact that a fee for the following 12 months has been determined for the office of mayor
- m. an interest of a person arising from the passing for payment of a regular account for the wages or salary of an employee who is a relative of the person
- n. an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a councillor or a council committee member
- an interest arising from the appointment of a councillor to a body as a representative or delegate of the council, whether or not a fee or other recompense is payable to the representative or delegate.
- 4.7 For the purposes of clause 4.6, "relative" has the same meaning as in clause 4.4, but includes your spouse or de facto partner.

What Disclosures Must Be Made by a Designated Person?

- 4.8 Designated persons include:
 - a. the general manager
 - b. other senior staff of the council for the purposes of section 332 of the LGA
 - c. a person (other than a member of the senior staff of the council) who is a member of staff of the council or a delegate of the council and who holds a position identified by the council as the position of a designated person because it involves the exercise of functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest
 - d. a person (other than a member of the senior staff of the council) who is a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of the council's functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.
- 4.9 A designated person:
 - a. must prepare and submit written returns of interests in accordance with clauses
 4.21, and

Draft Code of Conduct Policy

Page 7 of 39

- b. must disclose pecuniary interests in accordance with clause 4.10.
- 4.10 A designated person must disclose in writing to the general manager (or if the person is the general manager, to the council) the nature of any pecuniary interest the person has in any council matter with which the person is dealing as soon as practicable after becoming aware of the interest.
- 4.11 Clause 4.10 does not require a designated person who is a member of staff of the council to disclose a pecuniary interest if the interest relates only to the person's salary as a member of staff, or to their other conditions of employment.
- 4.12 The general manager must, on receiving a disclosure from a designated person, deal with the matter to which the disclosure relates or refer it to another person to deal with.
- 4.13 A disclosure by the general manager must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and the council must deal with the matter to which the disclosure relates or refer it to another person to deal with.

What Disclosures must be made by Council staff other than Designated Persons?

- 4.14 A member of staff of council, other than a designated person, must disclose in writing to their manager or the general manager the nature of any pecuniary interest they have in a matter they are dealing with as soon as practicable after becoming aware of the interest.
- 4.15 The staff member's manager or the general manager must, on receiving a disclosure under clause 4.14, deal with the matter to which the disclosure relates or refer it to another person to deal with.

What Disclosures must be made by Council Advisers?

- 4.16 A person who, at the request or with the consent of the council or a council committee, gives advice on any matter at any meeting of the council or committee, must disclose the nature of any pecuniary interest the person has in the matter to the meeting at the time the advice is given. The person is not required to disclose the person's interest as an adviser.
- 4.17 A person does not breach clause 4.16 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.

What Disclosures must be made by a Council Committee Member?

- 4.18 A council committee member must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29.
- 4.19 For the purposes of clause 4.18, a "council committee member" includes a member of staff of council who is a member of the committee.

What Disclosures must be made by a Councillor?

- 4.20 A councillor:
 - a. must prepare and submit written returns of interests in accordance with clause 4.21, and
 - b. must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29 where it is applicable.

Draft Code of Conduct Policy

Page 8 of 39

Disclosure of Interests in Written Returns

- 4.21 A councillor or designated person must make and lodge with the general manager a return in the form set out in schedule 2 to this code, disclosing the councillor's or designated person's interests as specified in schedule 1 to this code within 3 months after:
 - a. becoming a councillor or designated person, and
 - b. 30 June of each year, and
 - c. the councillor or designated person becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs a) or b).
- 4.22 A person need not make and lodge a return under clause 4.21, paragraphs (a) and (b) if:
 - a. they made and lodged a return under that clause in the preceding 3 months, or
 - they have ceased to be a councillor or designated person in the preceding 3 months.
- 4.23 A person must not make and lodge a return that the person knows or ought reasonably to know is false or misleading in a material particular.
- 4.24 The general manager must keep a register of returns required to be made and lodged with the general manager.
- 4.25 Returns required to be lodged with the general manager under clause 4.21(a) and (b) must be tabled at the first meeting of the council after the last day the return is required to be lodged.
- 4.26 Returns required to be lodged with the general manager under clause 4.21(c) must be tabled at the next council meeting after the return is lodged.
- 4.27 Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

Disclosure of Pecuniary Interests at Meetings

- 4.28 A councillor or a council committee member who has a pecuniary interest in any matter with which the council is concerned, and who is present at a meeting of the council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.
- 4.29 The councillor or council committee member must not be present at, or in sight of, the meeting of the council or committee:
 - at any time during which the matter is being considered or discussed by the council or committee, or
 - at any time during which the council or committee is voting on any question in relation to the matter.
- 4.30 In the case of a meeting of a board of a joint organisation, a voting representative is taken to be present at the meeting for the purposes of clauses 4.28 and 4.29 where they participate in the meeting by telephone or other electronic means.

Draft Code of Conduct Policy

Page 9 of 39

- 4.31 A disclosure made at a meeting of a council or council committee must be recorded in the minutes of the meeting.
- 4.32 A general notice may be given to the general manager in writing by a councillor or a council committee member to the effect that the councillor or council committee member, or the councillor's or council committee member's spouse, de facto partner or relative, is:
 - a. a member of, or in the employment of, a specified company or other body, or
 - b. a partner of, or in the employment of, a specified person.

Such a notice is, unless and until the notice is withdrawn or until the end of the term of the council in which it is given (whichever is the sooner), sufficient disclosure of the councillor's or council committee member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the council or council committee after the date of the notice.

- 4.33 A councillor or a council committee member is not prevented from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor or council committee member has an interest in the matter of a kind referred to in clause 4.6.
- 4.34 A person does not breach clauses 4.28 or 4.29 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.
- 4.35 Despite clause 4.29, a councillor who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.
- 4.36 Clause 4.29 does not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting if:
 - a. the matter is a proposal relating to:
 - the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - ii. the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
 - the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person (whose interests are relevant under clause 4.3) in that person's principal place of residence, and
 - the councillor made a special disclosure under clause 4.37 in relation to the interest before the commencement of the meeting.
- 4.37 A special disclosure of a pecuniary interest made for the purposes of clause 4.36(c) must:
 - a. be in the form set out in schedule 3 of this code and contain the information required by that form, and
 - b. be laid on the table at a meeting of the council as soon as practicable after the disclosure is made, and the information contained in the special disclosure is to be recorded in the minutes of the meeting.

Draft Code of Conduct Policy

Page 10 of 39

- 4.38 The Minister for Local Government may, conditionally or unconditionally, allow a councillor or a council committee member who has a pecuniary interest in a matter with which the council is concerned to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
 - a. that the number of councillors prevented from voting would be so great a
 proportion of the whole as to impede the transaction of business, or
 - b. that it is in the interests of the electors for the area to do so.
- 4.39 A councillor or a council committee member with a pecuniary interest in a matter who is permitted to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter under clause 4.38, must still disclose the interest they have in the matter in accordance with clause 4.28.

5. NON-PECUNIARY CONFLICTS OF INTEREST

What is a Non-Pecuniary Conflict of Interest?

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

Managing Non-Pecuniary Conflicts of Interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of council staff other than the general manager, such a disclosure is to be made to the staff member's manager. In the case of the general manager, such a disclosure is to be made to the mayor.
- 5.7 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.

Draft Code of Conduct Policy

Page 11 of 39

- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:
 - a. a relationship between a council official and another person who is affected by a
 decision or a matter under consideration that is particularly close, such as a
 current or former spouse or de facto partner, a relative for the purposes of clause
 4.4 or another person from the council official's extended family that the council
 official has a close personal relationship with, or another person living in the same
 household
 - b. other relationships with persons who are affected by a decision or a matter under consideration that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
 - c. an affiliation between the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
 - d. membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
 - e. a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
 - f. the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.
- 5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:
 - a. by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
 - b. if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.
- 5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.
- 5.12 If you are a member of staff of council other than the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the mayor.

Draft Code of Conduct Policy

Page 12 of 39

- 5.13 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.
- 5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

Political Donations

- 5.15 Councillors should be aware that matters before council or committee meetings involving their political donors may also give rise to a non-pecuniary conflict of interest.
- 5.16 Where you are a councillor and have received or knowingly benefitted from a reportable political donation:
 - a. made by a major political donor in the previous four years, and
 - b. the major political donor has a matter before council,

you must declare a non-pecuniary conflict of interest in the matter, disclose the nature of the interest, and manage the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29. A disclosure made under this clause must be recorded in the minutes of the meeting.

- 5.17 For the purposes of this Part:
 - a "reportable political donation" has the same meaning as it has in section 6 of the Electoral Funding Act 2018
 - b. "major political donor" has the same meaning as it has in the Electoral Funding Act 2018.
- 5.18 Councillors should note that political donations that are not a "reportable political donation", or political donations to a registered political party or group by which a councillor is endorsed, may still give rise to a non-pecuniary conflict of interest. Councillors should determine whether or not such conflicts are significant for the purposes of clause 5.9 and take the appropriate action to manage them.
- 5.19 Despite clause 5.16, a councillor who has received or knowingly benefitted from a reportable political donation of the kind referred to in that clause, may participate in a decision to delegate consideration of the matter in question to another body or person.

Loss of quorum as a result of compliance with this Part

- 5.20 A councillor who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interest in the matter is permitted to participate in consideration of the matter if:
 - a. the matter is a proposal relating to:
 - the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - ii. the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and

Draft Code of Conduct Policy

Page 13 of 39

- b. the non-pecuniary conflict of interest arises only because of an interest that a person has in that person's principal place of residence, and
- c. the councillor discloses the interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part in accordance with clause 5.6.
- 5.21 The Minister for Local Government may, conditionally or unconditionally, allow a councillor or a council committee member who is precluded under this Part from participating in the consideration of a matter to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
 - a. that the number of councillors prevented from voting would be so great a
 proportion of the whole as to impede the transaction of business, or
 - b. that it is in the interests of the electors for the area to do so.
- 5.22 Where the Minister exempts a councillor or committee member from complying with a requirement under this Part under clause 5.21, the councillor or committee member must still disclose any interests they have in the matter the exemption applies to, in accordance with clause 5.6.

Other Business or Employment

- 5.23 The general manager must not engage, for remuneration, in private employment, contract work or other business outside the service of the council without the approval of the council.
- 5.24 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the council that relates to the business of the council or that might conflict with the staff member's council duties unless they have notified the general manager in writing of the employment, work or business and the general manager has given their written approval for the staff member to engage in the employment, work or business.
- 5.25 The general manager may at any time prohibit a member of staff from engaging, for remuneration, in private employment, contract work or other business outside the service of the council that relates to the business of the council, or that might conflict with the staff member's council duties.
- 5.26 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the council if prohibited from doing so.
- 5.27 Members of staff must ensure that any outside employment, work or business they engage in will not:
 - a. conflict with their official duties
 - involve using confidential information or council resources obtained through their work with the council including where private use is permitted
 - c. require them to work while on council duty
 - d. discredit or disadvantage the council
 - e. pose, due to fatigue, a risk to their health or safety, or to the health and safety of their co-workers.

Draft Code of Conduct Policy

Page 14 of 39

Personal Dealings with Council

- 5.28 You may have reason to deal with your council in your personal capacity (for example, as a ratepayer, recipient of a council service or applicant for a development consent granted by council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.
- 5.29 You must undertake any personal dealings you have with the council in a manner that is consistent with the way other members of the community deal with the council. You must also ensure that you disclose and appropriately manage any conflict of interest you may have in any matter in accordance with the requirements of this code.

6. PERSONAL BENEFIT

- 6.1 For the purposes of this Part, a gift or a benefit is something offered to or received by a council official or someone personally associated with them for their personal use and enjoyment.
- 6.2 A reference to a gift or benefit in this Part does not include:
 - a. Items with a value of \$10 or less
 - b. a political donation for the purposes of the Electoral Funding Act 2018
 - a gift provided to the council as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual council official or someone personally associated with them
 - d. a benefit or facility provided by the council to an employee or councillor
 - e. attendance by a council official at a work-related event or function for the purposes of performing their official duties, or
 - f. free or subsidised meals, beverages or refreshments provided to council officials in conjunction with the performance of their official duties such as, but not limited to:
 - i. the discussion of official business
 - ii. work-related events such as council-sponsored or community events, training, education sessions or workshops
 - iii. conferences
 - iv. council functions or events
 - social functions organised by groups, such as council committees and community organisations.

Gifts and Benefits

- 6.3 You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from the council, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.
- 6.4 A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

Draft Code of Conduct Policy

Page 15 of 39

How are Offers of Gifts and Benefits to be dealt with?

- 6.5 You must not:
 - a. seek or accept a bribe or other improper inducement
 - b. seek gifts or benefits of any kind
 - accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty
 - d. subject to clause 6.7, accept any gift or benefit of more than token value as defined by clause 6.9
 - e. accept an offer of cash or a cash-like gift as defined by clause 6.13, regardless of the amount
 - f. participate in competitions for prizes where eligibility is based on the council being in or entering into a customer–supplier relationship with the competition organiser
 - g. personally benefit from reward points programs when purchasing on behalf of the council.
- 6.6 Where you receive a gift or benefit of any value other than one referred to in clause 6.2, you must disclose this promptly to your manager or the general manager in writing. The recipient, manager, or general manager must ensure that, at a minimum, the following details are recorded in the council's gift register:
 - a. the nature of the gift or benefit
 - b. the estimated monetary value of the gift or benefit
 - c. the name of the person who provided the gift or benefit, and
 - d. the date on which the gift or benefit was received.
- 6.7 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to the council, unless the nature of the gift or benefit makes this impractical.

Gifts and Benefits of Token Value

- 6.8 You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$50. They include, but are not limited to:
 - a. invitations to and attendance at local social, cultural or sporting events with a ticket value that does not exceed \$50
 - b. gifts of alcohol that do not exceed a value of \$50
 - c. ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
 - d. prizes or awards that do not exceed \$50 in value.

Gifts and Benefits of More Than Token Value

- 6.9 Gifts or benefits that exceed \$50 in value are gifts or benefits of more than token value for the purposes of clause 6.5(d) and, subject to clause 6.7, must not be accepted.
- 6.10 Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting

Draft Code of Conduct Policy

Page 16 of 39

- codes) with a ticket value that exceeds \$50, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.
- 6.11 Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$50 in value.
- 6.12 For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

"Cash-Like Gifts"

6.13 For the purposes of clause 6.5(e), "cash-like gifts" include, but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class of persons.

Improper and Undue Influence

- 6.14 You must not use your position to influence other council officials in the performance of their official functions to obtain a private benefit for yourself or for somebody else. A councillor will not be in breach of this clause where they seek to influence other council officials through the proper exercise of their role as prescribed under the LGA.
- 6.15 You must not take advantage (or seek to take advantage) of your status or position with council, or of functions you perform for council, in order to obtain a private benefit for yourself or for any other person or body.

7. RELATIONSHIPS BETWEEN COUNCIL OFFICIALS

Obligations of Councillors and Administrators

- 7.1 Each council is a body politic. The councillors or administrator/s are the governing body of the council. Under section 223 of the LGA, the role of the governing body of the council includes the development and endorsement of the strategic plans, programs, strategies and policies of the council, including those relating to workforce policy, and to keep the performance of the council under review.
- 7.2 Councillors or administrators must not:
 - a. direct council staff other than by giving appropriate direction to the general manager by way of council or committee resolution, or by the mayor or administrator exercising their functions under section 226 of the LGA
 - in any public or private forum, direct or influence, or attempt to direct or influence, any other member of the staff of the council or a delegate of the council in the exercise of the functions of the staff member or delegate
 - c. contact a member of the staff of the council on council-related business unless in accordance with the policy and procedures governing the interaction of councillors and council staff that have been authorised by the council and the general manager

Draft Code of Conduct Policy

Page 17 of 39

- d. contact or issue instructions to any of the council's contractors, including the council's legal advisers, unless by the mayor or administrator exercising their functions under section 226 of the LGA.
- 7.3 Despite clause 7.2, councillors may contact the council's external auditor or the chair of the council's audit risk and improvement committee to provide information reasonably necessary for the external auditor or the audit, risk and improvement committee to effectively perform their functions.

Obligations of Staff

- 7.4 Under section 335 of the LGA, the role of the general manager includes conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council, implementing without undue delay, lawful decisions of the council and ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their official functions.
- 7.5 Members of staff of council must:
 - a. give their attention to the business of the council while on duty
 - ensure that their work is carried out ethically, efficiently, economically and effectively
 - c. carry out reasonable and lawful directions given by any person having authority to give such directions
 - d. give effect to the lawful decisions, policies and procedures of the council, whether
 or not the staff member agrees with or approves of them
 - e. ensure that any participation in political activities outside the service of the council does not interfere with the performance of their official duties.

Inappropriate Interactions

- 7.6 You must not engage in any of the following inappropriate interactions:
 - a. councillors and administrators approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
 - council staff approaching councillors and administrators to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
 - subject to clause 8.6, council staff refusing to give information that is available to other councillors to a particular councillor
 - d. councillors and administrators who have lodged an application with the council, discussing the matter with council staff in staff-only areas of the council
 - e. councillors and administrators approaching members of local planning panels or discussing any application that is either before the panel or that will come before the panel at some future time, except during a panel meeting where the application forms part of the agenda and the councillor or administrator has a right to be heard by the panel at the meeting
 - f. councillors and administrators being overbearing or threatening to council staff
 - g. council staff being overbearing or threatening to councillors or administrators

Draft Code of Conduct Policy

Page 18 of 39

- h. councillors and administrators making personal attacks on council staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of this code in public forums including social media
- councillors and administrators directing or pressuring council staff in the performance of their work, or recommendations they should make
- j. council staff providing ad hoc advice to councillors and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community
- council staff meeting with applicants or objectors alone AND outside office hours to discuss planning applications or proposals
- councillors attending on-site inspection meetings with lawyers and/or consultants engaged by the council associated with current or proposed legal proceedings unless permitted to do so by the council's general manager or, in the case of the mayor or administrator, unless they are exercising their functions under section 226 of the LGA.

8. ACCESS TO INFORMATION AND COUNCIL RESOURCES

Councillor and Administrator Access to Information

- 8.1 The general manager is responsible for ensuring that councillors and administrators can access information necessary for the performance of their official functions. The general manager and public officer are also responsible for ensuring that members of the public can access publicly available council information under the Government Information (Public Access) Act 2009 (the GIPA Act).
- 8.2 The general manager must provide councillors and administrators with the information necessary to effectively discharge their official functions.
- 8.3 Members of staff of council must provide full and timely information to councillors and administrators sufficient to enable them to exercise their official functions and in accordance with council procedures.
- 8.4 Members of staff of council who provide any information to a particular councillor in the performance of their official functions must also make it available to any other councillor who requests it and in accordance with council procedures.
- 8.5 Councillors and administrators who have a private interest only in council information have the same rights of access as any member of the public.
- 8.6 Despite clause 8.4, councillors and administrators who are precluded from participating in the consideration of a matter under this code because they have a conflict of interest in the matter, are not entitled to request access to council information in relation to the matter unless the information is otherwise available to members of the public, or the council has determined to make the information available under the GIPA Act.

Councillors and Administrators to Properly Examine and Consider Information

8.7 Councillors and administrators must ensure that they comply with their duty under section 439 of the LGA to act honestly and exercise a reasonable degree of care and diligence by properly examining and considering all the information provided to them relating to matters that they are required to make a decision on.

Draft Code of Conduct Policy

Page 19 of 39

Refusal of Access to Information

8.8 Where the general manager or public officer determine to refuse access to information requested by a councillor or administrator, they must act reasonably. In reaching this decision they must take into account whether or not the information requested is necessary for the councillor or administrator to perform their official functions (see clause 8.2) and whether they have disclosed a conflict of interest in the matter the information relates to that would preclude their participation in consideration of the matter (see clause 8.6). The general manager or public officer must state the reasons for the decision if access is refused.

Use of Certain Council Information

- 8.9 In regard to information obtained in your capacity as a council official, you must:
 - a. subject to clause 8.14, only access council information needed for council business
 - b. not use that council information for private purposes
 - not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have access by virtue of your office or position with council
 - d. only release council information in accordance with established council policies and procedures and in compliance with relevant legislation.

Use and Security of Confidential Information

- 8.10 You must maintain the integrity and security of confidential information in your possession, or for which you are responsible.
- 8.11 In addition to your general obligations relating to the use of council information, you must:
 - a. only access confidential information that you have been authorised to access and only do so for the purposes of exercising your official functions
 - b. protect confidential information
 - c. only release confidential information if you have authority to do so
 - d. only use confidential information for the purpose for which it is intended to be used
 - e. not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
 - f. not use confidential information with the intention to cause harm or detriment to the council or any other person or body
 - g. not disclose any confidential information discussed during a confidential session of a council or committee meeting or any other confidential forum (such as, but not limited to, workshops or briefing sessions).

Personal information

- 8.12 When dealing with personal information you must comply with:
 - a. the Privacy and Personal Information Protection Act 1998
 - b. the Health Records and Information Privacy Act 2002
 - c. the Information Protection Principles and Health Privacy Principles

Draft Code of Conduct Policy

Page 20 of 39

- d. the council's privacy management plan
- e. the Privacy Code of Practice for Local Government

Use of Council Resources

- 8.13 You must use council resources ethically, effectively, efficiently and carefully in exercising your official functions, and must not use them for private purposes, except when supplied as part of a contract of employment (but not for private business purposes), unless this use is lawfully authorised and proper payment is made where appropriate.
- 8.14 Union delegates and consultative committee members may have reasonable access to council resources and information for the purposes of carrying out their industrial responsibilities, including but not limited to:
 - a. the representation of members with respect to disciplinary matters
 - b. the representation of employees with respect to grievances and disputes
 - c. functions associated with the role of the local consultative committee.
- 8.15 You must be scrupulous in your use of council property, including intellectual property, official services, facilities, technology and electronic devices and must not permit their misuse by any other person or body.
- 8.16 You must avoid any action or situation that could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.
- 8.17 You must not use council resources (including council staff), property or facilities for the purpose of assisting your election campaign or the election campaigns of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.
- 8.18 You must not use the council letterhead, council crests, council email or social media or other information that could give the appearance it is official council material:
 - a. for the purpose of assisting your election campaign or the election campaign of others, or
 - b. for other non-official purposes.
- 8.19 You must not convert any property of the council to your own use unless properly authorised.

Internet Access and Use of Social Media

- 8.20 You must not use council's computer resources or mobile or other devices to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature, or that could otherwise lead to criminal penalty or civil liability and/or damage the council's reputation.
- 8.21 You must not use social media to post comments, photos, sound recordings or other information that:
 - a. compromises your capacity to perform your official duties in an unbiased
 - b. has the potential to have a negative impact on your working relationships within the council or with external parties

Draft Code of Conduct Policy

Page 21 of 39

- e. is offensive, humiliating, threatening or intimidating to other council officials or those that deal with the council
- d. has the capacity to damage the council's reputation or contains content about the council that may be misleading or deceptive
- e. divulges confidential council information
- f. breaches the privacy of other council officials or those that deal with council
- g. contains allegations of suspected breaches of this code or information about the consideration of a matter under this code, or
- h. could be perceived to be an official comment on behalf of the council where you have not been authorised to make such comment.

Council Record Keeping

- 8.22 You must comply with the requirements of the State Records Act 1998 and the council's records management policy.
- 8.23 All information created, sent and received in your official capacity is a council record and must be managed in accordance with the requirements of the *State Records Act* 1998 and the council's approved records management policies and practices.
- 8.24 All information stored in either soft or hard copy on council supplied resources (including technology devices and email accounts) is deemed to be related to the business of the council and will be treated as council records, regardless of whether the original intention was to create the information for personal purposes.
- 8.25 You must not destroy, alter, or dispose of council information or records, unless authorised to do so. If you need to alter or dispose of council information or records, you must do so in consultation with the council's records manager and comply with the requirements of the *State Records Act 1998*.

Councillor Access to Council Buildings

- 8.26 Councillors and administrators are entitled to have access to the council chamber, committee room, mayor's office (subject to availability), councillors' rooms, and public areas of council's buildings during normal business hours and for meetings. Councillors and administrators needing access to these facilities at other times must obtain authority from the general manager.
- 8.27 Councillors and administrators must not enter staff-only areas of council buildings without the approval of the general manager (or their delegate) or as provided for in the procedures governing the interaction of councillors and council staff.
- 8.28 Councillors and administrators must ensure that when they are within a staff only area they refrain from conduct that could be perceived to improperly influence council staff decisions.

9. MAINTAINING THE INTEGRITY OF THIS CODE

Complaints Made For an Improper Purpose

9.1 You must not make or threaten to make a complaint or cause a complaint to be made alleging a breach of this code for an improper purpose.

Draft Code of Conduct Policy

Page 22 of 39

- 9.2 For the purposes of clause 9.1, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:
 - a. to bully, intimidate or harass another council official
 - b. to damage another council official's reputation
 - c. to obtain a political advantage
 - d. to influence a council official in the exercise of their official functions or to prevent or disrupt the exercise of those functions
 - e. to influence the council in the exercise of its functions or to prevent or disrupt the exercise of those functions
 - f. to avoid disciplinary action under the Procedures
 - g. to take reprisal action against a person for making a complaint alleging a breach of this code
 - h. to take reprisal action against a person for exercising a function prescribed under the Procedures
 - to prevent or disrupt the effective administration of this code under the Procedures.

Detrimental Action

- 9.3 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made alleging a breach of this code.
- 9.4 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under the Procedures.
- 9.5 For the purposes of clauses 9.3 and 9.4, a detrimental action is an action causing, comprising or involving any of the following:
 - a. injury, damage or loss
 - b. intimidation or harassment
 - c. discrimination, disadvantage or adverse treatment in relation to employment
 - d. dismissal from, or prejudice in, employment
 - e. disciplinary proceedings.

Compliance with requirements under the Procedures

- 9.6 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under the Procedures.
- 9.7 You must comply with a reasonable and lawful request made by a person exercising a function under the Procedures. A failure to make a written or oral submission invited under the Procedures will not constitute a breach of this clause.
- 9.8 You must comply with a practice ruling made by the Office under the Procedures.

Disclosure of information about the consideration of a matter under the Procedures

Draft Code of Conduct Policy

Page 23 of 39

- 9.9 All allegations of breaches of this code must be dealt with under and in accordance with the Procedures.
- 9.10 You must not allege breaches of this code other than by way of a complaint made or initiated under the Procedures.
- 9.11 You must not make allegations about, or disclose information about, suspected breaches of this code at council, committee or other meetings, whether open to the public or not, or in any other forum, whether public or not.
- 9.12 You must not disclose information about a complaint you have made alleging a breach of this code or any other matter being considered under the Procedures except for the purposes of seeking legal advice, unless the disclosure is otherwise permitted under the Procedures.
- 9.13 Nothing under this Part prevents a person from making a public interest disclosure to an appropriate public authority or investigative authority under the *Public Interest Disclosures Act 1994*.

Complaints Alleging a Breach of This Part

- 9.14 Complaints alleging a breach of this Part by a councillor, the general manager or an administrator are to be managed by the Office. This clause does not prevent the Office from referring an alleged breach of this Part back to the council for consideration in accordance with the Procedures.
- 9.15 Complaints alleging a breach of this Part by other council officials are to be managed by the general manager in accordance with the Procedures.

Draft Code of Conduct Policy

Page 24 of 39

10. DEFINITIONS

In this code the following terms have the following meanings:

LGA the Local Government Act 1993

administrator an administrator of a council appointed under the LGA other

than an administrator appointed under section 66

committee see the definition of "council committee"

complaint a code of conduct complaint made for the purposes of clauses

4.1 and 4.2 of the Procedures.

council includes county councils and joint organisations

council committee a committee established by a council comprising of councillors,

staff or other persons that the council has delegated functions to and the council's audit, risk and improvement committee

council committee member a person other than a councillor or member of staff of a

council who is a member of a council committee other than a wholly advisory committee, and a person other than a councillor who is a member of the council's audit, risk and

improvement committee

council official includes councillors, members of staff of a council,

administrators, council committee members, delegates of council and, for the purposes of clause 4.16, council advisers

councillor any person elected or appointed to civic office, including the

mayor and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations

conduct includes acts and omissions

delegate of council a person (other than a councillor or member of staff of a

council) or body, and the individual members of that body, to

whom a function of the council is delegated

designated person a person referred to in clause 4.8

election campaign includes council, state and federal election campaigns

environmental planning

instrument

has the same meaning as it has in the Environmental Planning

and Assessment Act 1979

general manager includes the executive officer of a joint organisation

joint organisation a joint organisation established under section 4000 of the LGA

local planning panel a local planning panel constituted under the Environmental

Planning and Assessment Act 1979

mayor includes the chairperson of a county council or a joint

organisation

Draft Code of Conduct Policy

Page 25 of 39

Attachment 1
Draft Revised Code of Conduct
Policy

Draft Code of Conduct Policy

Page 26 of 39

members of staff of a council includes members of staff of county councils and joint

organisations

the Office

Office of Local Government

personal information

information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion

the Procedures

the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW prescribed under the

Regulation

the Regulation

the Local Government (General) Regulation 2005

voting representative wholly advisory

a voting representative of the board of a joint organisation

committee

a council committee that the council has not delegated any

functions to

Draft Code of Conduct Policy

Page 27 of 39

SCHEDULE 1: DISCLOSURES OF INTERESTS AND OTHER MATTERS IN WRITTEN RETURNS SUBMITTED UNDER CLAUSE 4.21

Part 1: Preliminary

Definitions

1. For the purposes of the schedules to this code, the following definitions apply:

address means:

- a) in relation to a person other than a corporation, the last residential or business address of the person known to the councillor or designated person disclosing the address, or
- in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- c) in relation to any real property, the street address of the property.

de facto partner has the same meaning as defined in section 21C of the Interpretation Act 1987.

disposition of property means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- a) the allotment of shares in a company
- b) the creation of a trust in respect of property
- the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property
- d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property
- e) the exercise by a person of a general power of appointment over property in favour of another person
- f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

gift means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

interest means:

- a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or
- b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth) in securities issued or made available by the corporation.

listed company means a company that is listed within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth.

occupation includes trade, profession and vocation.

Schedule 1: Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21 Code of Conduct Policy Page 28 of 39

professional or business association means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the economic interests of its members in any occupation.

property includes money.

return date means:

- a) in the case of a return made under clause 4.21(a), the date on which a person became a councillor or designated person
- b) in the case of a return made under clause 4.21 (b), 30 June of the year in which the return is made
- c) in the case of a return made under clause 4.21 (c), the date on which the councillor or designated person became aware of the interest to be disclosed.

relative includes any of the following:

- a) a person's spouse or de facto partner
- b) a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- c) a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- d) the spouse or de factor partner of a person referred to in paragraphs (b) and (c).

travel includes accommodation incidental to a journey.

Matters relating to the interests that must be included in returns

- Interests etc. outside New South Wales: A reference in this schedule or in schedule
 2 to a disclosure concerning a corporation or other thing includes any reference
 to a disclosure concerning a corporation registered, or other thing arising or
 received, outside New South Wales.
- References to interests in real property: A reference in this schedule or in schedule
 2 to real property in which a councillor or designated person has an interest
 includes a reference to any real property situated in Australia in which the
 councillor or designated person has an interest.
- 4. Gifts, loans etc. from related corporations: For the purposes of this schedule and schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a councillor or designated person by two or more corporations that are related to each other for the purposes of section 50 of the Corporations Act 2001 of the Commonwealth are all given, made or supplied by a single corporation.

Schedule 1: Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21 Code of Conduct Policy Page 29 of 39

Part 2: Pecuniary interests to be disclosed in returns

Real Property

- 5. A person making a return under clause 4.21 of this code must disclose:
 - a) the street address of each parcel of real property in which they had an interest on the return date, and
 - b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
 - c) the nature of the interest.
- 6. An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
 - a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
 - as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
- An interest in a parcel of real property need not be disclosed in a return if the
 person ceased to hold the interest prior to becoming a councillor or designated
 person.
- 8. For the purposes of clause 5 of this schedule, "interest" includes an option to purchase.

Gifts

- 9. A person making a return under clause 4.21 of this code must disclose:
 - a) a description of each gift received in the period since 30 June of the previous financial year, and
 - b) the name and address of the donor of each of the gifts.
- 10. A gift need not be included in a return if:
 - a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
 - b) it was a political donation disclosed, or required to be disclosed, under Part 3 of the Electoral Funding Act 2018, or
 - c) the donor was a relative of the donee, or
 - d) subject to paragraph (a), it was received prior to the person becoming a councillor or designated person.
- 11. For the purposes of clause 10 of this schedule, the amount of a gift other than money is an amount equal to the value of the property given.

Contributions to travel

- 12. A person making a return under clause 4.21 of this code must disclose:
 - a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and
 - b) the dates on which the travel was undertaken, and
 - c) the names of the states and territories, and of the overseas countries, in which the travel was undertaken.
- 13. A financial or other contribution to any travel need not be disclosed under this clause if it:

Schedule 1: Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21 Code of Conduct Policy Page 30 of 39

- a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or council vehicles), or
- b) was made by a relative of the traveller, or
- was made in the ordinary course of an occupation of the traveller that is not related to their functions as the holder of a position requiring the making of a return, or
- d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
- e) was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act* 2018, or
- f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
- g) subject to paragraph (d) it was received prior to the person becoming a councillor or designated person.
- 14. For the purposes of clause 13 of this schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.

Interests and positions in corporations

- 15. A person making a return under clause 4.21 of this code must disclose:
 - a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
 - b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
 - c) the nature of the interest, or the position held, in each of the corporations, and
 - d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.
- 16. An interest in, or a position held in, a corporation need not be disclosed if the corporation is:
 - a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and
 - b) required to apply its profits or other income in promoting its objects, and
 - c) prohibited from paying any dividend to its members.
- 17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.
- 18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a councillor or designated person.

Interests as a property developer or a close associate of a property developer

- 19. A person making a return under clause 4.21 of this code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.
- 20. For the purposes of clause 19 of this schedule:

Schedule 1: Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21 Code of Conduct Policy Page 31 of 39 close associate, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the Electoral Funding Act 2018.

property developer has the same meaning as it has in Division 7 of Part 3 of the Electoral Funding Act 2018.

Positions in trade unions and professional or business associations

- 21. A person making a return under clause 4.21 of the code must disclose:
 - a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
 - b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
 - c) a description of the position held in each of the unions and associations.
- 22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a councillor or designated person.

Dispositions of real property

- 23. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.
- 24. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return, being a disposition under which the person making the return obtained wholly or partly the use of the property.
- 25. A disposition of real property need not be disclosed if it was made prior to a person becoming a councillor or designated person.

Sources of income

- 26. A person making a return under clause 4.21 of this code must disclose:
 - a) each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
 - b) each source of income received by the person in the period since 30 June of the previous financial year.
- 27. A reference in clause 26 of this schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:
 - a) in relation to income from an occupation of the person:
 - (i) a description of the occupation, and
 - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
 - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
 - b) in relation to income from a trust, the name and address of the settlor and the trustee, or

Schedule 1: Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21 Code of Conduct Policy Page 32 of 39

- c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.
- 28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.
- 29. The source of any income received by the person that they ceased to receive prior to becoming a councillor or designated person need not be disclosed.
- 30. A fee paid to a councillor or to the mayor or deputy mayor under sections 248 or 249 of the LGA need not be disclosed.

Debts

- 31. A person making a return under clause 4.21 of this code must disclose the name and address of each person to whom the person was liable to pay any debt:
 - a) on the return date, and
 - b) at any time in the period since 30 June of the previous financial year.
- 32. A liability to pay a debt must be disclosed by a person in a return made under clause 4.21 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.
- 33. A liability to pay a debt need not be disclosed by a person in a return if:
 - a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:
 - (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the previous financial year, as the case may be, and
 - (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
 - b) the person was liable to pay the debt to a relative, or
 - c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposit-taking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
 - d) in the case of a debt arising from the supply of goods or services:
 - (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or
 - (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
 - e) subject to paragraph (a), the debt was discharged prior to the person becoming a councillor or designated person.

Discretionary disclosures

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.

Schedule 1: Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21 Code of Conduct Policy Page 33 of 39

SCHEDULE 2: FORM OF WRITTEN RETURN OF INTERESTS SUBMITTED UNDER CLAUSE 4.21

'Disclosures by councillors and designated persons' return

- The pecuniary interests and other matters to be disclosed in this return are
 prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in
 NSW (the Model Code of Conduct).
- 2. If this is the first return you have been required to lodge with the general manager after becoming a councillor or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a councillor or designated person.
- 3. If you have previously lodged a return with the general manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the general manager, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a councillor or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
- 4. If you have previously lodged a return with the general manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
- 5. This form must be completed using block letters or typed.
- 6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
- If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the general manager in a register of returns. The general manager is required to table all returns at a council meeting.

Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

Schedule 2: Form of Written Return of Interests Submitted Under Clause 4.21 Code of Conduct Policy

Page 34 of 39

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

Disclosure of pecuniary interests and other matters by [full name of councillor or designated person]

as at [return date]

in respect of the period from [date] to [date]

[councillor's or designated person's signature] [date]

A. Real Property

Street address of each parcel of real property in which I had an Nature of interest interest at the return date/at any time since 30 June

B. Sources of income

1 Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from an occupation at any time since 30 June

Description of occupation

Name and address of employer or description of office held (if applicable) Name under which partnership conducted (if applicable)

2 Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from a trust since 30 June

Name and address of settlor

Name and address of trustee

3 Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June

Sources of other income I received at any time since 30 June [Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]

C. Gifts

Description of each gift I received at any time Name and address of donor since 30 June

D. Contributions to travel

Name and address of each Dates on which travel was person who made any financial undertaken Territories of the or other contribution to any Commonwealth travel undertaken by me at any time since 30 June Name of States, Territories of the Commonwealth and overseas countries in

Schedule 2: Form of Written Return of Interests Submitted Under Clause 4.21

Code of Conduct Policy

Page 35 of 39

	which travel was
	undertaken
E. Interests and positions in corporations	
Name and address of each Nature of Description of corporation in which I had an interest (if any) position (if any interest or held a position at the return date/at any time since 30 June	Description of) principal objects (if any) of corporation (except in case of listed company)
F. Were you a property developer or a close associate of a proon the return date? (Y/N)	perty developer
G. Positions in trade unions and professional or business associa	tions
Name of each trade union and each Description of	
professional or business association in which I	
held any position (whether remunerated or not)	
at the return date/at any time since 30 June	
H. Debts	
Name and address of each person to whom I was liable to pay return date/at any time since 30 June	any debt at the
I. Dispositions of property	
Particulars of each disposition of real property by me (including the content of the conten	na the street
address of the affected property) at any time since 30 June as	
retained, either wholly or in part, the use and benefit of the pro	
to re-acquire the property at a later time	parry or mangin
2 Particulars of each disposition of property to a person by any	
under arrangements made by me (including the street address	
property), being dispositions made at any time since 30 June, o	
I obtained, either wholly or in part, the use and benefit of the p	roperty
J. Discretionary disclosures	

SCHEDULE 3: FORM OF SPECIAL DISCLOSURE OF PECUNIARY INTEREST SUBMITTED UNDER CLAUSE 4.37

- 1. This form must be completed using block letters or typed.
- If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

Schedule 3: Form of Special Disclosure of Pecuniary Interest Submitted Under Clause 4.37

Code of Conduct Policy

Page 37 of 39

Special disclosure of pecuniary interests by [full name of councillor]

in the matter of [insert name of environmental planning instrument]

which is to be considered at a meeting of the [name of council or council committee (as the case requires)]

to be held on the day of 20.

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	
Relationship of identified land to the councillor [Tick or cross one box.]	□ The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). □ An associated person of the councillor has an interest in the land. □ An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land) ² [Tick or cross one box]	□ The identified land. □ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]	
Proposed change of zone/planning control [Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]	
Effect of proposed change of zone/planning control on councillor or associated person [Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"]	

¹ Clause 4.1 of the Model Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Model Code of Conduct.

Schedule 3: Form of Special Disclosure of Pecuniary Interest Submitted Under Clause 4.37

Code of Conduct Policy

Page 38 of 39

² A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Model Code of Conduct has a proprietary interest.

ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 1
Draft Revised Code of Conduct
Policy

[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.]

Councillor's signature

Date

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

Schedule 3: Form of Special Disclosure of Pecuniary Interest Submitted Under Clause 4.37

Code of Conduct Policy

Page 39 of 39

Model Code of Conduct

for Local Councils in NSW



MODEL CODE OF CONDUCT FOR LOCAL COUNCILS IN NSW

2020

ACCESS TO SERVICES

The Office of Local Government is located at:

Street Address: Levels 1 & 2, 5 O'Keefe Avenue, NOWRA NSW 2541

Postal Address: Locked Bag 3015, Nowra, NSW 2541

 Phone:
 02 4428 4100

 Fax:
 02 4428 4199

 TTY:
 02 4428 4209

 Email:
 olg@olg.nsw.gov.au

 Website:
 www.olg.nsw.gov.au

OFFICE HOURS

Monday to Friday 9.00am to 5.00pm

(Special arrangements may be made if

these hours are unsuitable)

All offices are wheelchair accessible.

ALTERNATIVE MEDIA PUBLICATIONS

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact us on 02 4428 4100.

DISCLAIMER

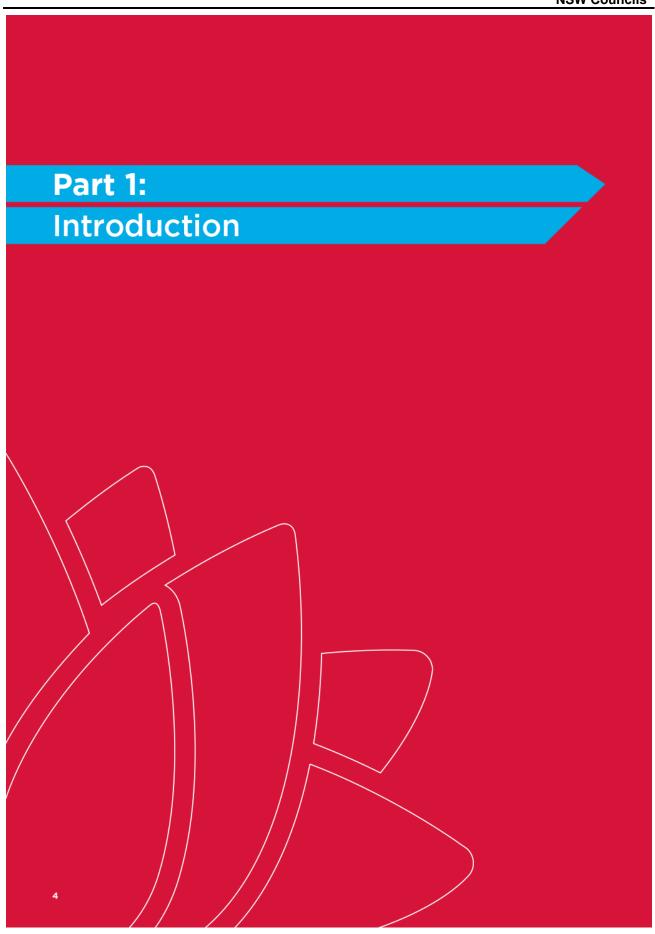
While every effort has been made to ensure the accuracy of the information in this publication, the Office of Local Government expressly disclaims any liability to any person in respect of anything done or not done as a result of the contents of the publication or the data provided.

© Department of Planning, Industry and Environment 2020 Produced by the Department of Planning, Industry and Environment

Contents

Contents

Part 1:	Introduction	4
Part 2:	Definitions	6
Part 3:	General Conduct Obligations	10
Part 4:	Pecuniary Interests	14
Part 5:	Non-Pecuniary Conflicts of Interest	22
Part 6:	Personal Benefit	28
Part 7:	Relationships Between Council Officials	32
Part 8:	Access to Information and Council Resources	36
Part 9:	Maintaining the Integrity of this Code	42
Schedule 1:	Disclosures of Interest and Other Matters in Written Returns Submitted Under Clause 4.21	46
Schedule 2:	Form of Written Return of Interests Submitted Under Clause 4.21	54
Schedule 3:	Form of Special Disclosure of Pecuniary Interest Submitted Under Clause 4.37	58



Introduction

This Model Code of Conduct for Local Councils in NSW ("the Model Code of Conduct") is made under section 440 of the Local Government Act 1993 ("LGA") and the Local Government (General) Regulation 2005 ("the Regulation").

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. A council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (eg volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted code of conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct. However, a council's or joint organisation's adopted code of conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

Councillors, administrators, members of staff of councils, delegates of councils, (including members of council committees that are delegates of a council) and any other person a council's adopted code of conduct applies to, must comply with the applicable provisions of their council's code of conduct. It is the personal responsibility of council officials to comply with the standards in the code and to regularly review their personal circumstances and conduct with this in mind.

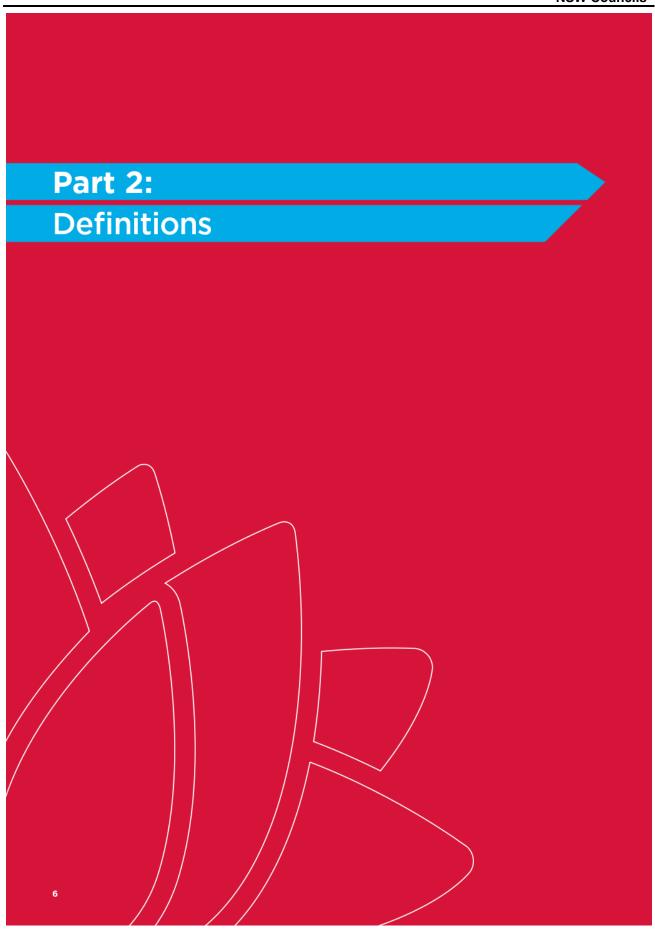
Failure by a councillor to comply with the standards of conduct prescribed under this code constitutes misconduct for the purposes of the LGA. The LGA provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office. A councillor who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years.

Failure by a member of staff to comply with a council's code of conduct may give rise to disciplinary action.

Note: References in the Model Code of Conduct to councils are also to be taken as references to county councils and joint organisations.

Note: In adopting the Model Code of Conduct, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

Note: In adopting the Model Code of Conduct, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".



Definitions

In this code the following terms have the following meanings:

administrator an administrator of a council appointed under the LGA other than an

administrator appointed under section 66

committee see the definition of "council committee"

complaint a code of conduct complaint made for the purposes of clauses 4.1

and 4.2 of the Procedures.

conduct includes acts and omissions

council includes county councils and joint organisations

council committee a committee established by a council comprising of councillors, staff

or other persons that the council has delegated functions to and the

council's audit, risk and improvement committee

council committee member — a person other than a councillor or member of staff of a council who

is a member of a council committee other than a wholly advisory committee, and a person other than a councillor who is a member of

the council's audit, risk and improvement committee

council official includes councillors, members of staff of a council, administrators,

council committee members, delegates of council and, for the

purposes of clause 4.16, council advisers

councillor any person elected or appointed to civic office, including the mayor

and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and

chairpersons of joint organisations

delegate of council a person (other than a councillor or member of staff of a council) or

body, and the individual members of that body, to whom a function

of the council is delegated

designated person a person referred to in clause 4.8

election campaign includes council, state and federal election campaigns

environmental planning

instrument

has the same meaning as it has in the Environmental Planning and

Assessment Act 1979

general manager includes the executive officer of a joint organisation

joint organisation a joint organisation established under section 4000 of the LGA

LGA Local Government Act 1993

local planning panel a local planning panel constituted under the Environmental Planning

and Assessment Act 1979

mayor includes the chairperson of a county council or a joint organisation

members of staff of a council includes members of staff of county councils and joint organisations

or a courier

the Office Office of Local Government

personal information information or an opinion (including information or an opinion

forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can

reasonably be ascertained from the information or opinion

the Procedures the Procedures for the Administration of the Model Code of Conduct

for Local Councils in NSW prescribed under the Regulation

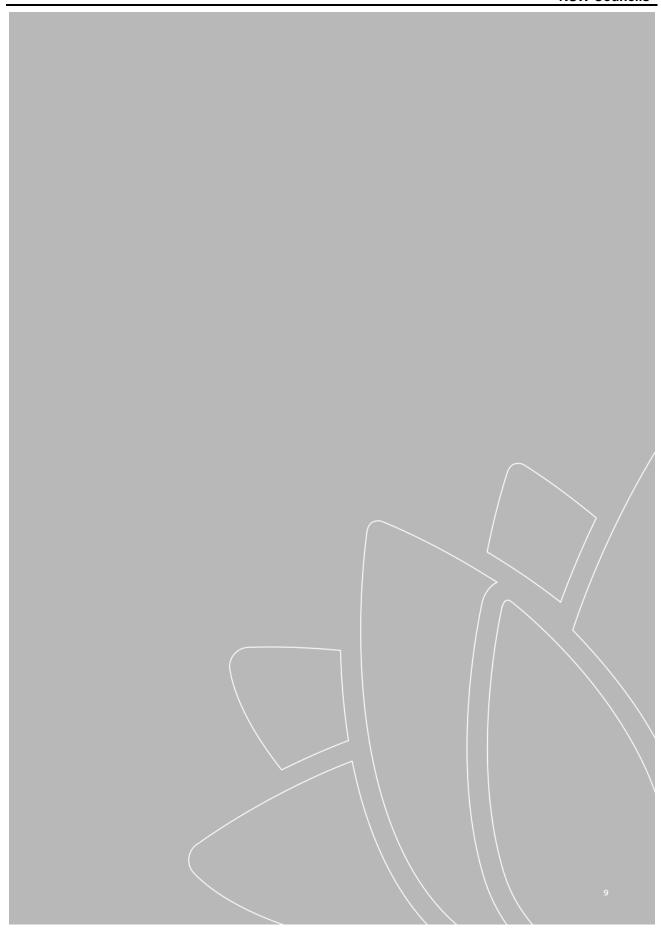
the Regulation the Local Government (General) Regulation 2005

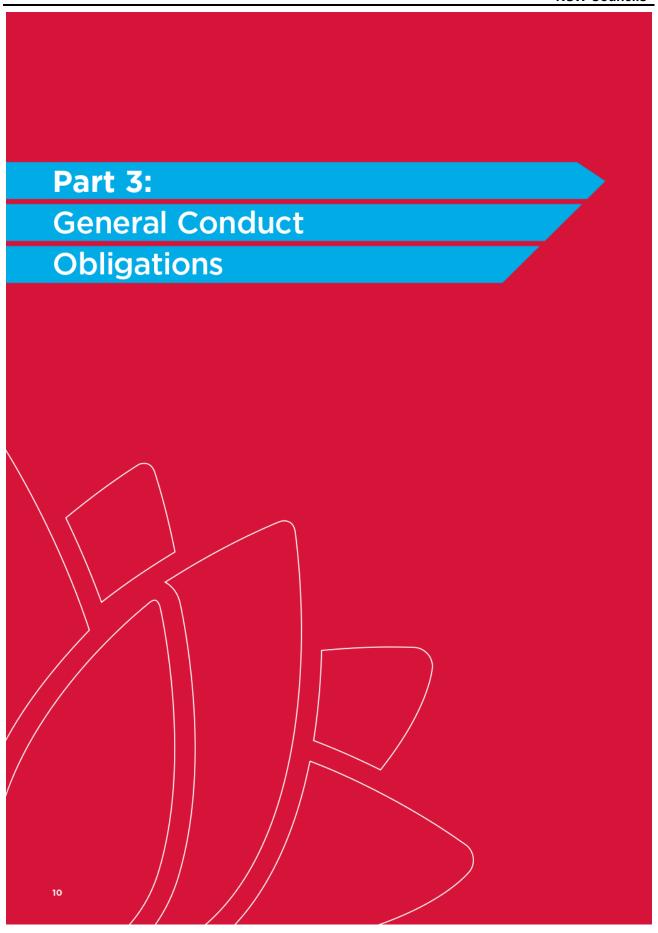
voting representative a voting representative of the board of a joint organisation

wholly advisory

a council committee that the council has not delegated any

committee functions to





General Conduct Obligations

General conduct

- 3.1 You must not conduct yourself in a manner that:
 - a) is likely to bring the council or other council officials into disrepute
 - is contrary to statutory requirements or the council's administrative requirements or policies
 - c) is improper or unethical
 - d) is an abuse of power
 - e) causes, comprises or involves intimidation or verbal abuse
 - f) involves the misuse of your position to obtain a private benefit
 - g) constitutes harassment or bullying behaviour under this code, or is unlawfully discriminatory.
- 3.2 You must act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out your functions under the LGA or any other Act. (section 439).

Fairness and equity

- 3.3 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.
- 3.4 You must take all relevant facts known to you, or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.
- 3.5 An act or omission in good faith, whether or not it involves error, will not constitute a breach of clauses 3.3 or 3.4.

Harassment and discrimination

- 3.6 You must not harass or unlawfully discriminate against others, or support others who harass or unlawfully discriminate against others, on the grounds of age, disability, race (including colour, national or ethnic origin or immigrant status), sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding, sexual orientation, gender identity or intersex status or political, religious or other affiliation.
- 3.7 For the purposes of this code, "harassment" is any form of behaviour towards a person that:
 - a) is not wanted by the person
 - offends, humiliates or intimidates the person, and
 - c) creates a hostile environment.

Bullying

- 3.8 You must not engage in bullying behaviour towards others.
- 3.9 For the purposes of this code, "bullying behaviour" is any behaviour in which:
 - a) a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons, and
 - the behaviour creates a risk to health and safety.
- 3.10 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:
 - a) aggressive, threatening or intimidating conduct
 - b) belittling or humiliating comments

- c) spreading malicious rumours
- d) teasing, practical jokes or 'initiation ceremonies'
- e) exclusion from work-related events
- f) unreasonable work expectations, including too much or too little work, or work below or beyond a worker's skill level
- g) displaying offensive material
- h) pressure to behave in an inappropriate manner.
- 3.11 Reasonable management action carried out in a reasonable manner does not constitute bullying behaviour for the purposes of this code. Examples of reasonable management action may include, but are not limited to:
 - a) performance management processes
 - b) disciplinary action for misconduct
 - informing a worker about unsatisfactory work performance or inappropriate work behaviour
 - d) directing a worker to perform duties in keeping with their job
 - e) maintaining reasonable workplace goals and standards
 - f) legitimately exercising a regulatory function
 - g) legitimately implementing a council policy or administrative processes.

Work health and safety

3.12 All council officials, including councillors, owe statutory duties under the *Work Health and Safety Act 2011* (WHS Act). You must comply with your duties under the WHS Act and your responsibilities under any policies or procedures adopted by the council to ensure workplace health and safety. Specifically, you must:

- a) take reasonable care for your own health and safety
- take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons
- c) comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WHS Act and any policies or procedures adopted by the council to ensure workplace health and safety
- d) cooperate with any reasonable policy or procedure of the council relating to workplace health or safety that has been notified to council staff
- report accidents, incidents, near misses, to the general manager or such other staff member nominated by the general manager, and take part in any incident investigations
- f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WHS Act in relation to the same matter.

Land use planning, development assessment and other regulatory functions

3.13 You must ensure that land use planning, development assessment and other regulatory decisions are properly made, and that all parties are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the exercise of land use planning, development assessment and other regulatory functions.

General Conduct Obligations

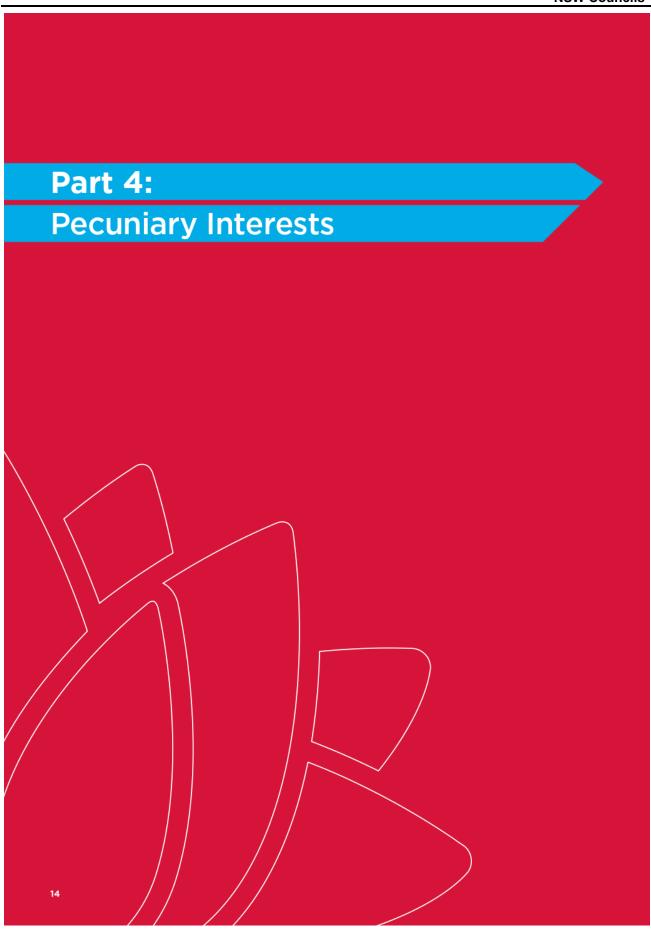
3.14 In exercising land use planning, development assessment and other regulatory functions, you must ensure that no action, statement or communication between yourself and others conveys any suggestion of willingness to improperly provide concessions or preferential or unduly unfavourable treatment.

Binding caucus votes

- 3.15 You must not participate in binding caucus votes in relation to matters to be considered at a council or committee meeting.
- 3.16 For the purposes of clause 3.15, a binding caucus vote is a process whereby a group of councillors are compelled by a threat of disciplinary or other adverse action to comply with a predetermined position on a matter before the council or committee, irrespective of the personal views of individual members of the group on the merits of the matter before the council or committee.
- 3.17 Clause 3.15 does not prohibit councillors from discussing a matter before the council or committee prior to considering the matter in question at a council or committee meeting, or from voluntarily holding a shared view with other councillors on the merits of a matter.
- 3.18 Clause 3.15 does not apply to a decision to elect the mayor or deputy mayor, or to nominate a person to be a member of a council committee or a representative of the council on an external body.

Obligations in relation to meetings

- 3.19 You must comply with rulings by the chair at council and committee meetings or other proceedings of the council unless a motion dissenting from the ruling is passed.
- 3.20 You must not engage in bullying behaviour (as defined under this Part) towards the chair, other council officials or any members of the public present during council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions).
- 3.21 You must not engage in conduct that disrupts council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.
- 3.22 If you are a councillor, you must not engage in any acts of disorder or other conduct that is intended to prevent the proper or effective functioning of the council, or of a committee of the council. Without limiting this clause, you must not:
 - a) leave a meeting of the council or a committee for the purposes of depriving the meeting of a quorum, or
 - submit a rescission motion with respect to a decision for the purposes of voting against it to prevent another councillor from submitting a rescission motion with respect to the same decision, or
 - c) deliberately seek to impede the consideration of business at a meeting.



Pecuniary Interests

What is a pecuniary interest?

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
 - (a) your interest, or
 - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
 - (c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
 - (a) Your "relative" is any of the following:
 - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (ii).
 - (b) "de facto partner" has the same meaning as defined in section 21C of the Interpretation Act 1987.

- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c):
 - (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
 - (b) just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
 - (c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

What interests do not have to be disclosed?

- 4.6 You do not have to disclose the following interests for the purposes of this Part:
 - (a) your interest as an elector
 - (b) your interest as a ratepayer or person liable to pay a charge
 - (c) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this code
 - (d) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to your relative by the council in the same manner and subject to the same conditions as apply to persons who are not subject to this code

- (e) an interest you have as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)
- (f) if you are a council committee member, an interest you have as a person chosen to represent the community, or as a member of a nonprofit organisation or other community or special interest group, if you have been appointed to represent the organisation or group on the council committee
- (g) an interest you have relating to a contract, proposed contract or other matter, if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company
- (h) an interest you have arising from the proposed making by the council of an agreement between the council and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the interest arises because your relative is a shareholder (but not a director) of the corporation, or is a member (but not a member of the committee) of the association, or is a partner of the partnership
- (i) an interest you have arising from the making by the council of a contract or agreement with your relative for, or in relation to, any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the council in respect of similar matters with other residents of the area:

- the performance by the council at the expense of your relative of any work or service in connection with roads or sanitation
- ii) security for damage to footpaths or roads
- iii) any other service to be rendered, or act to be done, by the council by or under any Act conferring functions on the council, or by or under any contract
- (j) an interest relating to the payment of fees to councillors (including the mayor and deputy mayor)
- (k) an interest relating to the payment of expenses and the provision of facilities to councillors (including the mayor and deputy mayor) in accordance with a policy under section 252 of the LGA,
- an interest relating to an election to the office of mayor arising from the fact that a fee for the following 12 months has been determined for the office of mayor
- (m)an interest of a person arising from the passing for payment of a regular account for the wages or salary of an employee who is a relative of the person
- (n) an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a councillor or a council committee member
- (o) an interest arising from the appointment of a councillor to a body as a representative or delegate of the council, whether or not a fee or other recompense is payable to the representative or delegate.
- 4.7 For the purposes of clause 4.6, "relative" has the same meaning as in clause 4.4, but includes your spouse or de facto partner.

Pecuniary Interests

What disclosures must be made by a designated person?

- 4.8 Designated persons include:
 - (a) the general manager
 - (b) other senior staff of the council for the purposes of section 332 of the LGA
 - (c) a person (other than a member of the senior staff of the council) who is a member of staff of the council or a delegate of the council and who holds a position identified by the council as the position of a designated person because it involves the exercise of functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest
 - (d) a person (other than a member of the senior staff of the council) who is a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of the council's functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.
- 4.9 A designated person:
 - (a) must prepare and submit written returns of interests in accordance with clauses 4.21, and
 - (b) must disclose pecuniary interests in accordance with clause 4.10.

- 4.10 A designated person must disclose in writing to the general manager (or if the person is the general manager, to the council) the nature of any pecuniary interest the person has in any council matter with which the person is dealing as soon as practicable after becoming aware of the interest.
- 4.11 Clause 4.10 does not require a designated person who is a member of staff of the council to disclose a pecuniary interest if the interest relates only to the person's salary as a member of staff, or to their other conditions of employment.
- 4.12 The general manager must, on receiving a disclosure from a designated person, deal with the matter to which the disclosure relates or refer it to another person to deal with.
- 4.13 A disclosure by the general manager must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and the council must deal with the matter to which the disclosure relates or refer it to another person to deal with.

What disclosures must be made by council staff other than designated persons?

- 4.14 A member of staff of council, other than a designated person, must disclose in writing to their manager or the general manager the nature of any pecuniary interest they have in a matter they are dealing with as soon as practicable after becoming aware of the interest.
- 4.15 The staff member's manager or the general manager must, on receiving a disclosure under clause 4.14, deal with the matter to which the disclosure relates or refer it to another person to deal with.

What disclosures must be made by council advisers?

- 4.16 A person who, at the request or with the consent of the council or a council committee, gives advice on any matter at any meeting of the council or committee, must disclose the nature of any pecuniary interest the person has in the matter to the meeting at the time the advice is given. The person is not required to disclose the person's interest as an adviser.
- 4.17 A person does not breach clause 4.16 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.

What disclosures must be made by a council committee member?

- 4.18 A council committee member must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29.
- 4.19 For the purposes of clause 4.18, a "council committee member" includes a member of staff of council who is a member of the committee.

What disclosures must be made by a councillor?

4.20 A councillor:

- (a) must prepare and submit written returns of interests in accordance with clause 4.21, and
- (b) must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29 where it is applicable.

Disclosure of interests in written returns

- 4.21 A councillor or designated person must make and lodge with the general manager a return in the form set out in schedule 2 to this code, disclosing the councillor's or designated person's interests as specified in schedule 1 to this code within 3 months after:
 - (a) becoming a councillor or designated person, and
 - (b) 30 June of each year, and
 - (c) the councillor or designated person becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).
- 4.22 A person need not make and lodge a return under clause 4.21, paragraphs (a) and (b) if:
 - (a) they made and lodged a return under that clause in the preceding 3 months, or
 - (b) they have ceased to be a councillor or designated person in the preceding 3 months.

Pecuniary Interests

- 4.23 A person must not make and lodge a return that the person knows or ought reasonably to know is false or misleading in a material particular.
- 4.24 The general manager must keep a register of returns required to be made and lodged with the general manager.
- 4.25 Returns required to be lodged with the general manager under clause 4.21(a) and (b) must be tabled at the first meeting of the council after the last day the return is required to be lodged.
- 4.26 Returns required to be lodged with the general manager under clause 4.21(c) must be tabled at the next council meeting after the return is lodged.
- 4.27 Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

Disclosure of pecuniary interests at meetings

- 4.28 A councillor or a council committee member who has a pecuniary interest in any matter with which the council is concerned, and who is present at a meeting of the council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.
- 4.29 The councillor or council committee member must not be present at, or in sight of, the meeting of the council or committee:
 - (a) at any time during which the matter is being considered or discussed by the council or committee, or

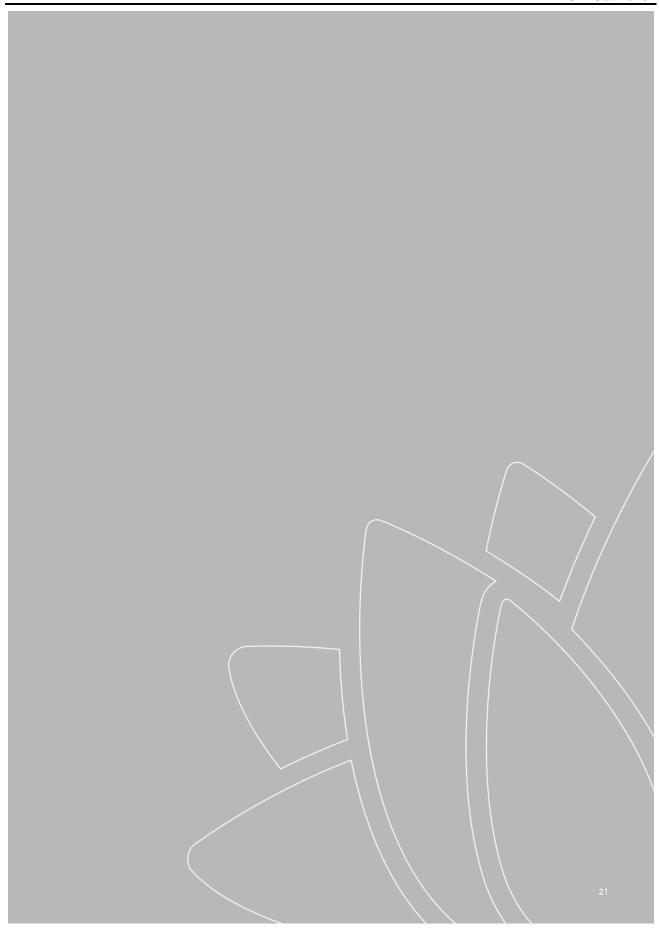
- (b) at any time during which the council or committee is voting on any question in relation to the matter.
- 4.30 In the case of a meeting of a board of a joint organisation, a voting representative is taken to be present at the meeting for the purposes of clauses 4.28 and 4.29 where they participate in the meeting by telephone or other electronic means.
- 4.31 A disclosure made at a meeting of a council or council committee must be recorded in the minutes of the meeting.
- 4.32 A general notice may be given to the general manager in writing by a councillor or a council committee member to the effect that the councillor or council committee member, or the councillor's or council committee member's spouse, de facto partner or relative, is:
 - (a) a member of, or in the employment of, a specified company or other body, or
 - (b) a partner of, or in the employment of, a specified person.

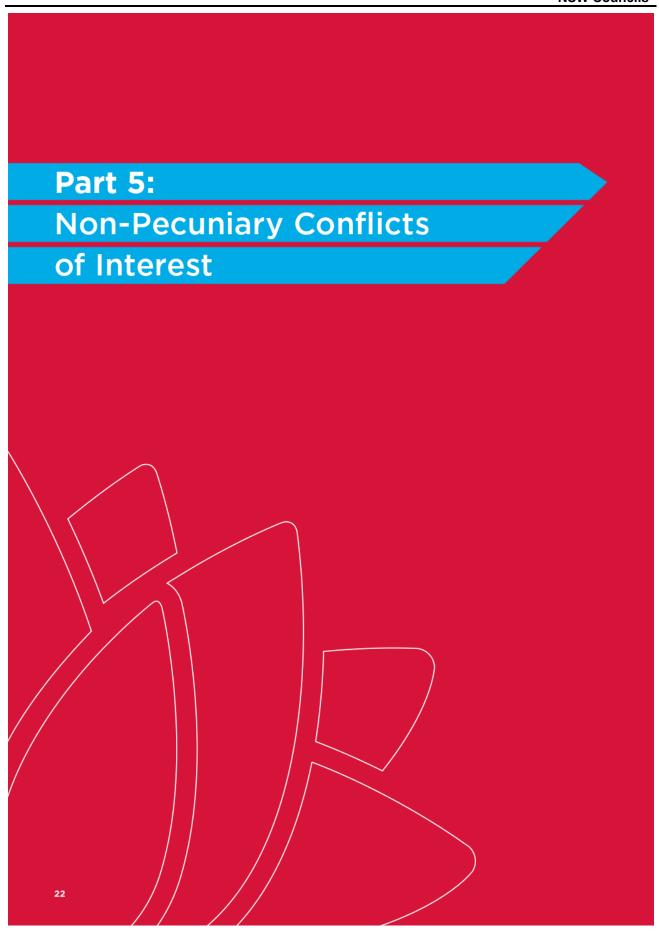
Such a notice is, unless and until the notice is withdrawn or until the end of the term of the council in which it is given (whichever is the sooner), sufficient disclosure of the councillor's or council committee member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the council or council committee after the date of the notice.

4.33 A councillor or a council committee member is not prevented from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor or council committee member has an interest in the matter of a kind referred to in clause 4.6.

- 4.34 A person does not breach clauses 4.28 or 4.29 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.
- 4.35 Despite clause 4.29, a councillor who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.
- 4.36 Clause 4.29 does not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting if:
 - (a) the matter is a proposal relating to:
 - the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
 - (b) the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person (whose interests are relevant under clause 4.3) in that person's principal place of residence, and
 - (c) the councillor made a special disclosure under clause 4.37 in relation to the interest before the commencement of the meeting.

- 4.37 A special disclosure of a pecuniary interest made for the purposes of clause4.36(c) must:
 - (a) be in the form set out in schedule 3 of this code and contain the information required by that form, and
 - (b) be laid on the table at a meeting of the council as soon as practicable after the disclosure is made, and the information contained in the special disclosure is to be recorded in the minutes of the meeting.
- 4.38 The Minister for Local Government may, conditionally or unconditionally, allow a councillor or a council committee member who has a pecuniary interest in a matter with which the council is concerned to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
 - (a) that the number of councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
 - (b) that it is in the interests of the electors for the area to do so.
- 4.39 A councillor or a council committee member with a pecuniary interest in a matter who is permitted to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter under clause 4.38, must still disclose the interest they have in the matter in accordance with clause 4.28.





Non-Pecuniary Conflicts of Interest

conflict of interest?

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any nonpecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

What is a non-pecuniary Managing non-pecuniary conflicts of interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of council staff other than the general manager, such a disclosure is to be made to the staff member's manager. In the case of the general manager, such a disclosure is to be made to the mayor.
- If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:
 - a) a relationship between a council official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council official's extended family that the council official has a close personal relationship with, or another person living in the same household

- b) other relationships with persons
 who are affected by a decision or a
 matter under consideration that are
 particularly close, such as friendships
 and business relationships. Closeness
 is defined by the nature of the
 friendship or business relationship, the
 frequency of contact and the duration
 of the friendship or relationship.
- c) an affiliation between the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
- d) membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
- a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
- the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.

- 5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:
 - a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
 - b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.
- 5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.
- 5.12 If you are a member of staff of council other than the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the mayor.
- 5.13 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.

Non-Pecuniary Conflicts of Interest

5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

Political donations

- 5.15 Councillors should be aware that matters before council or committee meetings involving their political donors may also give rise to a non-pecuniary conflict of interest.
- 5.16 Where you are a councillor and have received or knowingly benefitted from a reportable political donation:
 - a) made by a major political donor in the previous four years, and
 - b) the major political donor has a matter before council,

you must declare a non-pecuniary conflict of interest in the matter, disclose the nature of the interest, and manage the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29. A disclosure made under this clause must be recorded in the minutes of the meeting.

- 5.17 For the purposes of this Part:
 - a) a "reportable political donation" has the same meaning as it has in section
 6 of the Electoral Funding Act 2018
 - b) "major political donor" has the same meaning as it has in the Electoral Funding Act 2018.

- 5.18 Councillors should note that political donations that are not a "reportable political donation", or political donations to a registered political party or group by which a councillor is endorsed, may still give rise to a non-pecuniary conflict of interest. Councillors should determine whether or not such conflicts are significant for the purposes of clause 5.9 and take the appropriate action to manage them.
- 5.19 Despite clause 5.16, a councillor who has received or knowingly benefitted from a reportable political donation of the kind referred to in that clause, may participate in a decision to delegate consideration of the matter in question to another body or person.

Loss of quorum as a result of compliance with this Part

- 5.20 A councillor who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interest in the matter is permitted to participate in consideration of the matter if:
 - a) the matter is a proposal relating to:
 - the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and

- b) the non-pecuniary conflict of interest arises only because of an interest that a person has in that person's principal place of residence, and
- the councillor discloses the interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part in accordance with clause 5.6.
- 5.21 The Minister for Local Government may, conditionally or unconditionally, allow a councillor or a council committee member who is precluded under this Part from participating in the consideration of a matter to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
 - a) that the number of councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
 - b) that it is in the interests of the electors for the area to do so.
- 5.22 Where the Minister exempts a councillor or committee member from complying with a requirement under this Part under clause 5.21, the councillor or committee member must still disclose any interests they have in the matter the exemption applies to, in accordance with clause 5.6.

Other business or employment

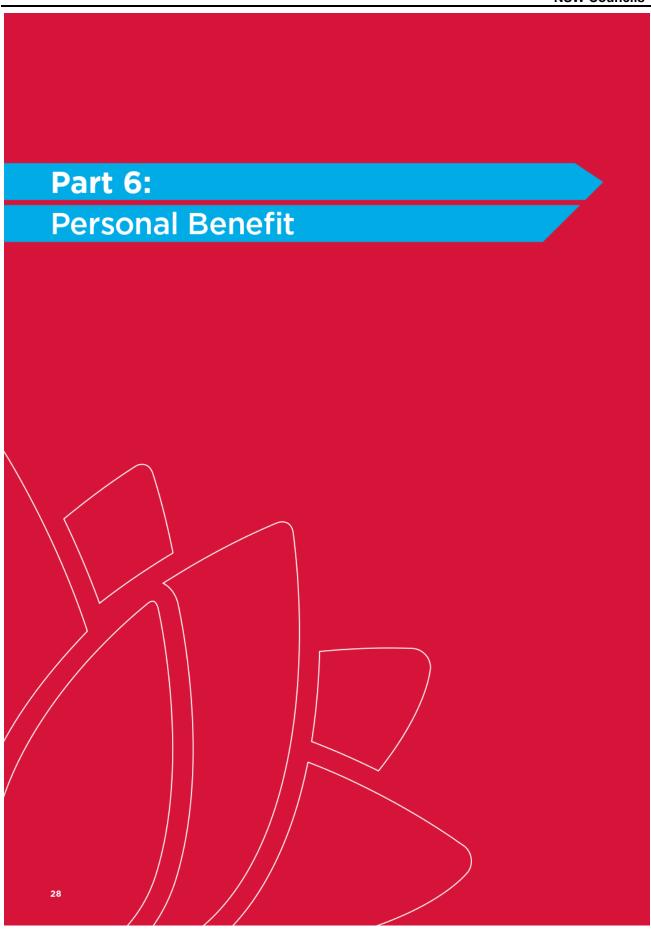
- 5.23 The general manager must not engage, for remuneration, in private employment, contract work or other business outside the service of the council without the approval of the council.
- 5.24 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the council that relates to the business of the council or that might conflict with the staff member's council duties unless they have notified the general manager in writing of the employment, work or business and the general manager has given their written approval for the staff member to engage in the employment, work or business.
- 5.25 The general manager may at any time prohibit a member of staff from engaging, for remuneration, in private employment, contract work or other business outside the service of the council that relates to the business of the council, or that might conflict with the staff member's council duties.
- 5.26 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the council if prohibited from doing so.
- 5.27 Members of staff must ensure that any outside employment, work or business they engage in will not:
 - a) conflict with their official duties
 - involve using confidential information or council resources obtained through their work with the council including where private use is permitted

Non-Pecuniary Conflicts of Interest

- require them to work while on council duty
- d) discredit or disadvantage the council
- e) pose, due to fatigue, a risk to their health or safety, or to the health and safety of their co-workers.

Personal dealings with council

- 5.28 You may have reason to deal with your council in your personal capacity (for example, as a ratepayer, recipient of a council service or applicant for a development consent granted by council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.
- 5.29 You must undertake any personal dealings you have with the council in a manner that is consistent with the way other members of the community deal with the council. You must also ensure that you disclose and appropriately manage any conflict of interest you may have in any matter in accordance with the requirements of this code.



Personal Benefit

- 6.1 For the purposes of this Part, a gift or a benefit is something offered to or received by a council official or someone personally associated with them for their personal use and enjoyment.
- 6.2 A reference to a gift or benefit in this Part does not include:
 - a) items with a value of \$10 or less
 - b) a political donation for the purposes of the *Electoral Funding Act 2018*
 - a gift provided to the council as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual council official or someone personally associated with them
 - d) a benefit or facility provided by the council to an employee or councillor
 - attendance by a council official at a work-related event or function for the purposes of performing their official duties, or
 - f) free or subsidised meals, beverages or refreshments provided to council officials in conjunction with the performance of their official duties such as, but not limited to:
 - i) the discussion of official business
 - ii) work-related events such as council-sponsored or community events, training, education sessions or workshops
 - iii) conferences
 - iv) council functions or events
 - social functions organised by groups, such as council committees and community organisations.

Gifts and benefits

- 6.3 You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from the council, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.
- 6.4 A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

How are offers of gifts and benefits to be dealt with?

- 6.5 You must not:
 - a) seek or accept a bribe or other improper inducement
 - b) seek gifts or benefits of any kind
 - c) accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty
 - d) subject to clause 6.7, accept any gift or benefit of more than token value as defined by clause 6.9
 - e) accept an offer of cash or a cash-like gift as defined by clause 6.13, regardless of the amount
 - f) participate in competitions for prizes where eligibility is based on the council being in or entering into a customer-supplier relationship with the competition organiser
 - g) personally benefit from reward points programs when purchasing on behalf of the council.

- 6.6 Where you receive a gift or benefit of any value other than one referred to in clause 6.2, you must disclose this promptly to your manager or the general manager in writing. The recipient, manager, or general manager must ensure that, at a minimum, the following details are recorded in the council's gift register:
 - a) the nature of the gift or benefit
 - b) the estimated monetary value of the gift or benefit
 - the name of the person who provided the gift or benefit, and
 - d) the date on which the gift or benefit was received.
- 6.7 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to the council, unless the nature of the gift or benefit makes this impractical.

Gifts and benefits of token value

- 6.8 You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$100. They include, but are not limited to:
 - a) invitations to and attendance at local social, cultural or sporting events with a ticket value that does not exceed \$100
 - b) gifts of alcohol that do not exceed a value of \$100
 - ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
 - d) prizes or awards that do not exceed \$100 in value.

Gifts and benefits of more than token value

- 6.9 Gifts or benefits that exceed \$100 in value are gifts or benefits of more than token value for the purposes of clause 6.5(d) and, subject to clause 6.7, must not be accepted.
- 6.10 Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting codes) with a ticket value that exceeds \$100, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.
- 6.11 Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$100 in value.
- 6.12 For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

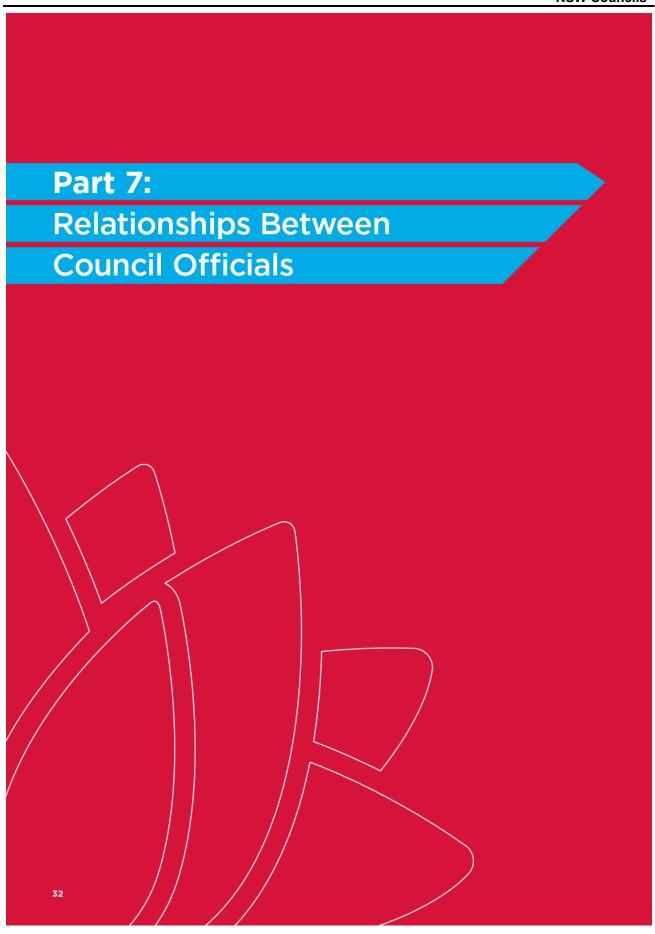
Personal Benefit

"Cash-like gifts"

6.13 For the purposes of clause 6.5(e), "cash-like gifts" include, but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class of persons.

Improper and undue influence

- 6.14 You must not use your position to influence other council officials in the performance of their official functions to obtain a private benefit for yourself or for somebody else. A councillor will not be in breach of this clause where they seek to influence other council officials through the proper exercise of their role as prescribed under the LGA.
- 6.15 You must not take advantage (or seek to take advantage) of your status or position with council, or of functions you perform for council, in order to obtain a private benefit for yourself or for any other person or body.



Relationships Between Council Officials

Obligations of councillors and administrators

- 7.1 Each council is a body politic. The councillors or administrator/s are the governing body of the council. Under section 223 of the LGA, the role of the governing body of the council includes the development and endorsement of the strategic plans, programs, strategies and policies of the council, including those relating to workforce policy, and to keep the performance of the council under review.
- 7.2 Councillors or administrators must not:
 - a) direct council staff other than by giving appropriate direction to the general manager by way of council or committee resolution, or by the mayor or administrator exercising their functions under section 226 of the LGA
 - in any public or private forum, direct or influence, or attempt to direct or influence, any other member of the staff of the council or a delegate of the council in the exercise of the functions of the staff member or delegate
 - c) contact a member of the staff of the council on council-related business unless in accordance with the policy and procedures governing the interaction of councillors and council staff that have been authorised by the council and the general manager
 - d) contact or issue instructions to any of the council's contractors, including the council's legal advisers, unless by the mayor or administrator exercising their functions under section 226 of the LGA.

7.3 Despite clause 7.2, councillors may contact the council's external auditor or the chair of the council's audit risk and improvement committee to provide information reasonably necessary for the external auditor or the audit, risk and improvement committee to effectively perform their functions.

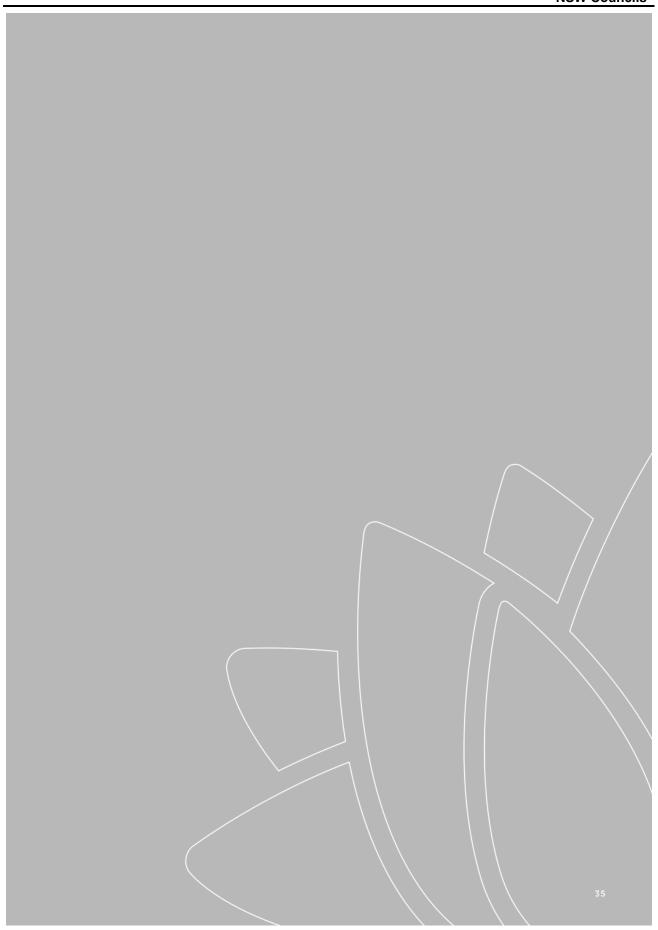
Obligations of staff

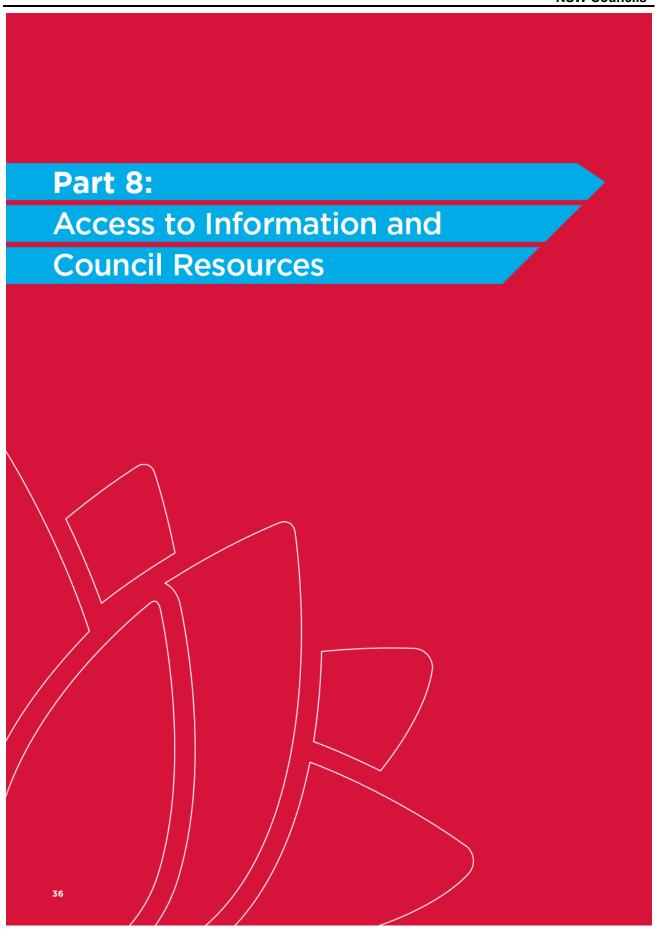
- 7.4 Under section 335 of the LGA, the role of the general manager includes conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council, implementing without undue delay, lawful decisions of the council and ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their official functions.
- 7.5 Members of staff of council must:
 - a) give their attention to the business of the council while on duty
 - ensure that their work is carried out ethically, efficiently, economically and effectively
 - c) carry out reasonable and lawful directions given by any person having authority to give such directions
 - d) give effect to the lawful decisions, policies and procedures of the council, whether or not the staff member agrees with or approves of them
 - e) ensure that any participation in political activities outside the service of the council does not interfere with the performance of their official duties.

Inappropriate interactions

- 7.6 You must not engage in any of the following inappropriate interactions:
 - a) councillors and administrators approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
 - b) council staff approaching councillors and administrators to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
 - subject to clause 8.6, council staff refusing to give information that is available to other councillors to a particular councillor
 - d) councillors and administrators who have lodged an application with the council, discussing the matter with council staff in staff-only areas of the council
 - e) councillors and administrators approaching members of local planning panels or discussing any application that is either before the panel or that will come before the panel at some future time, except during a panel meeting where the application forms part of the agenda and the councillor or administrator has a right to be heard by the panel at the meeting
 - f) councillors and administrators being overbearing or threatening to council staff

- g) council staff being overbearing or threatening to councillors or administrators
- h) councillors and administrators making personal attacks on council staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of this code in public forums including social media
- councillors and administrators directing or pressuring council staff in the performance of their work, or recommendations they should make
- j) council staff providing ad hoc advice to councillors and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community
- council staff meeting with applicants or objectors alone AND outside office hours to discuss planning applications or proposals
- councillors attending on-site inspection meetings with lawyers and/or consultants engaged by the council associated with current or proposed legal proceedings unless permitted to do so by the council's general manager or, in the case of the mayor or administrator, unless they are exercising their functions under section 226 of the LGA.





Access to Information and Council Resources

Councillor and administrator access to information

- 8.1 The general manager is responsible for ensuring that councillors and administrators can access information necessary for the performance of their official functions. The general manager and public officer are also responsible for ensuring that members of the public can access publicly available council information under the Government Information (Public Access) Act 2009 (the GIPA Act).
- 8.2 The general manager must provide councillors and administrators with the information necessary to effectively discharge their official functions.
- 8.3 Members of staff of council must provide full and timely information to councillors and administrators sufficient to enable them to exercise their official functions and in accordance with council procedures.
- 8.4 Members of staff of council who provide any information to a particular councillor in the performance of their official functions must also make it available to any other councillor who requests it and in accordance with council procedures.
- 8.5 Councillors and administrators who have a private interest only in council information have the same rights of access as any member of the public.

8.6 Despite clause 8.4, councillors and administrators who are precluded from participating in the consideration of a matter under this code because they have a conflict of interest in the matter, are not entitled to request access to council information in relation to the matter unless the information is otherwise available to members of the public, or the council has determined to make the information available under the GIPA Act.

Councillors and administrators to properly examine and consider information

8.7 Councillors and administrators must ensure that they comply with their duty under section 439 of the LGA to act honestly and exercise a reasonable degree of care and diligence by properly examining and considering all the information provided to them relating to matters that they are required to make a decision on.

Refusal of access to information

8.8 Where the general manager or public officer determine to refuse access to information requested by a councillor or administrator, they must act reasonably. In reaching this decision they must take into account whether or not the information requested is necessary for the councillor or administrator to perform their official functions (see clause 8.2) and whether they have disclosed a conflict of interest in the matter the information relates to that would preclude their participation in consideration of the matter (see clause 8.6). The general manager or public officer must state the reasons for the decision if access is refused.

Use of certain council information

- 8.9 In regard to information obtained in your capacity as a council official, you must:
 - a) subject to clause 8.14, only access council information needed for council business
 - b) not use that council information for private purposes
 - not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have access by virtue of your office or position with council
 - d) only release council information in accordance with established council policies and procedures and in compliance with relevant legislation.

Use and security of confidential information

- 8.10 You must maintain the integrity and security of confidential information in your possession, or for which you are responsible.
- 8.11 In addition to your general obligations relating to the use of council information, you must:
 - a) only access confidential information that you have been authorised to access and only do so for the purposes of exercising your official functions
 - b) protect confidential information
 - only release confidential information if you have authority to do so
 - d) only use confidential information for the purpose for which it is intended to be used

- e) not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
- f) not use confidential information with the intention to cause harm or detriment to the council or any other person or body
- g) not disclose any confidential information discussed during a confidential session of a council or committee meeting or any other confidential forum (such as, but not limited to, workshops or briefing sessions).

Personal information

- 8.12 When dealing with personal information you must comply with:
 - a) the Privacy and Personal Information Protection Act 1998
 - b) the Health Records and Information Privacy Act 2002
 - the Information Protection Principles and Health Privacy Principles
 - d) the council's privacy management
 - e) the Privacy Code of Practice for Local Government

Use of council resources

8.13 You must use council resources ethically, effectively, efficiently and carefully in exercising your official functions, and must not use them for private purposes, except when supplied as part of a contract of employment (but not for private business purposes), unless this use is lawfully authorised and proper payment is made where appropriate.

Access to Information and Council Resources

- 8.14 Union delegates and consultative committee members may have reasonable access to council resources and information for the purposes of carrying out their industrial responsibilities, including but not limited to:
 - a) the representation of members with respect to disciplinary matters
 - b) the representation of employees with respect to grievances and disputes
 - functions associated with the role of the local consultative committee.
- 8.15 You must be scrupulous in your use of council property, including intellectual property, official services, facilities, technology and electronic devices and must not permit their misuse by any other person or body.
- 8.16 You must avoid any action or situation that could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.
- 8.17 You must not use council resources (including council staff), property or facilities for the purpose of assisting your election campaign or the election campaigns of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.
- 8.18 You must not use the council letterhead, council crests, council email or social media or other information that could give the appearance it is official council material:
 - a) for the purpose of assisting your election campaign or the election campaign of others, or
 - b) for other non-official purposes.

8.19 You must not convert any property of the council to your own use unless properly authorised.

Internet access

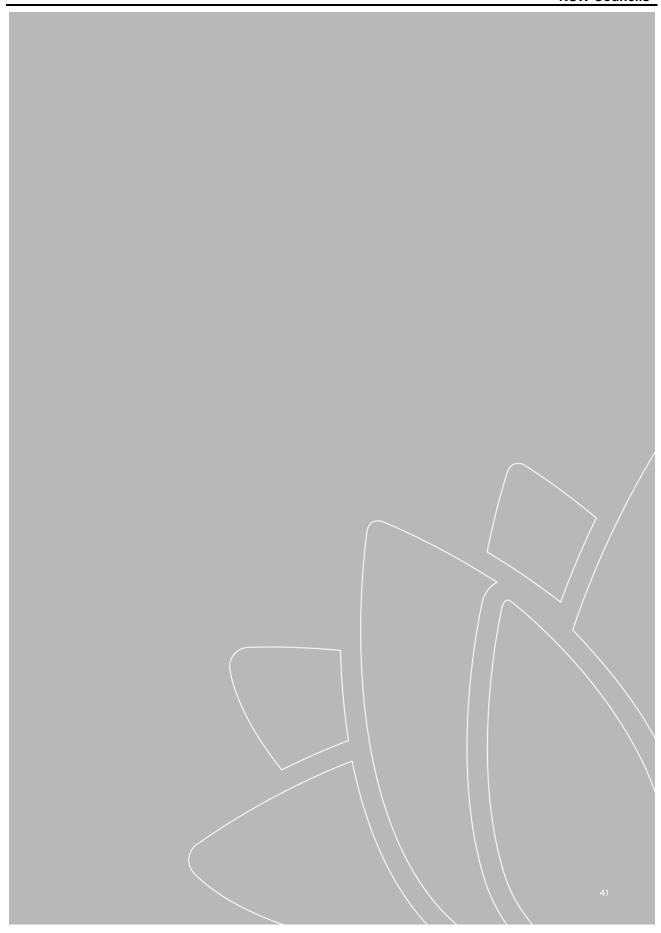
8.20 You must not use council's computer resources or mobile or other devices to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature, or that could otherwise lead to criminal penalty or civil liability and/or damage the council's reputation.

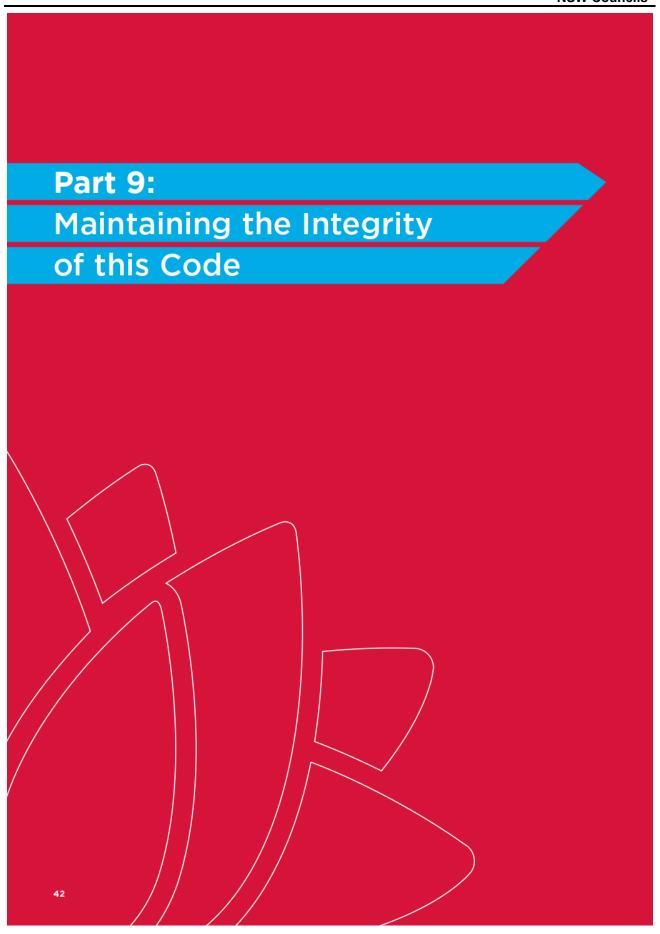
Council record keeping

- 8.21 You must comply with the requirements of the State Records Act 1998 and the council's records management policy.
- 8.22 All information created, sent and received in your official capacity is a council record and must be managed in accordance with the requirements of the State Records Act 1998 and the council's approved records management policies and practices.
- 8.23 All information stored in either soft or hard copy on council supplied resources (including technology devices and email accounts) is deemed to be related to the business of the council and will be treated as council records, regardless of whether the original intention was to create the information for personal purposes.
- 8.24 You must not destroy, alter, or dispose of council information or records, unless authorised to do so. If you need to alter or dispose of council information or records, you must do so in consultation with the council's records manager and comply with the requirements of the State Records Act 1998.

Councillor access to council buildings

- 8.25 Councillors and administrators are entitled to have access to the council chamber, committee room, mayor's office (subject to availability), councillors' rooms, and public areas of council's buildings during normal business hours and for meetings. Councillors and administrators needing access to these facilities at other times must obtain authority from the general manager.
- 8.26 Councillors and administrators must not enter staff-only areas of council buildings without the approval of the general manager (or their delegate) or as provided for in the procedures governing the interaction of councillors and council staff.
- 8.27 Councillors and administrators must ensure that when they are within a staff only area they refrain from conduct that could be perceived to improperly influence council staff decisions.





Maintaining the Integrity of this Code

Complaints made for an improper purpose

- 9.1 You must not make or threaten to make a complaint or cause a complaint to be made alleging a breach of this code for an improper purpose.
- 9.2 For the purposes of clause 9.1, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:
 - a) to bully, intimidate or harass another council official
 - b) to damage another council official's reputation
 - c) to obtain a political advantage
 - d) to influence a council official in the exercise of their official functions or to prevent or disrupt the exercise of those functions
 - e) to influence the council in the exercise of its functions or to prevent or disrupt the exercise of those functions
 - f) to avoid disciplinary action under the Procedures
 - g) to take reprisal action against a person for making a complaint alleging a breach of this code
 - to take reprisal action against a person for exercising a function prescribed under the Procedures
 - to prevent or disrupt the effective administration of this code under the Procedures.

Detrimental action

- 9.3 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made alleging a breach of this code.
- 9.4 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under the Procedures.
- 9.5 For the purposes of clauses 9.3 and 9.4, a detrimental action is an action causing, comprising or involving any of the following:
 - a) injury, damage or loss
 - b) intimidation or harassment
 - discrimination, disadvantage or adverse treatment in relation to employment
 - d) dismissal from, or prejudice in, employment
 - e) disciplinary proceedings.

Compliance with requirements under the Procedures

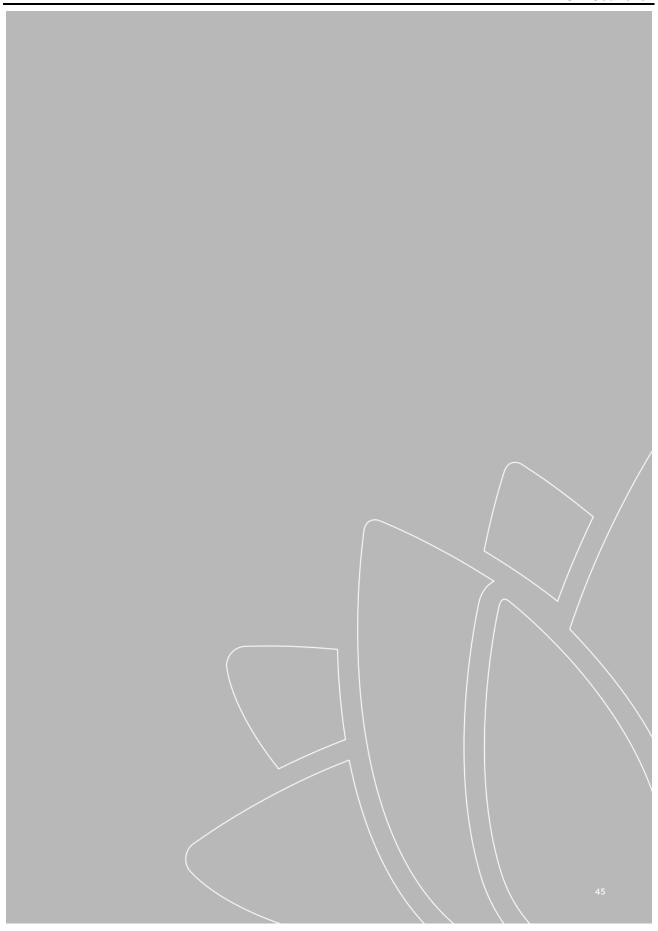
- 9.6 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under the Procedures.
- 9.7 You must comply with a reasonable and lawful request made by a person exercising a function under the Procedures. A failure to make a written or oral submission invited under the Procedures will not constitute a breach of this clause.
- 9.8 You must comply with a practice ruling made by the Office under the Procedures.

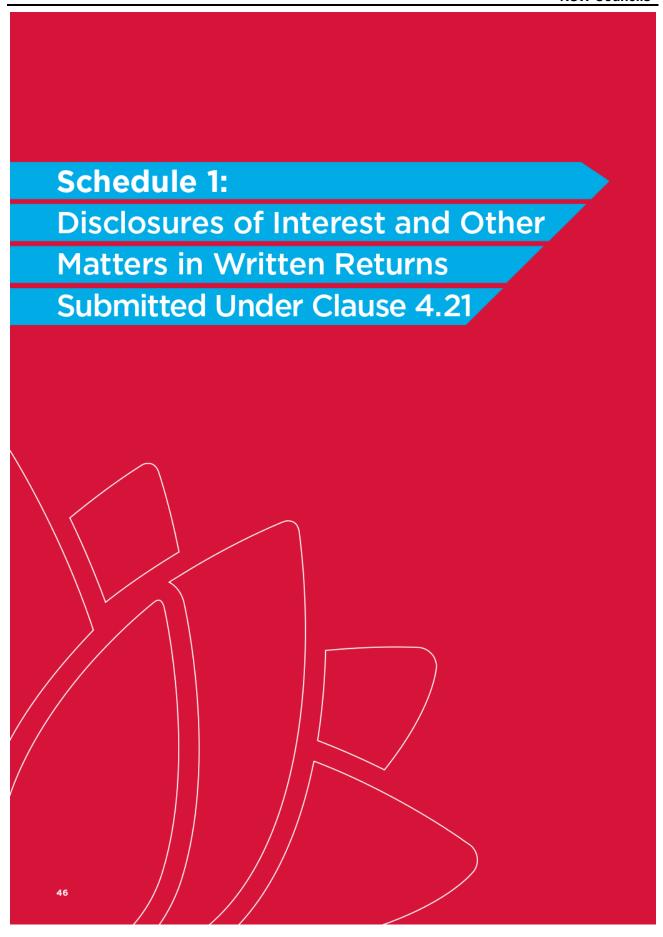
Disclosure of information about the consideration of a matter under the Procedures

- 9.9 All allegations of breaches of this code must be dealt with under and in accordance with the Procedures.
- 9.10 You must not allege breaches of this code other than by way of a complaint made or initiated under the Procedures.
- 9.11 You must not make allegations about, or disclose information about, suspected breaches of this code at council, committee or other meetings, whether open to the public or not, or in any other forum, whether public or not.
- 9.12 You must not disclose information about a complaint you have made alleging a breach of this code or any other matter being considered under the Procedures except for the purposes of seeking legal advice, unless the disclosure is otherwise permitted under the Procedures.
- 9.13 Nothing under this Part prevents a person from making a public interest disclosure to an appropriate public authority or investigative authority under the *Public Interest Disclosures Act 1994*.

Complaints alleging a breach of this Part

- 9.14 Complaints alleging a breach of this Part by a councillor, the general manager or an administrator are to be managed by the Office. This clause does not prevent the Office from referring an alleged breach of this Part back to the council for consideration in accordance with the Procedures.
- 9.15 Complaints alleging a breach of this Part by other council officials are to be managed by the general manager in accordance with the Procedures.





Part 1: Preliminary

Definitions

 For the purposes of the schedules to this code, the following definitions apply:

address means:

- a) in relation to a person other than a corporation, the last residential or business address of the person known to the councillor or designated person disclosing the address, or
- b) in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- in relation to any real property, the street address of the property.

de facto partner has the same meaning as defined in section 21C of the *Interpretation Act 1987.*

disposition of property means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- a) the allotment of shares in a company
- b) the creation of a trust in respect of property
- c) the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property
- d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property

- the exercise by a person of a general power of appointment over property in favour of another person
- f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

gift means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

interest means:

- a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or
- b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth) in securities issued or made available by the corporation.

listed company means a company that is listed within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth.

occupation includes trade, profession and vocation.

professional or business association means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the economic interests of its members in any occupation.

property includes money.

return date means:

- a) in the case of a return made under clause 4.21(a), the date on which a person became a councillor or designated person
- b) in the case of a return made under clause 4.21(b), 30 June of the year in which the return is made
- c) in the case of a return made under clause 4.21(c), the date on which the councillor or designated person became aware of the interest to be disclosed.

relative includes any of the following:

- a) a person's spouse or de facto partner
- a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- d) the spouse or de factor partner of a person referred to in paragraphs (b) and (c).

 $\it travel$ includes accommodation incidental to a journey.

Matters relating to the interests that must be included in returns

- Interests etc. outside New South Wales:
 A reference in this schedule or in schedule
 2 to a disclosure concerning a corporation or other thing includes any reference to a disclosure concerning a corporation registered, or other thing arising or received, outside New South Wales.
- References to interests in real property:
 A reference in this schedule or in schedule
 2 to real property in which a councillor or designated person has an interest includes a reference to any real property situated in Australia in which the councillor or designated person has an interest.
- 4. Gifts, loans etc. from related corporations:
 For the purposes of this schedule and schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a councillor or designated person by two or more corporations that are related to each other for the purposes of section 50 of the Corporations Act 2001 of the Commonwealth are all given, made or supplied by a single corporation.

Part 2: Pecuniary interests to be disclosed in returns

Real property

- A person making a return under clause
 4.21 of this code must disclose:
 - a) the street address of each parcel of real property in which they had an interest on the return date, and
 - b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
 - c) the nature of the interest.
- An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
 - a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
 - as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
- An interest in a parcel of real property need not be disclosed in a return if the person ceased to hold the interest prior to becoming a councillor or designated person.
- For the purposes of clause 5 of this schedule, "interest" includes an option to purchase.

Gifts

- A person making a return under clause
 4.21 of this code must disclose:
 - a) a description of each gift received in the period since 30 June of the previous financial year, and
 - b) the name and address of the donor of each of the gifts.
- 10. A gift need not be included in a return if:
 - a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
 - it was a political donation disclosed, or required to be disclosed, under Part 3 of the Electoral Funding Act 2018, or
 - the donor was a relative of the donee, or
 - d) subject to paragraph (a), it was received prior to the person becoming a councillor or designated person.
- For the purposes of clause 10 of this schedule, the amount of a gift other than money is an amount equal to the value of the property given.

Contributions to travel

- 2. A person making a return under clause 4.21 of this code must disclose:
 - a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and

- b) the dates on which the travel was undertaken, and
- the names of the states and territories, and of the overseas countries, in which the travel was undertaken.
- A financial or other contribution to any travel need not be disclosed under this clause if it:
 - a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or council vehicles), or
 - was made by a relative of the traveller, or
 - c) was made in the ordinary course of an occupation of the traveller that is not related to their functions as the holder of a position requiring the making of a return, or
 - d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
 - e) was a political donation disclosed, or required to be disclosed, under Part 3 of the Electoral Funding Act 2018, or
 - f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
 - g) subject to paragraph (d) it was received prior to the person becoming a councillor or designated person.
- 14. For the purposes of clause 13 of this schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.

Interests and positions in corporations

- A person making a return under clause
 4.21 of this code must disclose:
 - a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
 - b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
 - the nature of the interest, or the position held, in each of the corporations, and
 - d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.
- An interest in, or a position held in, a corporation need not be disclosed if the corporation is:
 - a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and
 - required to apply its profits or other income in promoting its objects, and
 - c) prohibited from paying any dividend to its members.
- 17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.
- 18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a councillor or designated person.

Interests as a property developer or a close associate of a property developer

- 19. A person making a return under clause 4.21 of this code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.
- For the purposes of clause 19 of this schedule:

close associate, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the Electoral Funding Act 2018.

property developer has the same meaning as it has in Division 7 of Part 3 of the Electoral Funding Act 2018.

Positions in trade unions and professional or business associations

- 21. A person making a return under clause 4.21 of the code must disclose:
 - a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
 - b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
 - a description of the position held in each of the unions and associations.

22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a councillor or designated person.

Dispositions of real property

- 23. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.
- 24. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return, being a disposition under which the person making the return obtained wholly or partly the use of the property.
- A disposition of real property need not be disclosed if it was made prior to a person becoming a councillor or designated person.

Sources of income

- A person making a return under clause
 4.21 of this code must disclose:
 - each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
 - each source of income received by the person in the period since 30 June of the previous financial year.
- 27. A reference in clause 26 of this schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:
 - a) in relation to income from an occupation of the person:
 - a description of the occupation, and
 - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
 - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
 - in relation to income from a trust, the name and address of the settlor and the trustee, or
 - c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.

- 28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.
- The source of any income received by the person that they ceased to receive prior to becoming a councillor or designated person need not be disclosed.
- A fee paid to a councillor or to the mayor or deputy mayor under sections 248 or 249 of the LGA need not be disclosed.

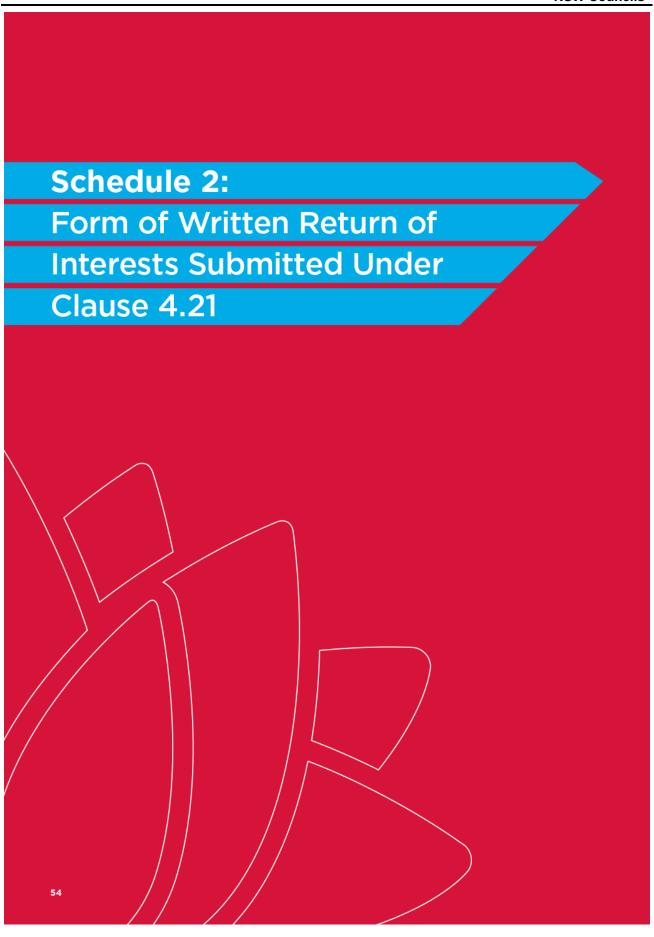
Debts

- 31. A person making a return under clause 4.21 of this code must disclose the name and address of each person to whom the person was liable to pay any debt:
 - a) on the return date, and
 - at any time in the period since 30 June of the previous financial year.
- 32. A liability to pay a debt must be disclosed by a person in a return made under clause 4.21 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.
- 33. A liability to pay a debt need not be disclosed by a person in a return if:
 - a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:

- (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the previous financial year, as the case may be, and
- (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
- b) the person was liable to pay the debt to a relative, or
- c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposittaking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
- d) in the case of a debt arising from the supply of goods or services:
 - (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or
 - (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
- e) subject to paragraph (a), the debt was discharged prior to the person becoming a councillor or designated person.

Discretionary disclosures

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.



'Disclosures by councillors and designated persons' return

- The pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).
- 2. If this is the first return you have been required to lodge with the general manager after becoming a councillor or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a councillor or designated person.
- 3. If you have previously lodged a return with the general manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the general manager, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a councillor or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
- 4. If you have previously lodged a return with the general manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
- This form must be completed using block letters or typed.

- If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
- If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the general manager in a register of returns. The general manager is required to table all returns at a council meeting.

Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access)* Act 2009, the *Government Information (Public Access)* Regulation 2009 and any guidelines issued by the Information Commissioner.

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

Disclosure of pecuniary interests and other matters by [full name of councillor or designated person]

as at [return date]

in respect of the period from [date] to [date]

[councillor's or designated person's signature]

[date]

A. Real Property

Street address of each parcel of real property in which I had an interest at the Nature of interest return date/at any time since 30 June

B. Sources of income

1 Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from an occupation at any time since 30 June

Description of occupation	Name and address of employer	Name under
	or description of office held (if	which partnership
	applicable)	conducted (if
		annlicable)

2 Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from a trust since 30 June

Name and address of settlor Name and address of trustee

3 Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June

Sources of other income I received at any time since 30 June $\,$

[Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]

C. Gifts

Description of each gift I received at any time since 30 June

Name and address of donor

D. Contributions to travel

Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June

Dates on which travel was undertaken

Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken

E. Interests and positions in corporations

Name and address of each corporation in which I had an interest or held a position at the return date/at any time since 30 June Nature of interest Description of (if any)

position (if any)

Description of principal objects (if any) of corporation (except in case of listed company)

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at the return date/at any time since 30 June

Description of position

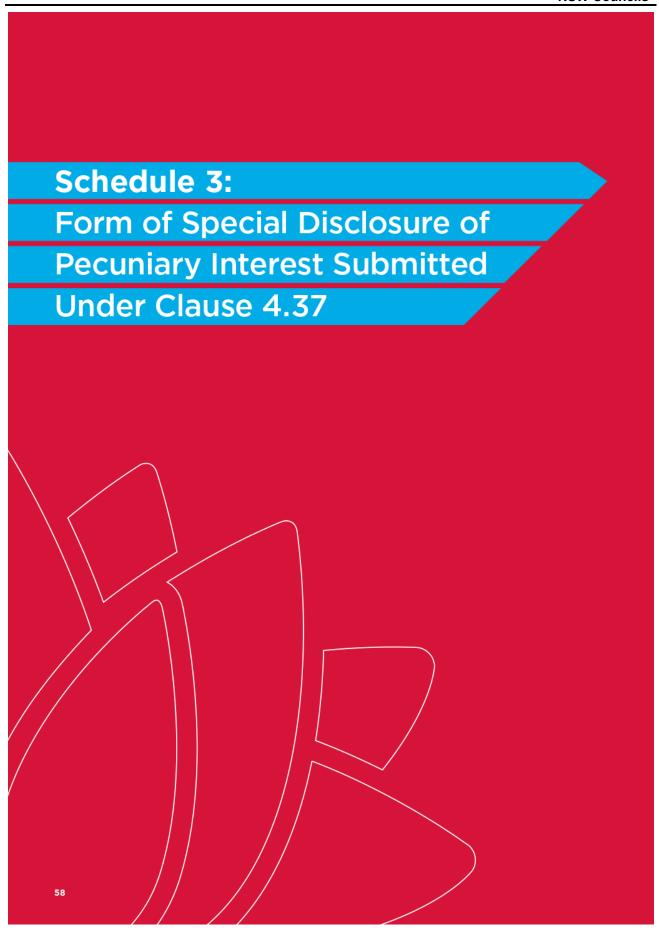
H. Debts

Name and address of each person to whom I was liable to pay any debt at the return date/at any time since 30 June

I. Dispositions of property

- 1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time
- 2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

Discretionary disclosures



- This form must be completed using block letters or typed.
- If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because

you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

Special disclosure of pecuniary in	nterests by [full name of councillor]	
in the matter of [insert name of environmen	tal planning instrument]	
which is to be considered at a meeting of the [name of council or council committee (as the		
to be held on the day of	20 .	
Pecuniary interest		
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified la	_	
Relationship of identified land to councillor	☐ The councillor has an interest in the land (e.g.	
[Tick or cross one box.]	is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise).	
	☐ An associated person of the councillor has an interest in the land.	
	An associated company or body of the councillor has an interest in the land.	
Matter giving rise to pecuniary interest ¹		
Nature of the land that is subject to a chang		
in zone/planning control by the proposed Li (the subject land) ²	☐ Land that adjoins or is adjacent to or is in proximity to the identified land.	
[Tick or cross one box]	,	
Current zone/planning control		
[Insert name of current planning instrument identify relevant zone/planning control appl		

- 1 Clause 4.1 of the Model Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Model Code of Conduct.
- A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Model Code of Conduct has a proprietary interest.

60

to the subject land]

ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 2
OLG Model Code of Conduct for
NSW Councils

Schedule 3

Proposed change of zone/planning control

[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]

Effect of proposed change of zone/planning control on councillor or associated person

[Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"]

[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.]

Councillor's signature

Date

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]





Procedures for the Administration of

The Model Code of Conduct

for Local Councils in NSW





PROCEDURES FOR THE ADMINISTRATION OF THE MODEL CODE OF CONDUCT FOR LOCAL COUNCILS IN NSW

2020

ACCESS TO SERVICES

The Office of Local Government is located at:

Street Address: Levels 1 & 2, 5 O'Keefe Avenue, NOWRA NSW 2541

Postal Address: Locked Bag 3015, Nowra, NSW 2541

 Phone:
 02 4428 4100

 Fax:
 02 4428 4199

 TTY:
 02 4428 4209

 Email:
 olg@olg.nsw.gov.au

 Website:
 www.olg.nsw.gov.au

OFFICE HOURS

Monday to Friday 9.00am to 5.00pm (Special arrangements may be made if these hours are unsuitable) All offices are wheelchair accessible.

ALTERNATIVE MEDIA PUBLICATIONS

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact us on 02 4428 4100.

DISCLAIMER

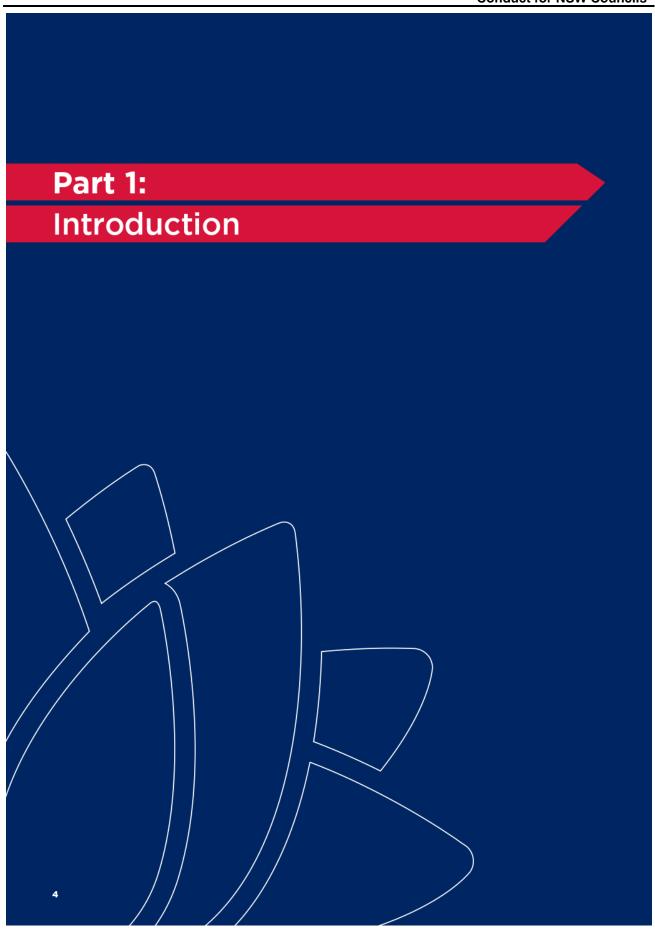
While every effort has been made to ensure the accuracy of the information in this publication, the Office of Local Government expressly disclaims any liability to any person in respect of anything done or not done as a result of the contents of the publication or the data provided.

© Department of Planning, Industry and Environment 2020 Produced by the Department of Planning, Industry and Environment

Contents

Contents

Part 1:	Introduction	4
Part 2:	Definitions	6
Part 3:	Administrative Framework	10
Part 4:	How May Code of Conduct Complaints be Made?	14
Part 5:	How are Code of Conduct Complaints to be Managed?	18
Part 6:	Preliminary Assessment of Code of Conduct Complaints About Councillors or the General Manager by Conduct Reviewers	26
Part 7:	Investigations of Code of Conduct Complaints About Councillors or the General Manager	32
Part 8:	Oversight and Rights of Review	40
Part 9:	Procedural Irregularities	44
Part 10:	Practice Directions	46
Part 11:	Reporting Statistics on Code of Conduct Complaints About Councillors and the General Manager	48
Part 12:	Confidentiality	50



Introduction

These procedures ("the Model Code Procedures") are prescribed for the administration of the *Model Code of Conduct for Local Councils in NSW* ("the Model Code of Conduct").

The Model Code of Conduct is made under section 440 of the *Local Government Act* 1993 ("the LGA") and the *Local Government (General) Regulation 2005* ("the Regulation"). Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct.

The Model Code Procedures are made under section 440AA of the LGA and the Regulation. Section 440AA of the LGA requires every council (including county councils) and joint organisation to adopt procedures for the administration of their code of conduct that incorporate the provisions of the Model Code Procedures.

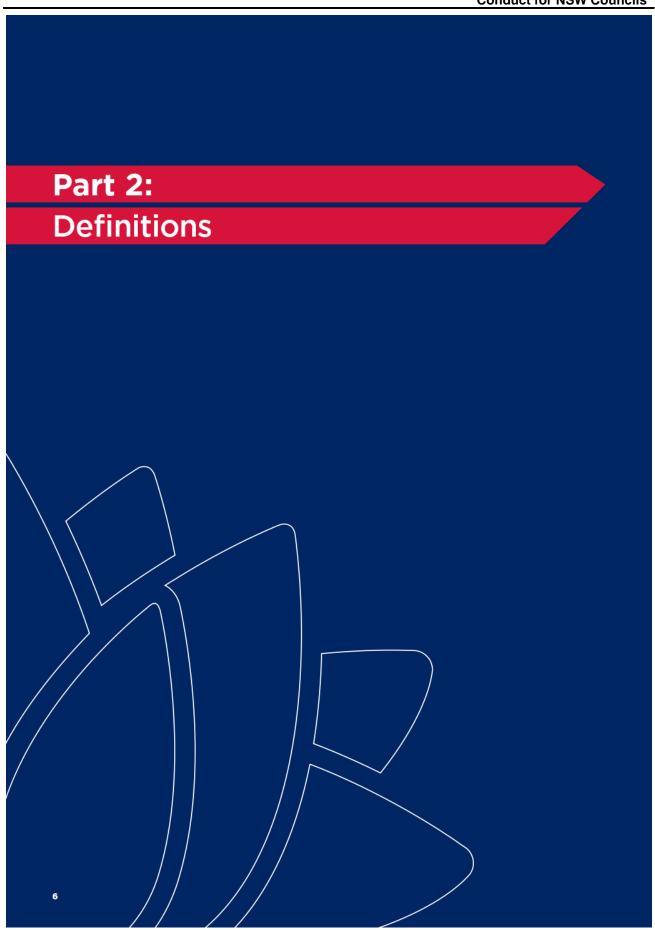
In adopting procedures for the administration of their adopted codes of conduct, councils and joint organisations may supplement the Model Code Procedures. However, provisions that are not consistent with those prescribed under the Model Code Procedures will have no effect.

Note: References in these procedures to councils are also to be taken as references to county councils and joint organisations.

Note: In adopting the Model Code Procedures, joint organisations should adapt them to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

Note: In adopting the Model Code Procedures, county councils should adapt them to substitute the term "chairperson" for "mayor" and "member" for "councillor".

Note: Parts 6, 7, 8 and 11 of these procedures apply only to the management of code of conduct complaints about councillors (including the mayor) or the general manager.



ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 3
OLG Procedures for the
Administration of the Model Code of
Conduct for NSW Councils

Definitions

In these procedures the following terms have the following meanings:

administrator an administrator of a council appointed under the LGA

other than an administrator appointed under section 66

code of conduct a code of conduct adopted under section 440 of the LGA

code of conduct complaint a complaint that is a code of conduct complaint for the

purposes of clauses 4.1 and 4.2 of these procedures

complainant a person who makes a code of conduct complaint

complainant councillor a councillor who makes a code of conduct complaint

complaints coordinator a person appointed by the general manager under these

procedures as a complaints coordinator

conduct reviewer a person appointed under these procedures to review

allegations of breaches of the code of conduct by

councillors or the general manager

council includes county councils and joint organisations

council committee a committee established by a council comprising of

councillors, staff or other persons that the council has delegated functions to and the council's audit, risk and

improvement committee

council committee member a person other than a councillor or member of staff of a

council who is a member of a council committee other than a wholly advisory committee, and a person other than a councillor who is a member of the council's audit, risk and

improvement committee

councillor any person elected or appointed to civic office, including

the mayor, and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations

council official any councillor, member of staff of council, administrator,

council committee member, delegate of council and, for the purposes of clause 4.16 of the Model Code of Conduct,

council adviser

delegate of council a person (other than a councillor or member of staff of a

council) or body, and the individual members of that body,

to whom a function of the council is delegated

external agency a state government agency such as, but not limited to, the

Office, the ICAC, the NSW Ombudsman or the police

general manager includes the executive officer of a joint organisation

ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 3
OLG Procedures for the
Administration of the Model Code of
Conduct for NSW Councils

Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW

ICAC the Independent Commission Against Corruption

joint organisation a joint organisation established under section 4000

of the LGA

LGA the Local Government Act 1993

mayor includes the chairperson of a county council or

a joint organisation

members of staff of a council includes members of staff of county councils and

joint organisations

the Office the Office of Local Government

investigator a conduct reviewer

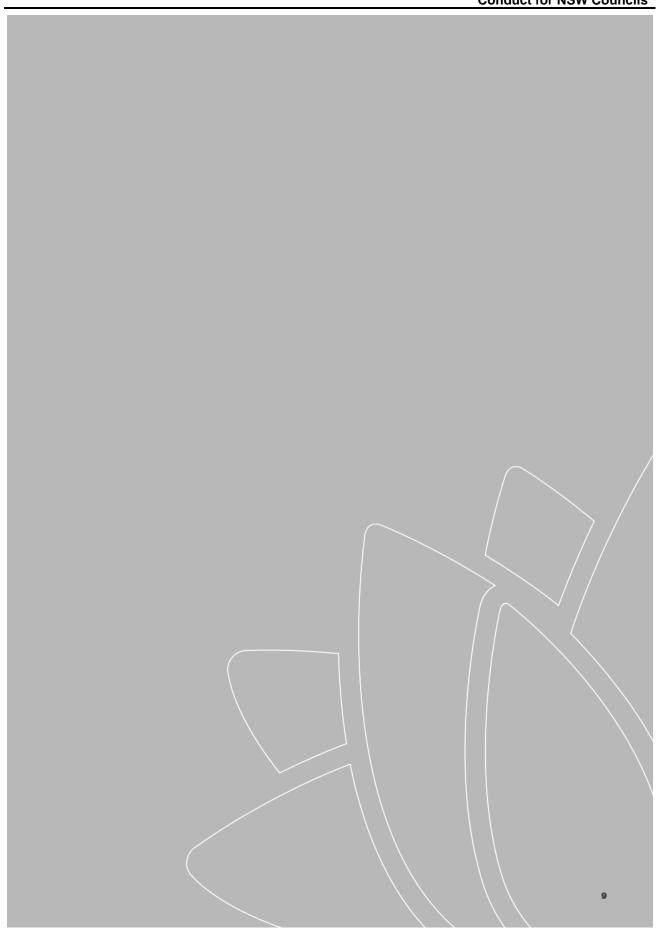
the Regulation the Local Government (General) Regulation 2005

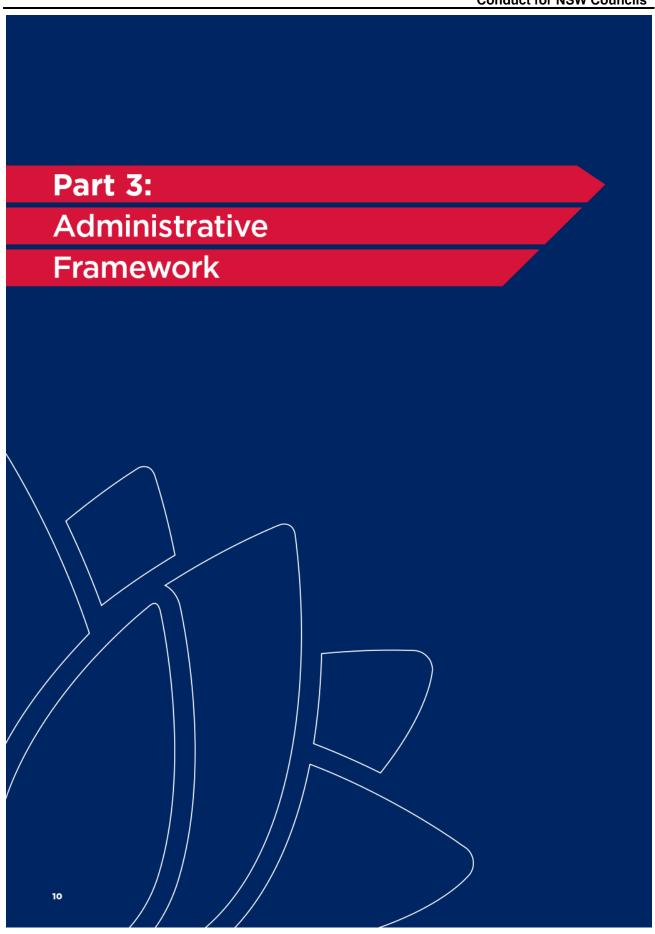
respondent a person whose conduct is the subject of investigation by a

conduct reviewer under these procedures

wholly advisory committee a council committee that the council has not delegated

any functions to





Administrative Framework

The establishment of a panel of conduct reviewers

- 3.1 The council must establish a panel of conduct reviewers.
- 3.2 The council may enter into an arrangement with one or more other councils to share a panel of conduct reviewers including through a joint organisation or another regional body associated with the councils.
- 3.3 The panel of conduct reviewers is to be established following a public expression of interest process.
- 3.4 An expression of interest for members of the council's panel of conduct reviewers must, at a minimum, be advertised locally and in the Sydney metropolitan area.
- 3.5 To be eligible to be a conduct reviewer, a person must, at a minimum, meet the following requirements:
 - a) an understanding of local government,
 - knowledge of investigative processes including but not limited to procedural fairness requirements and the requirements of the *Public Interest Disclosures Act 1994*, and
 - knowledge and experience of one or more of the following:
 - i) investigations
 - ii) law
 - iii) public administration
 - iv) public sector ethics
 - v) alternative dispute resolution, and
 - meet the eligibility requirements for membership of a panel of conduct reviewers under clause 3.6.

- 3.6 A person is not eligible to be a conduct reviewer if they are:
 - a) a councillor, or
 - a nominee for election as a councillor, or
 - c) an administrator, or
 - d) an employee of a council, or
 - e) a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or
 - f) a nominee for election as a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or
 - g) a person who has a conviction for an indictable offence that is not an expired conviction.
- 3.7 A person is not precluded from being a member of the council's panel of conduct reviewers if they are a member of another council's panel of conduct reviewers.
- 3.8 An incorporated or other entity may be appointed to a council's panel of conduct reviewers where the council is satisfied that all the persons who will be undertaking the functions of a conduct reviewer on behalf of the entity meet the selection and eligibility criteria prescribed under this Part
- 3.9 A panel of conduct reviewers established under this Part is to have a term of up to four years.
- 3.10 The council may terminate the panel of conduct reviewers at any time. Where a panel of conduct reviewers has been terminated, conduct reviewers who were members of the panel may continue to deal with any matter referred to them under these procedures prior to the termination of the panel until they have finalised their consideration of the matter.

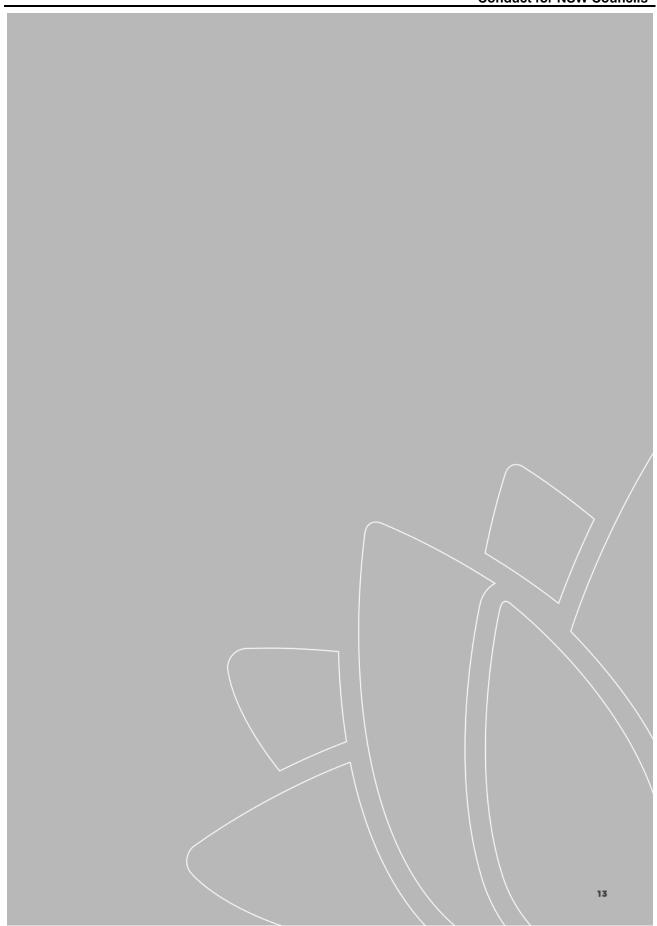
- 3.11 When the term of the panel of conduct reviewers concludes or is terminated, the council must establish a new panel of conduct reviewers in accordance with the requirements of this Part.
- 3.12 A person who was a member of a previous panel of conduct reviewers established by the council may be a member of subsequent panels of conduct reviewers established by the council if they continue to meet the selection and eligibility criteria for membership of the panel.

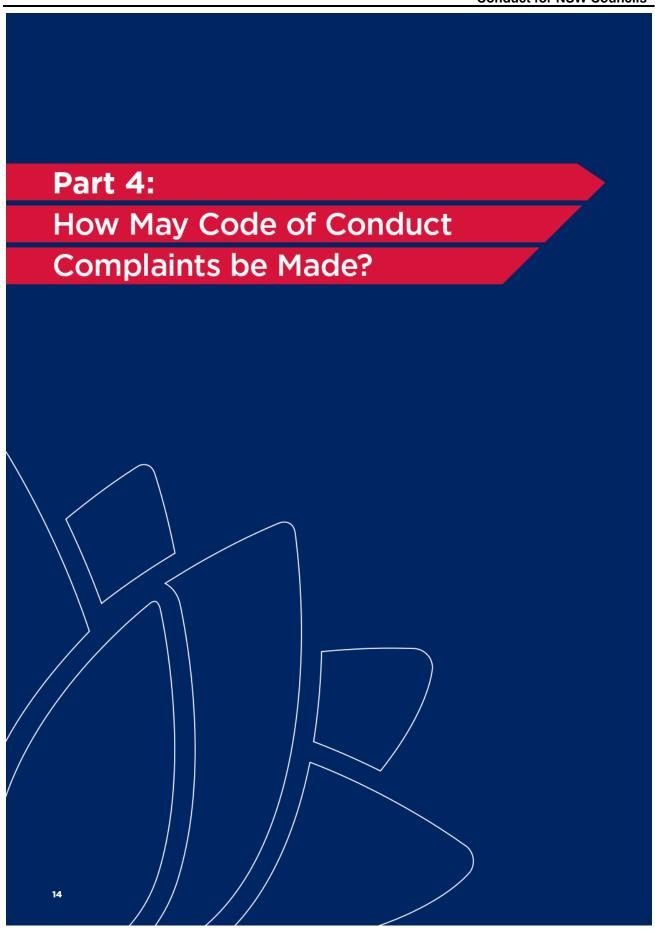
The appointment of an internal ombudsman to a panel of conduct reviewers

- 3.13 Despite clause 3.6(d), an employee of a council who is the nominated internal ombudsman of one or more councils may be appointed to a council's panel of conduct reviewers with the Office's consent.
- 3.14 To be appointed to a council's panel of conduct reviewers, an internal ombudsman must meet the qualification requirements for conduct reviewers prescribed under clause 3.5 as modified by the operation of clause 3.13.
- 3.15 An internal ombudsman appointed to a council's panel of conduct reviewers may also exercise the functions of the council's complaints coordinator. For the purposes of clause 6.1, an internal ombudsman who is a council's complaints coordinator and has been appointed to the council's panel of conduct reviewers, may either undertake a preliminary assessment and investigation of a matter referred to them under clauses 5.26 or 5.33 or refer the matter to another conduct reviewer in accordance with clause 6.2.
- 3.16 Clause 6.4(c) does not apply to an internal ombudsman appointed to a council's panel of conduct reviewers.

The appointment of complaints coordinators

- 3.17 The general manager must appoint a member of staff of the council or another person (such as, but not limited to, a member of staff of another council or a member of staff of a joint organisation or other regional body associated with the council), to act as a complaints coordinator. Where the complaints coordinator is a member of staff of the council, the complaints coordinator should be a senior and suitably qualified member of staff
- 3.18 The general manager may appoint other members of staff of the council or other persons (such as, but not limited to, members of staff of another council or members of staff of a joint organisation or other regional body associated with the council), to act as alternates to the complaints coordinator.
- 3.19 The general manager must not undertake the role of complaints coordinator.
- 3.20 The person appointed as complaints coordinator or alternate complaints coordinator must also be a nominated disclosures coordinator appointed for the purpose of receiving and managing reports of wrongdoing under the Public Interest Disclosures Act 1994.
- 3.21 The role of the complaints coordinator is to:
 - a) coordinate the management of complaints made under the council's code of conduct
 - b) liaise with and provide administrative support to a conduct reviewer
 - c) liaise with the Office, and
 - d) arrange the annual reporting of code of conduct complaints statistics.





How May Code Of Conduct Complaints be Made?

What is a code of conduct complaint?

- 4.1 For the purpose of these procedures, a code of conduct complaint is a complaint that shows or tends to show conduct on the part of a council official in connection with their role as a council official or the exercise of their functions as a council official that would constitute a breach of the standards of conduct prescribed under the council's code of conduct if proven.
- 4.2 The following are not "code of conduct complaints" for the purposes of these procedures:
 - a) complaints about the standard or level of service provided by the council or a council official
 - b) complaints that relate solely to the merits of a decision made by the council or a council official or the exercise of a discretion by the council or a council official
 - c) complaints about the policies or procedures of the council
 - d) complaints about the conduct of a council official arising from the exercise of their functions in good faith, whether or not involving error, that would not otherwise constitute a breach of the standards of conduct prescribed under the council's code of conduct.
- 4.3 Only code of conduct complaints are to be dealt with under these procedures. Complaints that do not satisfy the definition of a code of conduct complaint are to be dealt with under the council's routine complaints management processes.

When must a code of conduct complaint be made?

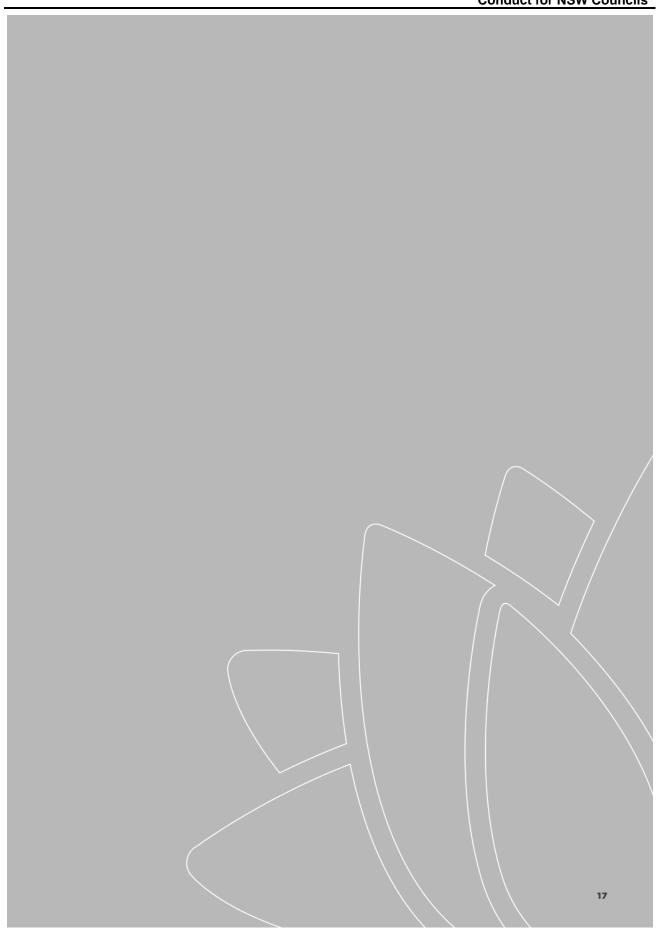
- 4.4 A code of conduct complaint must be made within 3 months of the alleged conduct occurring or within 3 months of the complainant becoming aware of the alleged conduct.
- 4.5 A complaint made after 3 months may only be accepted if the general manager or their delegate, or, in the case of a complaint about the general manager, the mayor or their delegate, is satisfied that the allegations are serious and compelling grounds exist for the matter to be dealt with under the code of conduct.

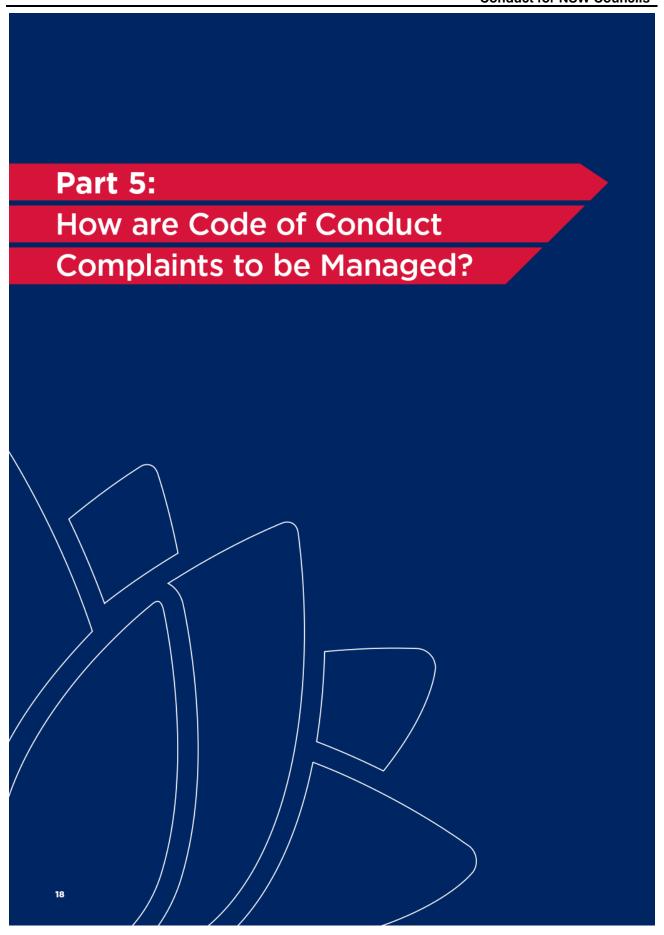
How may a code of conduct complaint about a council official other than the general manager be made?

- 4.6 All code of conduct complaints other than those relating to the general manager are to be made to the general manager in writing. This clause does not operate to prevent a person from making a complaint to an external agency.
- 4.7 Where a code of conduct complaint about a council official other than the general manager cannot be made in writing, the complaint must be confirmed with the complainant in writing as soon as possible after the receipt of the complaint.
- 4.8 In making a code of conduct complaint about a council official other than the general manager, the complainant may nominate whether they want the complaint to be resolved by mediation or by other alternative means.
- 4.9 The general manager or their delegate, or, where the complaint is referred to a conduct reviewer, the conduct reviewer, must consider the complainant's preferences in deciding how to deal with the complaint.
- 4.10 Notwithstanding clauses 4.6 and 4.7, where the general manager becomes aware of a possible breach of the council's code of conduct, they may initiate the process for the consideration of the matter under these procedures without a written complaint.

How may a code of conduct complaint about the general manager be made?

- 4.11 Code of conduct complaints about the general manager are to be made to the mayor in writing. This clause does not operate to prevent a person from making a complaint about the general manager to an external agency.
- 4.12 Where a code of conduct complaint about the general manager cannot be made in writing, the complaint must be confirmed with the complainant in writing as soon as possible after the receipt of the complaint.
- 4.13 In making a code of conduct complaint about the general manager, the complainant may nominate whether they want the complaint to be resolved by mediation or by other alternative means.
- 4.14 The mayor or their delegate, or, where the complaint is referred to a conduct reviewer, the conduct reviewer, must consider the complainant's preferences in deciding how to deal with the complaint.
- 4.15 Notwithstanding clauses 4.11 and 4.12, where the mayor becomes aware of a possible breach of the council's code of conduct by the general manager, they may initiate the process for the consideration of the matter under these procedures without a written complaint.





How are Code of Conduct Complaints to be Managed?

Delegation by general managers and mayors of their functions under this Part

5.1 A general manager or mayor may delegate their functions under this Part to a member of staff of the council or to a person or persons external to the council other than an external agency. References in this Part to the general manager or mayor are also to be taken to be references to their delegates.

Consideration of complaints by general managers and mayors

5.2 In exercising their functions under this Part, general managers and mayors may consider the complaint assessment criteria prescribed under clause 6.31.

What complaints may be declined at the outset?

- 5.3 Without limiting any other provision in these procedures, the general manager or, in the case of a complaint about the general manager, the mayor, may decline to deal with a complaint under these procedures where they are satisfied that the complaint:
 - a) is not a code of conduct complaint, or
 - subject to clause 4.5, is not made within 3 months of the alleged conduct occurring or the complainant becoming aware of the alleged conduct, or
 - is trivial, frivolous, vexatious or not made in good faith, or

- relates to a matter the substance of which has previously been considered and addressed by the council and does not warrant further action, or
- e) is not made in a way that would allow the alleged conduct and any alleged breaches of the council's code of conduct to be readily identified.

How are code of conduct complaints about staff (other than the general manager) to be dealt with?

- 5.4 The general manager is responsible for the management of code of conduct complaints about members of staff of council (other than complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct) and for determining the outcome of such complaints.
- 5.5 The general manager must refer code of conduct complaints about members of staff of council alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct to the Office.
- 5.6 The general manager may decide to take no action in relation to a code of conduct complaint about a member of staff of council other than one requiring referral to the Office under clause 5.5 where they consider that no action is warranted in relation to the complaint.
- 5.7 Where the general manager decides to take no action in relation to a code of conduct complaint about a member of staff of council, the general manager must give the complainant reasons in writing for their decision and this shall finalise the consideration of the matter under these procedures.

- 5.8 Code of conduct complaints about members of staff of council must be managed in accordance with the relevant industrial instrument or employment contract and make provision for procedural fairness including the right of an employee to be represented by their union.
- 5.9 Sanctions for breaches of the code of conduct by staff depend on the severity, scale and importance of the breach and must be determined in accordance with any relevant industrial instruments or contracts.

How are code of conduct complaints about delegates of council, council advisers and council committee members to be dealt with?

- 5.10 The general manager is responsible for the management of code of conduct complaints about delegates of council and council committee members (other than complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct) and for determining the outcome of such complaints.
- 5.11 The general manager must refer code of conduct complaints about council advisers, delegates of council and council committee members alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct to the Office.
- 5.12 The general manager may decide to take no action in relation to a code of conduct complaint about a delegate of council or a council committee member other than one requiring referral to the Office under clause 5.11 where they consider that no action is warranted in relation to the complaint.

- 5.13 Where the general manager decides to take no action in relation to a code of conduct complaint about a delegate of council or a council committee member, the general manager must give the complainant reasons in writing for their decision and this shall finalise the consideration of the matter under these procedures.
- 5.14 Where the general manager considers it to be practicable and appropriate to do so, the general manager may seek to resolve code of conduct complaints about delegates of council or council committee members, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a code of conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 5.15 Where the general manager resolves a code of conduct complaint under clause 5.14 to the general manager's satisfaction, the general manager must notify the complainant in writing of the steps taken to resolve the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.16 Sanctions for breaches of the code of conduct by delegates of council and/or council committee members depend on the severity, scale and importance of the breach and may include one or more of the following:
 - a) censure
 - requiring the person to apologise to any person or organisation adversely affected by the breach in such a time and form specified by the general manager
 - c) prosecution for any breach of the law

How are Code of Conduct Complaints to be Managed?

- d) removing or restricting the person's delegation
- e) removing the person from membership of the relevant council committee.
- 5.17 Prior to imposing a sanction against a delegate of council or a council committee member under clause 5.16, the general manager or any person making enquiries on behalf of the general manager must comply with the requirements of procedural fairness. In particular:
 - a) the substance of the allegation (including the relevant provision/s of the council's code of conduct that the alleged conduct is in breach of) must be put to the person who is the subject of the allegation, and
 - the person must be given an opportunity to respond to the allegation, and
 - the general manager must consider the person's response in deciding whether to impose a sanction under clause 5.16.

How are code of conduct complaints about administrators to be dealt with?

- 5.18 The general manager must refer all code of conduct complaints about administrators to the Office for its consideration.
- 5.19 The general manager must notify the complainant of the referral of their complaint in writing.

How are code of conduct complaints about councillors to be dealt with?

- 5.20 The general manager must refer the following code of conduct complaints about councillors to the Office:
 - a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct
 - b) complaints alleging a failure to comply with a requirement under the code of conduct to disclose and appropriately manage conflicts of interest arising from political donations (see section 328B of the LGA)
 - c) complaints alleging a breach of the provisions relating to the maintenance of the integrity of the code of conduct contained in Part 9 of the code of conduct
 - d) complaints that are the subject of a special complaints management arrangement with the Office under clause 5.49.
- 5.21 Where the general manager refers a complaint to the Office under clause 5.20, the general manager must notify the complainant of the referral in writing.
- 5.22 The general manager may decide to take no action in relation to a code of conduct complaint about a councillor, other than one requiring referral to the Office under clause 5.20, where they consider that no action is warranted in relation to the complaint.

- 5.23 Where the general manager decides to take no action in relation to a code of conduct complaint about a councillor, the general manager must give the complainant reasons in writing for their decision within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.24 Where the general manager considers it to be practicable and appropriate to do so, the general manager may seek to resolve code of conduct complaints about councillors, other than those requiring referral to the Office under clause 5.20, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a code of conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 5.25 Where the general manager resolves a code of conduct complaint under clause 5.24 to the general manager's satisfaction, the general manager must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.26 The general manager must refer all code of conduct complaints about councillors, other than those referred to the Office under clause 5.20 or finalised under clause 5.23 or resolved under clause 5.24, to the complaints coordinator.

How are code of conduct complaints about the general manager to be dealt with?

- 5.27 The mayor must refer the following code of conduct complaints about the general manager to the Office:
 - a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct
 - complaints alleging a breach of the provisions relating to the maintenance of the integrity of the code of conduct contained in Part 9 of the code of conduct
 - c) complaints that are the subject of a special complaints management arrangement with the Office under clause 5.49.
- 5.28 Where the mayor refers a complaint to the Office under clause 5.27, the mayor must notify the complainant of the referral in writing.
- 5.29 The mayor may decide to take no action in relation to a code of conduct complaint about the general manager, other than one requiring referral to the Office under clause 5.27, where they consider that no action is warranted in relation to the complaint.
- 5.30 Where the mayor decides to take no action in relation to a code of conduct complaint about the general manager, the mayor must give the complainant reasons in writing for their decision within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.

How are Code of Conduct Complaints to be Managed?

- 5.31 Where the mayor considers it to be practicable and appropriate to do so, the mayor may seek to resolve code of conduct complaints about the general manager, other than those requiring referral to the Office under clause 5.27, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a code of conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 5.32 Where the mayor resolves a code of conduct complaint under clause 5.31 to the mayor's satisfaction, the mayor must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.33 The mayor must refer all code of conduct complaints about the general manager, other than those referred to the Office under clause 5.27 or finalised under clause 5.30 or resolved under clause 5.31, to the complaints coordinator.

How are complaints about both the general manager and the mayor to be dealt with?

- 5.34 Where the general manager or mayor receives a code of conduct complaint that alleges a breach of the code of conduct by both the general manager and the mayor, the general manager or mayor must either:
 - a) delegate their functions under this part with respect to the complaint to a member of staff of the council other than the general manager where the allegation is not serious, or to a person external to the council, or
 - refer the matter to the complaints coordinator under clause 5.26 and clause 5.33.

Referral of code of conduct complaints to external agencies

- 5.35 The general manager, mayor or a conduct reviewer may, at any time, refer a code of conduct complaint to an external agency for its consideration, where they consider such a referral is warranted.
- 5.36 The general manager, mayor or a conduct reviewer must report to the ICAC any matter that they suspect on reasonable grounds concerns or may concern corrupt conduct.
- 5.37 Where the general manager, mayor or conduct reviewer refers a complaint to an external agency under clause 5.35, they must notify the complainant of the referral in writing unless they form the view, on the advice of the relevant agency, that it would not be appropriate for them to do so.

5.38 Referral of a matter to an external agency shall finalise consideration of the matter under these procedures unless the council is subsequently advised otherwise by the referral agency.

Disclosure of the identity of complainants

- 5.39 In dealing with matters under these procedures, information that identifies or tends to identify complainants is not to be disclosed unless:
 - a) the complainant consents in writing to the disclosure, or
 - it is generally known that the complainant has made the complaint as a result of the complainant having voluntarily identified themselves as the person who made the complaint, or
 - c) it is essential, having regard to procedural fairness requirements, that the identifying information be disclosed, or
 - a conduct reviewer is of the opinion that disclosure of the information is necessary to investigate the matter effectively, or
 - e) it is otherwise in the public interest to do so.
- 5.40 Clause 5.39 does not apply to code of conduct complaints made by councillors about other councillors or the general manager.
- 5.41 Where a councillor makes a code of conduct complaint about another councillor or the general manager, and the complainant councillor considers that compelling grounds exist that would warrant information that identifies or tends to identify them as the complainant not to be disclosed, they may request in writing that such information not be disclosed.

- 5.42 A request made by a complainant councillor under clause 5.41 must be made at the time they make a code of conduct complaint and must state the grounds upon which the request is made.
- 5.43 The general manager or mayor, and where the matter is referred to a conduct reviewer, the conduct reviewer, must consider a request made under clause 5.41 before disclosing information that identifies or tends to identify the complainant councillor, but they are not obliged to comply with the request.
- 5.44 Where a complainant councillor makes a request under clause 5.41, the general manager or mayor or, where the matter is referred to a conduct reviewer, the conduct reviewer, shall notify the councillor in writing of their intention to disclose information that identifies or tends to identify them prior to disclosing the information.

Code of conduct complaints made as public interest disclosures

- 5.45 These procedures do not override the provisions of the *Public Interest Disclosures Act 1994*. Code of conduct complaints that are made as public interest disclosures under that Act are to be managed in accordance with the requirements of that Act, the council's internal reporting policy, and any guidelines issued by the NSW Ombudsman that relate to the management of public interest disclosures.
- 5.46 Where a councillor makes a code of conduct complaint about another councillor or the general manager as a public interest disclosure, before the matter may be dealt with under these procedures, the complainant councillor must consent in writing to the disclosure of their identity as the complainant.

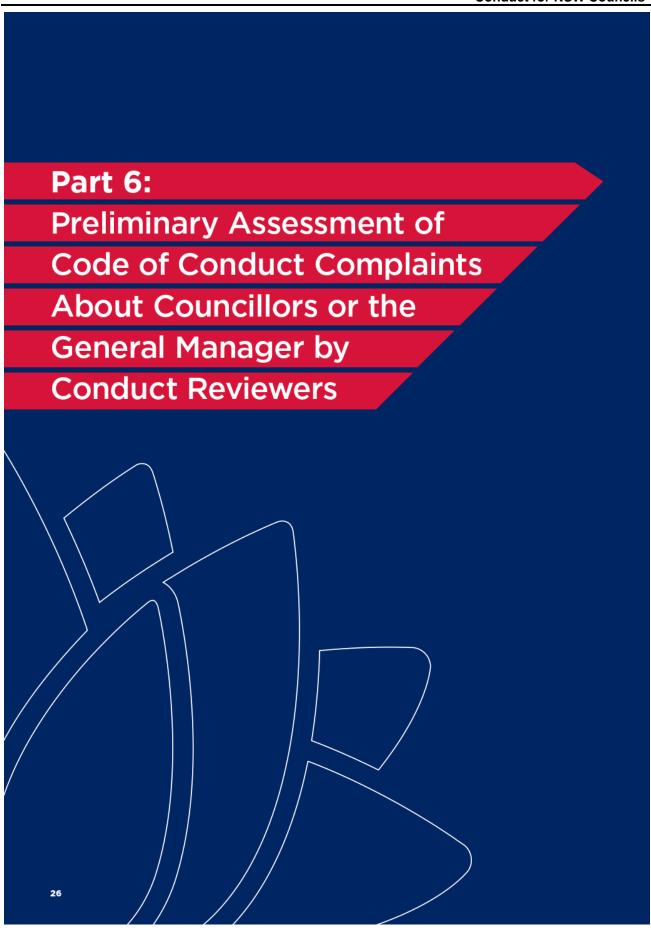
How are Code of Conduct Complaints to be Managed?

5.47 Where a complainant councillor declines to consent to the disclosure of their identity as the complainant under clause 5.46, the general manager or the mayor must refer the complaint to the Office for consideration. Such a referral must be made under section 26 of the Public Interest Disclosures Act 1994.

Special complaints management arrangements

- 5.48 The general manager may request in writing that the Office enter into a special complaints management arrangement with the council in relation to code of conduct complaints made by or about a person or persons.
- 5.49 Where the Office receives a request under clause 5.48, it may agree to enter into a special complaints management arrangement if it is satisfied that the number or nature of code of conduct complaints made by or about a person or persons has:
 - a) imposed an undue and disproportionate cost burden on the council's administration of its code of conduct, or
 - impeded or disrupted the effective administration by the council of its code of conduct, or
 - impeded or disrupted the effective functioning of the council.
- 5.50 A special complaints management arrangement must be in writing and must specify the following:
 - a) the code of conduct complaints the arrangement relates to, and
 - b) the period that the arrangement will be in force.

- 5.51 The Office may, by notice in writing, amend or terminate a special complaints management arrangement at any time.
- 5.52 While a special complaints management arrangement is in force, an officer of the Office (the assessing OLG officer) must undertake the preliminary assessment of the code of conduct complaints specified in the arrangement in accordance with the requirements of Part 6 of these procedures.
- 5.53 Where, following a preliminary assessment, the assessing OLG officer determines that a code of conduct complaint warrants investigation by a conduct reviewer, the assessing OLG officer shall notify the complaints coordinator in writing of their determination and the reasons for their determination. The complaints coordinator must comply with the recommendation of the assessing OLG officer.
- 5.54 Prior to the expiry of a special complaints management arrangement, the Office may, at the request of the general manager, review the arrangement to determine whether it should be renewed or amended.
- 5.55 A special complaints management arrangement shall expire on the date specified in the arrangement unless renewed under clause 5.54.



Preliminary Assessment of Code of Conduct Complaints About Councillors or the General Manager by Conduct Reviewers

Referral of code of conduct complaints about councillors or the general manager to conduct reviewers

- 6.1 The complaints coordinator must refer all code of conduct complaints about councillors or the general manager that have not been referred to an external agency or declined or resolved by the general manager, mayor or their delegate and that have been referred to them under clauses 5.26 or 5.33, to a conduct reviewer within 21 days of receipt of the complaint by the general manager or the mayor.
- 6.2 For the purposes of clause 6.1, the complaints coordinator will refer a complaint to a conduct reviewer selected from:
 - a) a panel of conduct reviewers established by the council, or
 - a panel of conduct reviewers established by an organisation approved by the Office.
- 6.3 In selecting a suitable conduct reviewer, the complaints coordinator may have regard to the qualifications and experience of members of the panel of conduct reviewers. Where the conduct reviewer is an incorporated or other entity, the complaints coordinator must also ensure that the person assigned to receive the referral on behalf of the entity meets the selection and eligibility criteria for conduct reviewers prescribed under Part 3 of these procedures.

- 6.4 A conduct reviewer must not accept the referral of a code of conduct complaint where:
 - a) they have a conflict of interest in relation to the matter referred to them, or
 - a reasonable apprehension of bias arises in relation to their consideration of the matter, or
 - c) they or their employer has entered into one or more contracts with the council (other than contracts relating to the exercise of their functions as a conduct reviewer) in the 2 years preceding the referral, and they or their employer have received or expect to receive payments under the contract or contracts of a value that, when aggregated, exceeds \$100,000, or
 - d) at the time of the referral, they or their employer are the council's legal service provider or are a member of a panel of legal service providers appointed by the council.
- 6.5 For the purposes of clause 6.4(a), a conduct reviewer will have a conflict of interest in a matter where a reasonable and informed person would perceive that they could be influenced by a private interest when carrying out their public duty (see clause 5.2 of the Model Code of Conduct).
- 6.6 For the purposes of clause 6.4(b), a reasonable apprehension of bias arises where a fair-minded observer might reasonably apprehend that the conduct reviewer might not bring an impartial and unprejudiced mind to the matter referred to the conduct reviewer.

- 6.7 Where the complaints coordinator refers a matter to a conduct reviewer, they will provide the conduct reviewer with a copy of the code of conduct complaint and any other information relevant to the matter held by the council, including any information about previous proven breaches and any information that would indicate that the alleged conduct forms part of an ongoing pattern of behaviour.
- 6.8 The complaints coordinator must notify the complainant in writing that the matter has been referred to a conduct reviewer, and advise which conduct reviewer the matter has been referred to.
- 6.9 Conduct reviewers must comply with these procedures in their consideration of matters that have been referred to them and exercise their functions in a diligent and timely manner.
- 6.10 The complaints coordinator may at any time terminate the referral of a matter to a conduct reviewer and refer the matter to another conduct reviewer where the complaints coordinator is satisfied that the conduct reviewer has failed to:
 - a) comply with these procedures in their consideration of the matter, or
 - comply with a lawful and reasonable request by the complaints coordinator, or
 - exercise their functions in a timely or satisfactory manner.
- 6.11 Where the complaints coordinator terminates a referral to a conduct reviewer under clause 6.10, they must notify the complainant and any other affected person in writing of their decision and the reasons for it and advise them which conduct reviewer the matter has been referred to instead.

Preliminary assessment of code of conduct complaints about councillors or the general manager by a conduct reviewer

- 6.12 The conduct reviewer is to undertake a preliminary assessment of a complaint referred to them by the complaints coordinator for the purposes of determining how the complaint is to be managed.
- 6.13 The conduct reviewer may determine to do one or more of the following in relation to a complaint referred to them by the complaints coordinator:
 - a) to take no action
 - b) to resolve the complaint by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
 - c) to refer the matter back to the general manager or, in the case of a complaint about the general manager, the mayor, for resolution by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
 - d) to refer the matter to an external agency
 - e) to investigate the matter.
- 6.14 In determining how to deal with a matter under clause 6.13, the conduct reviewer must have regard to the complaint assessment criteria prescribed under clause 6.31.

Preliminary Assessment of Code of Conduct Complaints About Councillors or the General Manager by Conduct Reviewers

- 6.15 The conduct reviewer may make such enquiries the conduct reviewer considers to be reasonably necessary to determine what options to exercise under clause 6.13.
- 6.16 The conduct reviewer may request the complaints coordinator to provide such additional information the conduct reviewer considers to be reasonably necessary to determine what options to exercise in relation to the matter under clause 6.13. The complaints coordinator will, as far as is reasonably practicable, supply any information requested by the conduct reviewer.
- 6.17 The conduct reviewer must refer to the Office any complaints referred to them that should have been referred to the Office under clauses 5.20 and 5.27.
- 6.18 The conduct reviewer must determine to take no action on a complaint that is not a code of conduct complaint for the purposes of these procedures.
- 6.19 The resolution of a code of conduct complaint under clause 6.13, paragraphs (b) or (c) is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 6.20 Where the conduct reviewer completes their preliminary assessment of a complaint by determining to exercise an option under clause 6.13, paragraphs (a), (b) or (c), they must provide the complainant with written notice of their determination and provide reasons for it, and this will finalise consideration of the matter under these procedures.
- 6.21 Where the conduct reviewer refers a complaint to an external agency, they must notify the complainant of the referral in writing unless they form the view, on the advice of the relevant agency, that it would not be appropriate for them to do so.
- 6.22 The conduct reviewer may only determine to investigate a matter where they are satisfied as to the following:

- a) that the complaint is a code of conduct complaint for the purposes of these procedures, and
- b) that the alleged conduct is sufficiently serious to warrant the formal censure of a councillor under section 440G of the LGA or disciplinary action against the general manager under their contract of employment if it were to be proven, and
- that the matter is one that could not or should not be resolved by alternative means.
- 6.23 In determining whether a matter is sufficiently serious to warrant formal censure of a councillor under section 440G of the LGA or disciplinary action against the general manager under their contract of employment, the conduct reviewer is to consider the following:
 - a) the harm or cost that the alleged conduct has caused to any affected individuals and/or the council
 - the likely impact of the alleged conduct on the reputation of the council and public confidence in it
 - c) whether the alleged conduct was deliberate or undertaken with reckless intent or negligence
 - d) any previous proven breaches by the person whose alleged conduct is the subject of the complaint and/or whether the alleged conduct forms part of an ongoing pattern of behaviour.
- 6.24 The conduct reviewer must complete their preliminary assessment of the complaint within 28 days of referral of the matter to them by the complaints coordinator and notify the complaints coordinator in writing of the outcome of their assessment.
- 6.25 The conduct reviewer is not obliged to give prior notice to or to consult with any person before making a determination in relation to their preliminary assessment of a complaint, except as may be specifically required under these procedures.

Referral back to the general manager or mayor for resolution

- 6.26 Where the conduct reviewer determines to refer a matter back to the general manager or to the mayor to be resolved by alternative and appropriate means, they must write to the general manager or, in the case of a complaint about the general manager, to the mayor, recommending the means by which the complaint may be resolved.
- 6.27 The conduct reviewer must consult with the general manager or mayor prior to referring a matter back to them under clause 6.13(c).
- 6.28 The general manager or mayor may decline to accept the conduct reviewer's recommendation. In such cases, the conduct reviewer may determine to deal with the complaint by other means under clause 6.13.
- 6.29 Where the conduct reviewer refers a matter back to the general manager or mayor under clause 6.13(c), the general manager or, in the case of a complaint about the general manager, the mayor, is responsible for implementing or overseeing the implementation of the conduct reviewer's recommendation.
- 6.30 Where the conduct reviewer refers a matter back to the general manager or mayor under clause 6.13(c), the general manager, or, in the case of a complaint about the general manager, the mayor, must advise the complainant in writing of the steps taken to implement the conduct reviewer's recommendation once these steps have been completed.

Complaints assessment criteria

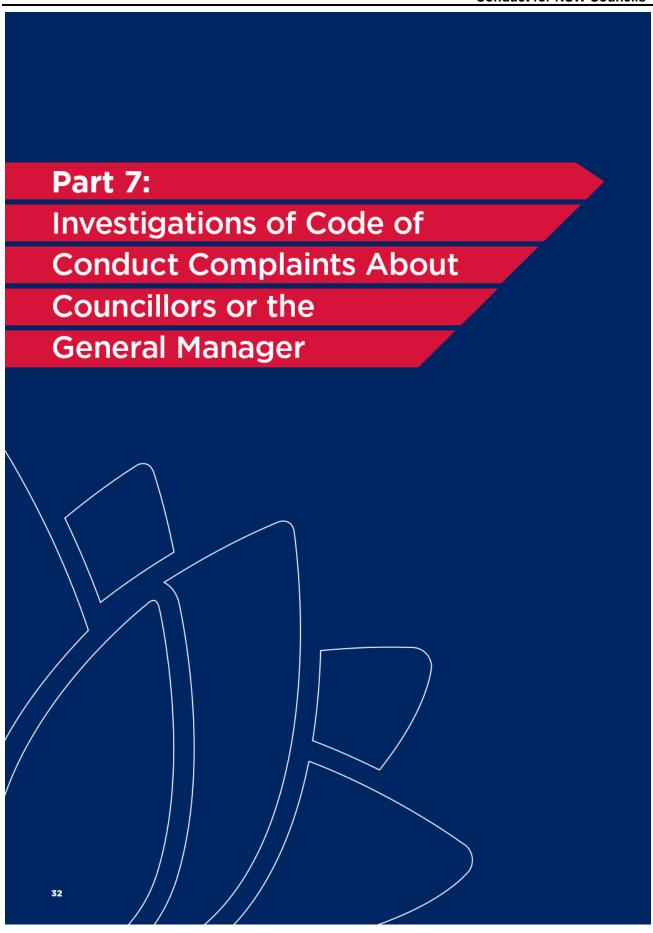
- 6.31 In undertaking the preliminary assessment of a complaint, the conduct reviewer must have regard to the following considerations:
 - a) whether the complaint is a code of conduct complaint for the purpose of these procedures
 - b) whether the complaint has been made in a timely manner in accordance with clause 4.4, and if not, whether the allegations are sufficiently serious for compelling grounds to exist for the matter to be dealt with under the council's code of conduct
 - whether the complaint is trivial, frivolous, vexatious or not made in good faith
 - d) whether the complaint discloses prima facie evidence of conduct that, if proven, would constitute a breach of the code of conduct
 - e) whether the complaint raises issues that would be more appropriately dealt with by an external agency
 - f) whether there is or was an alternative and satisfactory means of redress available in relation to the conduct complained of
 - g) whether the complaint is one that can be resolved by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour

ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 3
OLG Procedures for the
Administration of the Model Code of
Conduct for NSW Councils

Preliminary Assessment of Code of Conduct Complaints About Councillors or the General Manager by Conduct Reviewers

- h) whether the issue/s giving rise to the complaint have previously been addressed or resolved
- any previous proven breaches of the council's code of conduct
- j) whether the conduct complained of forms part of an ongoing pattern of behaviour
- k) whether there were mitigating circumstances giving rise to the conduct complained of
- the seriousness of the alleged conduct (having regard to the criteria specified in clause 6.23)
- m) the significance of the conduct or the impact of the conduct for the council
- n) how much time has passed since the alleged conduct occurred
- such other considerations that the conduct reviewer considers may be relevant to the assessment of the complaint.



Investigations of Code of Conduct Complaints About Councillors or the General Manager

What matters may a conduct reviewer investigate?

- 7.1 A conduct reviewer (hereafter referred to as an "investigator") may investigate a code of conduct complaint that has been referred to them by the complaints coordinator and any matters related to or arising from that complaint.
- 7.2 Where an investigator identifies further separate possible breaches of the code of conduct that are not related to or do not arise from the code of conduct complaint that has been referred to them, they are to report the matters separately in writing to the general manager, or, in the case of alleged conduct on the part of the general manager, to the mayor.
- 7.3 The general manager or the mayor or their delegate is to deal with a matter reported to them by an investigator under clause 7.2 as if it were a new code of conduct complaint in accordance with these procedures.

How are investigations to be commenced?

- 7.4 The investigator must at the outset of their investigation provide a written notice of investigation to the respondent. The notice of investigation must:
 - disclose the substance of the allegations against the respondent, and
 - advise of the relevant provisions of the code of conduct that apply to the alleged conduct, and
 - advise of the process to be followed in investigating the matter, and

- advise the respondent of the requirement to maintain confidentiality, and
- e) invite the respondent to make a written submission in relation to the matter within a period of not less than 14 days specified by the investigator in the notice, and
- f) provide the respondent the opportunity to address the investigator on the matter within such reasonable time specified in the notice.
- 7.5 The respondent may, within 7 days of receipt of the notice of investigation, request in writing that the investigator provide them with such further information they consider necessary to assist them to identify the substance of the allegation against them. An investigator will only be obliged to provide such information that the investigator considers reasonably necessary for the respondent to identify the substance of the allegation against them.
- 7.6 An investigator may at any time prior to issuing a draft report, issue an amended notice of investigation to the respondent in relation to the matter referred to them.
- 7.7 Where an investigator issues an amended notice of investigation, they must provide the respondent with a further opportunity to make a written submission in response to the amended notice of investigation within a period of not less than 14 days specified by the investigator in the amended notice.
- 7.8 The investigator must also, at the outset of their investigation, provide written notice of the investigation to the complainant, the complaints coordinator and the general manager, or in the case of a complaint about the general manager, to the complainant, the complaints coordinator and the mayor. The notice must:

- a) advise them of the matter the investigator is investigating, and
- b) in the case of the notice to the complainant, advise them of the requirement to maintain confidentiality, and
- c) invite the complainant to make a written submission in relation to the matter within a period of not less than 14 days specified by the investigator in the notice.

Written and oral submissions

- 7.9 Where the respondent or the complainant fails to make a written submission in relation to the matter within the period specified by the investigator in their notice of investigation or amended notice of investigation, the investigator may proceed to prepare their draft report without receiving such submissions.
- 7.10 The investigator may accept written submissions received outside the period specified in the notice of investigation or amended notice of investigation.
- 7.11 Prior to preparing a draft report, the investigator must give the respondent an opportunity to address the investigator on the matter being investigated. The respondent may do so in person or by telephone or other electronic means.
- 7.12 Where the respondent fails to accept the opportunity to address the investigator within the period specified by the investigator in the notice of investigation, the investigator may proceed to prepare a draft report without hearing from the respondent.

- 7.13 Where the respondent accepts the opportunity to address the investigator in person, they may have a support person or legal adviser in attendance. The support person or legal adviser will act in an advisory or support role to the respondent only. They must not speak on behalf of the respondent or otherwise interfere with or disrupt proceedings.
- 7.14 The investigator must consider all written and oral submissions made to them in relation to the matter.

How are investigations to be conducted?

- 7.15 Investigations are to be undertaken without undue delay.
- 7.16 Investigations are to be undertaken in the absence of the public and in confidence.
- 7.17 Investigators must make any such enquiries that may be reasonably necessary to establish the facts of the matter.
- 7.18 Investigators may seek such advice or expert guidance that may be reasonably necessary to assist them with their investigation or the conduct of their investigation.
- 7.19 An investigator may request that the complaints coordinator provide such further information that the investigator considers may be reasonably necessary for them to establish the facts of the matter. The complaints coordinator will, as far as is reasonably practicable, provide the information requested by the investigator.

Investigations of Code of Conduct Complaints About Councillors or the General Manager

Referral or resolution of a matter after the commencement of an investigation

- 7.20 At any time after an investigator has issued a notice of investigation and before they have issued their final report, an investigator may determine to:
 - a) resolve the matter by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour, or
 - b) refer the matter to the general manager, or, in the case of a complaint about the general manager, to the mayor, for resolution by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour, or
 - c) refer the matter to an external agency.
- 7.21 Where an investigator determines to exercise any of the options under clause 7.20 after the commencement of an investigation, they must do so in accordance with the requirements of Part 6 of these procedures relating to the exercise of these options at the preliminary assessment stage.
- 7.22 The resolution of a code of conduct complaint under clause 7.20, paragraphs (a) or (b) is not to be taken as a determination that there has been a breach of the council's code of conduct.

- 7.23 Where an investigator determines to exercise any of the options under clause 7.20 after the commencement of an investigation, they may by written notice to the respondent, the complainant, the complaints coordinator and the general manager, or in the case of a complaint about the general manager, to the respondent, the complainant, the complaints coordinator and the mayor, discontinue their investigation of the matter.
- 7.24 Where the investigator discontinues their investigation of a matter under clause 7.23, this shall finalise the consideration of the matter under these procedures.
- 7.25 An investigator is not obliged to give prior notice to or to consult with any person before making a determination to exercise any of the options under clause 7.20 or to discontinue their investigation except as may be specifically required under these procedures.

Draft investigation reports

- 7.26 When an investigator has completed their enquiries and considered any written or oral submissions made to them in relation to a matter, they must prepare a draft of their proposed report.
- 7.27 The investigator must provide their draft report to the respondent and invite them to make a written submission in relation to it within a period of not less than 14 days specified by the investigator.
- 7.28 Where the investigator proposes to make adverse comment about any other person (an affected person) in their report, they must also provide the affected person with relevant extracts of their draft report containing such comment and invite the affected person to make a written submission in relation to it within a period of not less than 14 days specified by the investigator.

- 7.29 The investigator must consider written submissions received in relation to the draft report prior to finalising their report in relation to the matter.
- 7.30 The investigator may, after consideration of all written submissions received in relation to their draft report, make further enquiries into the matter. If, as a result of making further enquiries, the investigator makes any material change to their proposed report that makes new adverse comment about the respondent or an affected person, they must provide the respondent or affected person as the case may be with a further opportunity to make a written submission in relation to the new adverse comment.
- 7.31 Where the respondent or an affected person fails to make a written submission in relation to the draft report within the period specified by the investigator, the investigator may proceed to prepare and issue their final report without receiving such submissions.
- 7.32 The investigator may accept written submissions in relation to the draft report received outside the period specified by the investigator at any time prior to issuing their final report.

Final investigation reports

- 7.33 Where an investigator issues a notice of investigation, they must prepare a final report in relation to the matter unless the investigation is discontinued under clause 7.23.
- 7.34 An investigator must not prepare a final report in relation to the matter at any time before they have finalised their consideration of the matter in accordance with the requirements of these procedures.

- 7.35 The investigator's final report must:
 - a) make findings of fact in relation to the matter investigated, and,
 - b) make a determination that the conduct investigated either,
 - i) constitutes a breach of the code of conduct, or
 - ii) does not constitute a breach of the code of conduct, and
 - c) provide reasons for the determination.
- 7.36 At a minimum, the investigator's final report must contain the following information:
 - a) a description of the allegations against the respondent
 - the relevant provisions of the code of conduct that apply to the alleged conduct investigated
 - a statement of reasons as to why the matter warranted investigation (having regard to the criteria specified in clause 6.23)
 - d) a statement of reasons as to why the matter was one that could not or should not be resolved by alternative means
 - e) a description of any attempts made to resolve the matter by use of alternative means
 - f) the steps taken to investigate the matter
 - g) the facts of the matter
 - the investigator's findings in relation to the facts of the matter and the reasons for those findings
 - i) the investigator's determination and the reasons for that determination
 - j) any recommendations.

Investigations of Code of Conduct Complaints About Councillors or the General Manager

- 7.37 Where the investigator determines that the conduct investigated constitutes a breach of the code of conduct, the investigator may recommend:
 - a) in the case of a breach by the general manager, that disciplinary action be taken under the general manager's contract of employment for the breach, or
 - in the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the LGA, or
 - c) in the case of a breach by a councillor, that the council resolves as follows:
 - that the councillor be formally censured for the breach under section 440G of the LGA, and
 - ii) that the matter be referred to the Office for further action under the misconduct provisions of the LGA.
- 7.38 Where the investigator proposes to make a recommendation under clause 7.37(c), the investigator must first consult with the Office on their proposed findings, determination and recommendation prior to finalising their report, and must take any comments by the Office into consideration when finalising their report.
- 7.39 Where the investigator has determined that there has been a breach of the code of conduct, the investigator may, in addition to making a recommendation under clause 7.37, recommend that the council revise any of its policies, practices or procedures.
- 7.40 Where the investigator determines that the conduct investigated does not constitute a breach of the code of conduct, the investigator may recommend:
 - a) that the council revise any of its policies, practices or procedures

- b) that a person or persons undertake any training or other education.
- 7.41 The investigator must provide a copy of their report to the complaints coordinator and the respondent.
- 7.42 At the time the investigator provides a copy of their report to the complaints coordinator and the respondent, the investigator must provide the complainant with a written statement containing the following information:
 - a) the investigator's findings in relation to the facts of the matter and the reasons for those findings
 - b) the investigator's determination and the reasons for that determination
 - c) any recommendations, and
 - d) such other additional information that the investigator considers may be relevant.
- 7.43 Where the investigator has determined that there has not been a breach of the code of conduct, the complaints coordinator must provide a copy of the investigator's report to the general manager or, where the report relates to the general manager's conduct, to the mayor, and this will finalise consideration of the matter under these procedures.
- 7.44 Where the investigator has determined that there has been a breach of the code of conduct and makes a recommendation under clause 7.37, the complaints coordinator must, where practicable, arrange for the investigator's report to be reported to the next ordinary council meeting for the council's consideration, unless the meeting is to be held within the 4 weeks prior to an ordinary local government election, in which case the report must be reported to the first ordinary council meeting following the election.

7.45 Where it is apparent to the complaints coordinator that the council will not be able to form a quorum to consider the investigator's report, the complaints coordinator must refer the investigator's report to the Office for its consideration instead of reporting it to the council under clause 7.44.

Consideration of the final investigation report by council

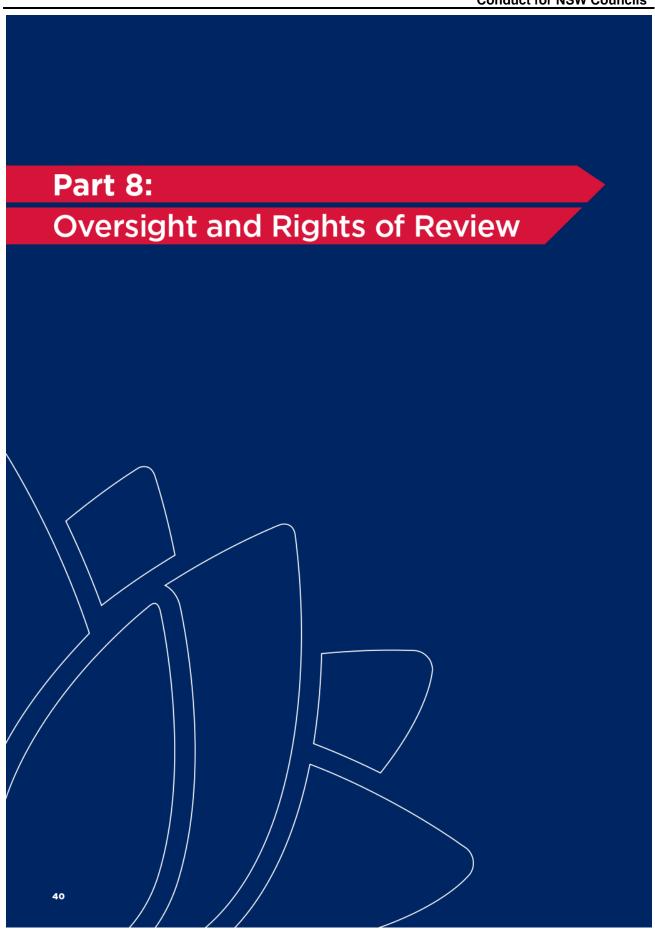
- 7.46 The role of the council in relation to a final investigation report is to impose a sanction if the investigator has determined that there has been a breach of the code of conduct and has made a recommendation in their final report under clause 7.37.
- 7.47 The council is to close its meeting to the public to consider the final investigation report in cases where it is permitted to do so under section 10A of the LGA.
- 7.48 Where the complainant is a councillor, they must absent themselves from the meeting and take no part in any discussion or voting on the matter. The complainant councillor may absent themselves without making any disclosure of interest in relation to the matter unless otherwise required to do so under the code of conduct.
- 7.49 Prior to imposing a sanction, the council must provide the respondent with an opportunity to make a submission to the council. A submission may be made orally or in writing. The respondent is to confine their submission to addressing the investigator's recommendation.

- 7.50 Once the respondent has made their submission they must absent themselves from the meeting and, where they are a councillor, take no part in any discussion or voting on the matter.
- 7.51 The council must not invite submissions from other persons for the purpose of seeking to rehear evidence previously considered by the investigator.
- 7.52 Prior to imposing a sanction, the council may by resolution:
 - a) request that the investigator make additional enquiries and/or provide additional information to it in a supplementary report, or
 - b) seek an opinion from the Office in relation to the report.
- 7.53 The council may, by resolution, defer further consideration of the matter pending the receipt of a supplementary report from the investigator or an opinion from the Office.
- 7.54 The investigator may make additional enquiries for the purpose of preparing a supplementary report.
- 7.55 Where the investigator prepares a supplementary report, they must provide copies to the complaints coordinator who shall provide a copy each to the council and the respondent.
- 7.56 The investigator is not obliged to notify or consult with any person prior to submitting the supplementary report to the complaints coordinator.
- 7.57 The council is only required to provide the respondent a further opportunity to make an oral or written submission on a supplementary report if the supplementary report contains new information that is adverse to them.

Investigations of Code of Conduct Complaints About Councillors or the General Manager

- 7.58 A council may by resolution impose one of the following sanctions on a respondent:
 - a) in the case of a breach by the general manager, that disciplinary action be taken under the general manager's contract of employment for the breach, or
 - in the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the LGA, or
 - c) in the case of a breach by a councillor:
 - that the councillor be formally censured for the breach under section 440G of the LGA, and
 - ii) that the matter be referred to the Office for further action under the misconduct provisions of the LGA.
- 7.59 Where the council censures a councillor under section 440G of the LGA, the council must specify in the censure resolution the grounds on which it is satisfied that the councillor should be censured by disclosing in the resolution, the investigator's findings and determination and/or such other grounds that the council considers may be relevant or appropriate.

- 7.60 The council is not obliged to adopt the investigator's recommendation. Where the council proposes not to adopt the investigator's recommendation, the council must resolve not to adopt the recommendation and state in its resolution the reasons for its decision.
 - 7.61 Where the council resolves not to adopt the investigator's recommendation, the complaints coordinator must notify the Office of the council's decision and the reasons for it.



Oversight and Rights of Review

The Office's powers of review

- 8.1 The Office may, at any time, whether or not in response to a request, review the consideration of a matter under a council's code of conduct where it is concerned that a person has failed to comply with a requirement prescribed under these procedures or has misinterpreted or misapplied the standards of conduct prescribed under the code of conduct in their consideration of a matter.
- 8.2 The Office may direct any person, including the council, to defer taking further action in relation to a matter under consideration under the council's code of conduct pending the completion of its review. Any person the subject of a direction must comply with the direction.
- 8.3 Where the Office undertakes a review of a matter under clause 8.1, it will notify the complaints coordinator and any other affected persons, of the outcome of the review.

Complaints about conduct reviewers

- 8.4 The general manager or their delegate must refer code of conduct complaints about conduct reviewers to the Office for its consideration.
- 8.5 The general manager must notify the complainant of the referral of their complaint about the conduct reviewer in writing.
- 8.6 The general manager must implement any recommendation made by the Office as a result of its consideration of a complaint about a conduct reviewer.

Practice rulings

- 8.7 Where a respondent and an investigator are in dispute over a requirement under these procedures, either person may make a request in writing to the Office to make a ruling on a question of procedure (a practice ruling).
- 8.8 Where the Office receives a request in writing for a practice ruling, the Office may provide notice in writing of its ruling and the reasons for it to the person who requested it and to the investigator, where that person is different.
- 8.9 Where the Office makes a practice ruling, all parties must comply with it.
- 8.10 The Office may decline to make a practice ruling. Where the Office declines to make a practice ruling, it will provide notice in writing of its decision and the reasons for it to the person who requested it and to the investigator, where that person is different.

Review of decisions to impose sanctions

- 8.11 A person who is the subject of a sanction imposed under Part 7 of these procedures other than one imposed under clause 7.58, paragraph (c), may, within 28 days of the sanction being imposed, seek a review of the investigator's determination and recommendation by the Office.
- 8.12 A review under clause 8.11 may be sought on the following grounds:
 - a) that the investigator has failed to comply with a requirement under these procedures, or
 - that the investigator has misinterpreted or misapplied the standards of conduct prescribed under the code of conduct, or
 - that in imposing its sanction, the council has failed to comply with a requirement under these procedures.

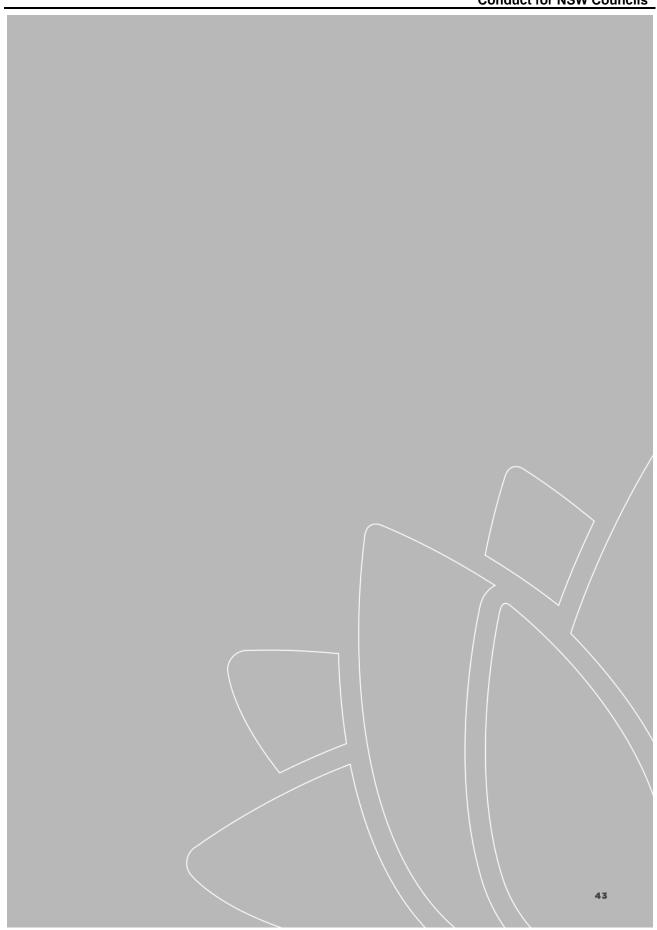
41

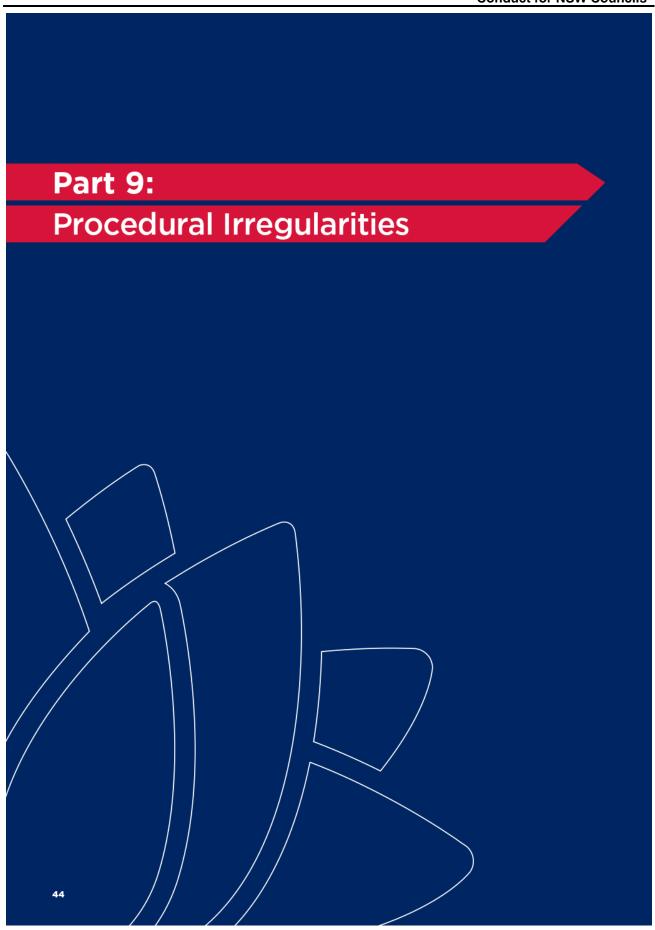
Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW

- 8.13 A request for a review made under clause 8.11 must be made in writing and must specify the grounds upon which the person believes the investigator or the council has erred.
- 8.14 The Office may decline to conduct a review, in cases where the grounds upon which the review is sought are not sufficiently specified.
- 8.15 The Office may undertake a review of a matter without receiving a request under clause 8.11.
- 8.16 The Office will undertake a review of the matter on the papers. However, the Office may request that the complaints coordinator provide such further information that the Office considers reasonably necessary for it to review the matter. The complaints coordinator must, as far as is reasonably practicable, provide the information requested by the Office.
- 8.17 Where a person requests a review under clause 8.11, the Office may direct the council to defer any action to implement a sanction. The council must comply with a direction to defer action by the Office.
- 8.18 The Office must notify the person who requested the review and the complaints coordinator of the outcome of the Office's review in writing and the reasons for its decision. In doing so, the Office may comment on any other matters the Office considers to be relevant.

- 8.19 Where the Office considers that the investigator or the council has erred, the Office may recommend that a decision to impose a sanction under these procedures be reviewed. Where the Office recommends that the decision to impose a sanction be reviewed:
 - a) the complaints coordinator must, where practicable, arrange for the Office's determination to be tabled at the next ordinary council meeting unless the meeting is to be held within the 4 weeks prior to an ordinary local government election, in which case it must be tabled at the first ordinary council meeting following the election, and
 - b) the council must:
 - review its decision to impose the sanction, and
 - ii) consider the Office's recommendation in doing so, and
 - iii) resolve to either rescind or reaffirm its previous resolution in relation to the matter.
- 8.20 Where, having reviewed its previous decision in relation to a matter under clause 8.19(b), the council resolves to reaffirm its previous decision, the council must state in its resolution its reasons for doing so.

42



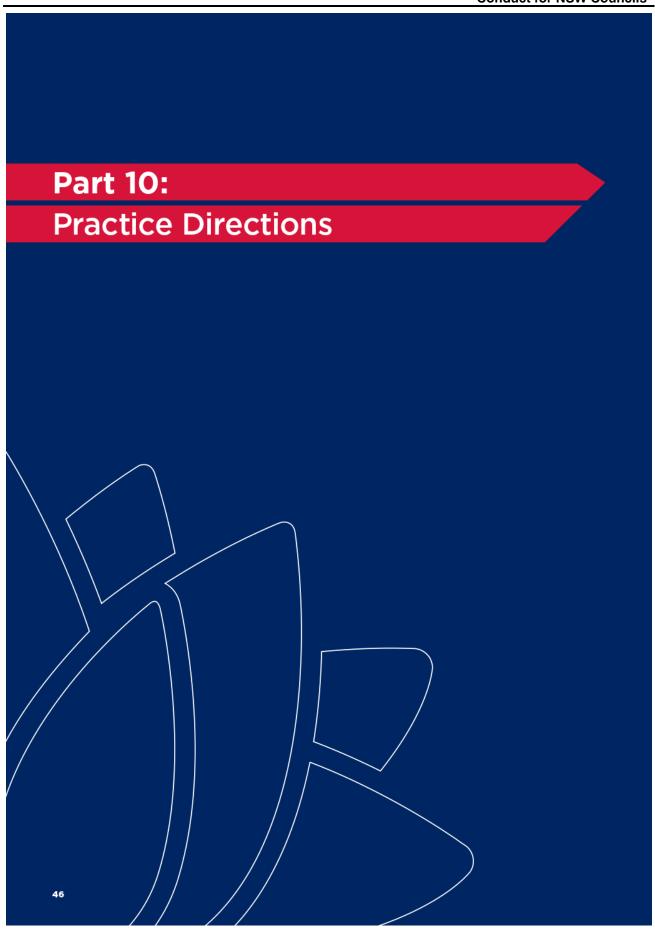


ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 3
OLG Procedures for the
Administration of the Model Code of
Conduct for NSW Councils

Procedural Irregularities

- 9.1 A failure to comply with these procedures does not, on its own, constitute a breach of the code of conduct, except as may be otherwise specifically provided under the code of conduct.
- 9.2 A failure to comply with these procedures will not render a decision made in relation to a matter invalid where:
 - a) the non-compliance is isolated and/or minor in nature, or
 - b) reasonable steps are taken to correct the non-compliance, or
 - reasonable steps are taken to address the consequences of the non-compliance.

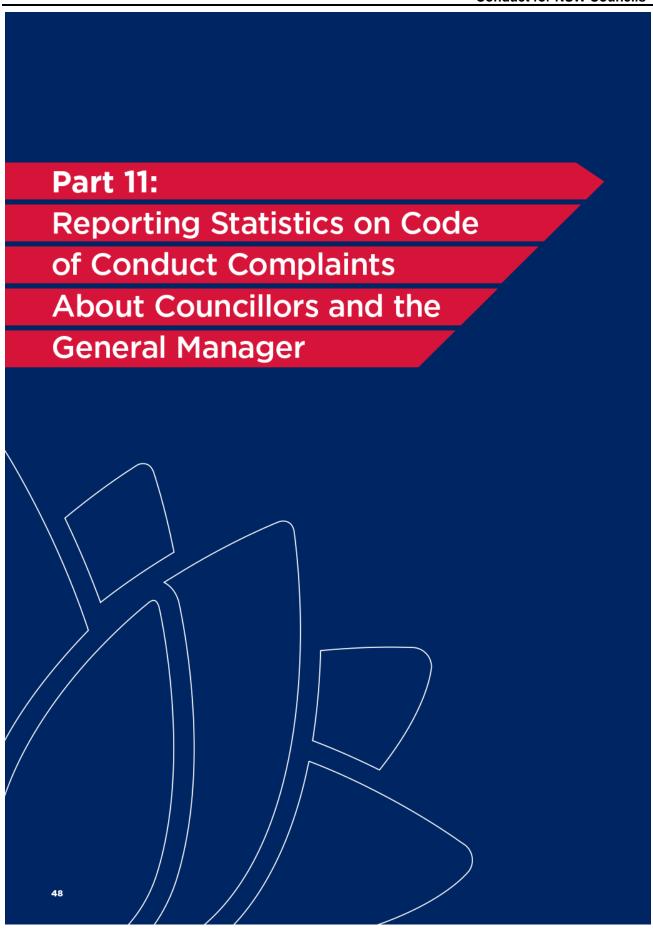


ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

Attachment 3
OLG Procedures for the
Administration of the Model Code of
Conduct for NSW Councils

Practice Directions

- 10.1 The Office may at any time issue a practice direction in relation to the application of these procedures.
- 10.2 The Office will issue practice directions in writing, by circular to all councils.
- 10.3 All persons performing a function prescribed under these procedures must consider the Office's practice directions when performing the function.



ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY

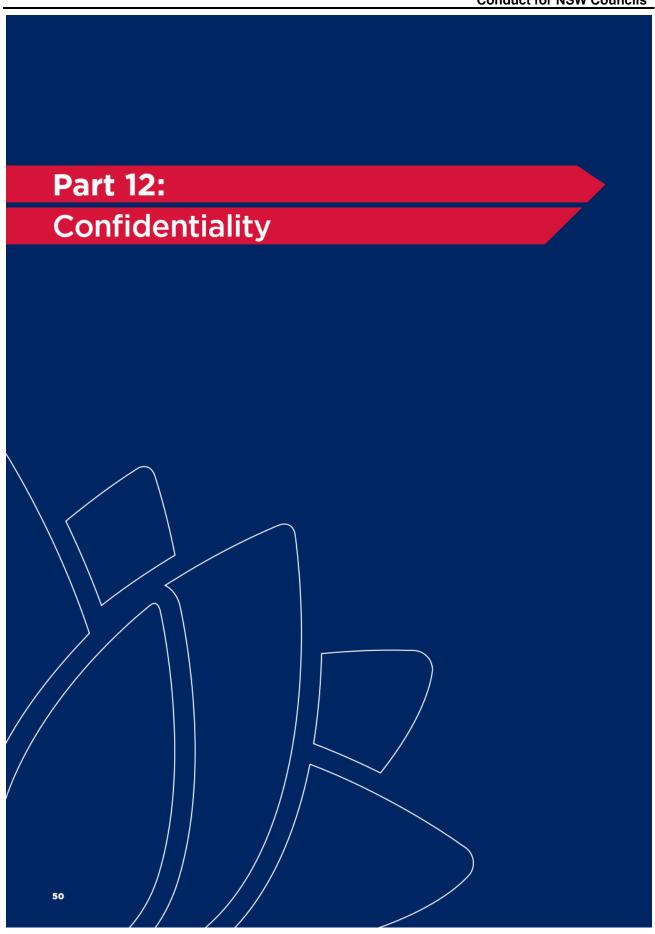
Attachment 3
OLG Procedures for the
Administration of the Model Code of
Conduct for NSW Councils

Reporting Statistics on Code of Conduct Complaints About Councillors and the General Manager

- 11.1 The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:
 - a) the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)
 - the number of code of conduct complaints referred to a conduct reviewer during the reporting period
 - the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints
 - d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period

- e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period
- f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and
- g) the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.
- 11.2 The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.

49



Confidentiality

- 12.1 Information about code of conduct complaints and the management and investigation of code of conduct complaints is to be treated as confidential and is not to be publicly disclosed except as may be otherwise specifically required or permitted under these procedures.
- 12.2 Where a complainant publicly discloses information on one or more occasions about a code of conduct complaint they have made or purported to make, the general manager or their delegate may, with the consent of the Office, determine that the complainant is to receive no further information about their complaint and any future code of conduct complaint they make or purport to make.
- 12.3 Prior to seeking the Office's consent under clause 12.2, the general manager or their delegate must give the complainant written notice of their intention to seek the Office's consent, invite them to make a written submission within a period of not less than 14 days specified by the general manager or their delegate, and consider any submission made by them.
- 12.4 In giving its consent under clause 12.2, the Office must consider any submission made by the complainant to the general manager or their delegate.

- 12.5 The general manager or their delegate must give written notice of a determination made under clause 12.2 to:
 - a) the complainant
 - b) the complaints coordinator
 - c) the Office, and
 - d) any other person the general manager or their delegate considers should be notified of the determination.
- 12.6 Any requirement under these procedures that a complainant is to be provided with information about a code of conduct complaint that they have made or purported to make, will not apply to a complainant the subject of a determination made by the general manager or their delegate under clause 12.2.
- 12.7 Clause 12.6 does not override any entitlement a person may have to access to council information under the *Government Information (Public Access)*Act 2009 or to receive information under the *Public Interest Disclosures Act* 1994 in relation to a complaint they have made.



POLICY AND GENERAL COMMITTEE

May 2, 2022

ITEM 10

BROKEN HILL CITY COUNCIL REPORT NO. 121/22

SUBJECT: ADOPTION OF THE DRAFT REVISED SOCIAL MEDIA POLICY

AND THE DRAFT REVISED MEDIA RELATIONS POLICY

D22/20681

Recommendation

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

Executive Summary:

As per Section 440 of the Local Government Act 1993, Council must, within 12 months after each ordinary election, review its adopted Code of Conduct Policy and make such adjustments as it considers appropriate and as are consistent with this section of the Act and the Office of Local Government's Model Code of Conduct for NSW Councils. Sections of the Model Code of Conduct relate to media relations and the use of social media.

As per Council's resolution at the 12 January 2022 Ordinary Council Meeting (Minute No. 46690) a Councillor Workshop was held on Monday 7 March 2022 to review Council's existing Social Media Policy and Media Relations Policy.

The policies were reviewed by Council at the March 2022 Policy and General Committee Meeting and the March 2022 Council Meeting and Council resolved (Minute No. 46789) to place the draft reviewed polices on public exhibition. The draft polices were subsequently placed on public exhibition for a 28 day period closing at midnight on Friday 28 April 2022, during which time Council received nil submissions from the public.

This report is presented to Council to consider the formal adoption of the draft revised Social Media Policy and the draft revised Media Relations Policy.

Report:

NSW Councils are required to review and adopt their Code of Conduct Policies (based on the Office of Local Government's (OLG) Model Code of Conduct 2020 (Model Code)) within 12 months after each Ordinary Election.

The Model Code of Conduct is prescribed under section 440 of the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

Under Section 440 of the Act, each Council in NSW is required to adopt a Code of Conduct based on the Model Code as prescribed under the Regulation. Councils may enhance or strengthen the standards prescribed under the Model Code in their adopted Codes of Conduct to make them more onerous. Councils may also supplement the provisions contained in the Model Code with additional provisions in their adopted Codes of Conduct.

However, Councils cannot weaken the standards prescribed in the Model Code in their adopted Codes of Conduct. Provisions contained in a Council's adopted Code of Conduct that are less onerous than those prescribed under the Model Code will be invalid and the equivalent provisions of the Model Code will override them through the operation of section 440 of the *Local Government Act 1993*.

At the Councillor Workshop held on 7 March 2022 the majority of Councillors present noted that several points in the Social Media Policy and the Media Relations Policy appeared to be superfluous as they are already covered by Council's Code of Conduct Policy.

Upon review of the policies, discussions were held around possible amendments as follows:

Social Media Policy

Change 4.4 to read:

4.4 Council representatives must not use personal accounts in a manner that is likely to breach Council's Code of Conduct.

Remove 4.5:

4.5 Council Representatives must not use their personal accounts to allude to or disclose information about Council, upcoming projects or events, or any other information that is not already in the public domain.

Media Relations Policy

Remove 4.2.2:

4.2.2 Whenever Councillors speak with the media they must make it clear they are expressing their own personal opinion, and not speaking on behalf of Council as a whole.

Remove 4.2.5:

4.2.5 Councillors must not provide the media with comment or information that; contests or undermines established Council policy; brings Council into disrepute; denigrates Council, fellow Councillors, or Council employees.

Minor change to 4.2.6 to read:

4.2.6 Replace the word "encouraged" with "welcome".

These amendments were considered at the March 2022 Policy and General Committee Meeting and the March 2022 Council Meeting and Council resolved (Minute No. 46790) to amend the policies as suggested above and place the draft revised policies on public exhibition.

The draft revised policies were subsequently placed on public exhibition for a 28 day period closing at midnight on Friday 28 April 2022, during which time Council received nil submissions from the public.

This report is presented to Council to consider the formal adoption of the draft revised Social Media Policy and the draft revised Media Relations Policy.

Community Engagement:

The draft revised policies were placed on public exhibition for a 28 day period.

Strategic Direction:

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

Relevant Legislation:

Section 440 of the Local Government Act 1993 Local Government (General) Regulation 2021

Financial Implications:

Nil.

Attachments

- 1. Upper Draft Revised Social Media Policy
- 2. U Draft Revised Media Relations Policy

<u>DARRIN MANUEL</u>
<u>MANAGER COMMUNICATIONS AND MARKETING</u>

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>



DRAFT SOCIAL MEDIA POLICY

QUALITY CONTROL			
TRIM REFERENCES	D17/9747		
RESPONSIBLE POSITION	Communications & Community	Engagement Coording	ator
APPROVED BY	Council Resolution		
REVIEW DATE	February 2018	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
28 February 2018	Public Exhibition	4574.	5
26 April 2018	Adopted	45800	0
30 March 2022	Public Exhibition	46790	0

1. INTRODUCTION

Australians are among the most prolific users of social media in the world, and expectations are growing on councils to engage, work openly, be more accountable and move quicker on issues. Social media represents opportunities to achieve real value by engaging residents, listening more and harnessing local energy.

Social media can:

- Increase residents' access to Council
- Increase Council's access to residents and improve the accessibility of Council communication
- Allow Council to be more active in its relationship with residents, partners and other stakeholders
- Increase the level of trust in Council
- Reach targeted audiences on specific issues, events and programs
- Provide effective, fast communication channels during crises
- · Provide insights into how council is perceived

2. POLICY OBJECTIVE

To provide a policy position in respect to the expectations of Council's representatives when engaging in social media, in both an official and personal capacity.

3. POLICY SCOPE

This Policy applies to Councillors, Council officers, volunteers, consultants and contractors.

Draft Social Media Policy

Page 1 of 5

4. POLICY STATEMENT

- 4.1 Authorised Users using social media must:
 - Only disclose publicly available information, or information intended to be made publicly available at the time of disclosure.
 - Publish copyright or trademark material only with permission from the copyright/trademark holder.
 - Ensure that information posted on accounts they oversee is not illegal, libellous, discriminatory, defamatory, abusive or obscene.
 - Maintain compliance with the Model Code of Conduct, and all other relevant Council
 policies when publishing content.
 - Ensure parental consent has been obtained before posting an image of a minor, except where the minor's identity cannot be determined by a viewer.
 - Use the content flowchart (attached) to determine if the content should be posted.
 - Respond to genuine enquires within the timeframe outlined in the Customer Service Strategy where possible.
 - Only engage in public conversation where relevant and appropriate.
 - Not release CCTV footage on Council's social media without authorisation from the General Manager.
 - Not communicate on behalf of the Mayor or Councillors without authorisation from the General Manager.
- **4.2** The Communications and Community Engagement Coordinator and the Digital Officer will monitor content posted on official social media channels to ensure adherence to the social media policy and associated documents.
- **4.3** Authorised Users will moderate user content. Any content that the Authorised User believes breaches this policy or associated documents is to be reported to the Digital Officer or the Communications and Community Engagement Officer. Offending content will be documented before being removed.
- **4.4** Council representatives must not use personal accounts in a manner that is likely to bring Council or its representatives into disrepute breach Council's Code of Conduct.
- **4.5** Council Representatives must not use their personal accounts to allude to or disclose information about Council, upcoming projects or events, or any other information that is not already in the public domain.
- **4.6** Council may utilise live streaming at Council meetings and events. During meetings, a disclaimer will be published in the business papers informing attendees they are consenting to their image, voice and comments being recorded and published. The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing. Attendees will also advised that they may be subject to legal action if they engage in unlawful behaviour or commentary. Signage will be posted at events to inform the public if live streaming is in process.

Draft Social Media Policy

4.7 Non-compliance with the Social Media Policy by employees will be managed in line with Council's Disciplinary Policy. Non-compliance by all other Council Representatives will be managed through the relevant Code of Conduct disciplinary systems.

5. IMPLEMENTATION

5.1. Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

- General Manager
- · Communications and Community Engagement Coordinator
- Digital Officer
- Authorised Users

5.2. Communication

This Policy will be communicated to staff in accordance with Council's Policy, Procedure and Process Framework. Following approval by the General Manager, the Policy will be made available on Council's intranet.

5.3. Associated Documents

The following documentation is to be read in conjunction with this policy.

- BHCC Model Code of Conduct
- BHCC Disciplinary Policy
- BHCC Email, Internet and Computer Systems Usage Policy
- BHCC Media Relations Policy
- BHCC Social Media Guidelines
- BHCC Customer Service Strategy

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 annually from the effective date, but is not limited to earlier review subject to changes in legislation and/or organisational directives. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Communications and Community Engagement Coordinator is responsible for the review of this policy.

Draft Social Media Policy

Page 3 of 5

7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- Anti-Discrimination Act 1977
- Archives Act 1983
- Children and Young Persons (Care and Protection) Act 199
- Copyright Act 1968
- Copyright Amendment Act 2006
- Copyright Amendment (Disbaility Access and Other Measures) Act 2017
- Defamation Act 2005
- Local Government Act 1993
- Privacy Act 1988
- Privacy and Personal Information Protection Act 1998
- State Records Act 1998

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Social Media Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

8. DEFINITIONS

"Authorised User" is a staff member authorised by the General Manager or the Communications and Community Engagement Coordinator to manage, maintain, publish to and operate a Council social media channel.

"BHCC" is the acronym for Broken Hill City Council

"CCTV" is Closed Circuit Television

"Content" is any information, opinion, text, video, audio, image, link, or document published to social media

"Council Representative" is any employee, elected member, volunteer, consultant or contractor

"Minor" is a person under the age of 18 years

"Moderate" is the process of assessing content (normally user generated) against predetermined standards and removing content which does not meet those standards.

"Platform" is a specific Social Media network, website, application or service (for example Facebook, Twitter, Instagram, etc).

"Post", "Publish", "Comment" are all terms meaning to make information, opinion or content available for others to view on a social media platform.

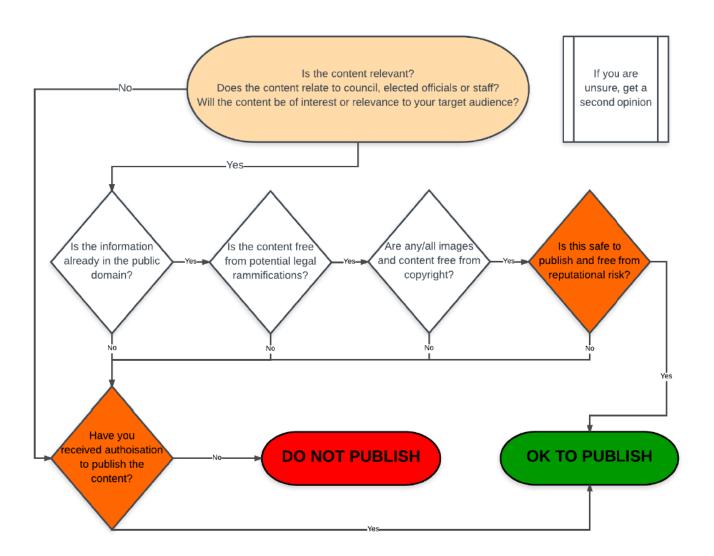
"Public Domain" means available to the public.

"Social Media" is the term for websites and applications that enable users to create and share content or to participate in social networking.

"User" is any content consumer or creator other than the account owner, operator, publisher or author.

Draft Social Media Policy

Page 4 of 5



Page 5 of 5



DRAFT MEDIA RELATIONS POLICY

QUALITY CONTROL			
TRIM REFERENCES	12/114		
RESPONSIBLE POSITION	General Manager		
APPROVED BY	Council resolution		
REVIEW DATE	March 2021	REVISION NUMBER 4	
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
29/11/2000	Adopted	38961	
26/11/2003	Adopted	40205	
28/03/2012	Adopted	43236	
29/03/2017	Public Exhibition	45503	
31/05/2017	Adopted	45544	
30/03/2022	Public Exhibition	46790	

1. INTRODUCTION

This Policy provides a framework for Councillors and staff to use to promote coverage of Council affairs that is consistent, fair, accurate and reliable.

2. POLICY OBJECTIVE

The Media Relations Policy has the following objectives:

- To ensure consistency by Councillors and staff in dealing with the media.
- To promote open exchange of information between Council and the media.
- To limit the publication of inaccurate information which could cause conflict or embarrassment for employees and Councillors.
- To limit the possibility of miscommunication and reputation risk.
- To promote positive media relationships.
- To clearly indicate Council's authorised spokespersons.
- To ensure appropriate authorisation and responsibility for information provided.

DRAFT MEDIA RELATIONS POLICY

Page 1 of 6

3. POLICY SCOPE

This Policy applies to Councillors, Council officers, volunteers, consultants, and contractors.

4. POLICY STATEMENT

The following guidelines should be observed at all times when interacting with media:

4.1 Staff and Media

- All media enquiries should be directed to the Communications and Community Engagement Coordinator.
- Council staff must not speak to the media about matters related to Council unless authorised by the General Manager to do so.
- Council employees may not provide any comment or information to the media with the intention of contesting or undermining Council policy or casting Council, Councillors or Council staff in a negative light.
- Council employees may speak to the media or write Letters to the Editor as private individuals
 providing they do not comment on Council business or policy, and do not identify themselves
 as Council employees.
- From time to time it may be necessary for a Letter to the Editor to be written as an official
 Council communication to inform the community about a particular matter. Such letters must
 be issued through the Communications and Community Engagement Coordinator, subject to
 the approval of the Mayor and/or General Manager.
- In the event of an industrial dispute (or an incident likely to lead to an industrial dispute), statements on behalf of Council employees should be issued via the relevant union.
- When appropriate, a member of Council staff may be nominated by the General Manager to
 act as the sole spokesperson on a specific issue, event or initiative within their operational
 portfolio, to ensure consistency of message.
- Council staff should treat all media outlets equally and avoid giving one outlet preferential treatment. Media releases should be distributed to all media outlets at the same time.
- Council staff should never provide information "off the record" during media interviews.
 Anything said to a media representative can be used in a news story.
- Contractors, volunteers or service providers employed by Council must refer all media enquiries
 relating to Council to the Communications and Community Engagement Coordinator.

4.2 Councillors and Media

 Councillors have been elected to represent the community and are free to speak to the media.

- Whenever Councillors speak with the media they must make it clear they are expressing their own personal opinion, and not speaking on behalf of Council as a whole.
- Councillors may speak on behalf of Council only when delegated by the Mayor. In such an
 instance they must completely support Council's position on the issue at hand.
- Councillors may speak with media on behalf of Committees on which they are Chair or Acting Chair on matters that directly relate to their Committee.
- Councillors must not provide the media with comment or information that; contests or undermines established Council policy; brings Council into disrepute; denigrates Council, fellow Councillors, or Council employees.
- Councillors are encouraged <u>welcome</u> to contact the Communications and Community
 Engagement Coordinator or General Manager before speaking to media to ensure they can
 provide the most up to date information from Council on the matter at hand.

4.3 Media Releases

- Staff may prepare draft media releases, but they must be forwarded to the Communications and Community Engagement Coordinator for editing, formatting and distribution to ensure consistency in communication with media.
- Media releases should never be issued without the Communications and Community Engagement Coordinator's knowledge, and the prior approval of the General Manager, the Mayor, or a delegated authority.
- A media release should never be issued quoting a Councillor or member of staff without that person's permission.
- Staff with specialist knowledge may be quoted in media releases with the permission of the relevant delegated authority.
- Media releases must be approved by the General Manager or the delegated authority before
 posting on the Council website or social media.

4.4 Media Alerts

Any Councillor or staff member who is aware of a Council matter that may be of interest to the media should immediately contact the General Manager's Office.

4.5 Complaints about the Media

Staff complaints about incorrect or unfair media content regarding Council matters should be forwarded to the Communications and Community Engagement Coordinator. Official complaints about media, or requests for a correction can only be made with the authorisation of the General Manager.

4.6 Emergency Communication

Council recognises that ill-considered and uninformed comments can cause dire consequences and have legal implications in the event of an emergency, disaster, crisis or other sensitive issue.

In the event of an emergency in the Council area involving serious injury to and/or death of residents, the Mayor/Councillors or Council employees, or involving significant damage to Council assets or private property, or involving significant law enforcement activity on Council property, the following procedures will apply:

- The General Manager's Office must be notified immediately of details of the incident or activity.
- Details of the incident or activity must not be discussed with any media representatives unless approved in advance by the General Manager.
- Requests by the media to film, photograph or interview Council employees or Council
 assets involved in the emergency situation must be referred to the General Manager's
 Office.

4.7 Crisis Management

In communications planning, a crisis is regarded as an emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or war like action) which creates an emergency that requires a significant and coordinated response.

A crisis is defined as a situation that:

- (a) endangers, or threatens to endanger, the safety or health of persons or animals in the Local Government Area and;
- **(b)** destroys or damages, or threatens to destroy or damage, any property in the Local Government Area.

If the District Emergency Management Committee enacts the District DISPLAN, requests must be referred to the General Manager's Office. The General Manager will be guided by the advice of the District and Local Emergency Operations Controllers.

4.8 Non-compliance with this Policy

Failure to comply with this policy may be dealt with in accordance with Council's Code of Conduct.

5. IMPLEMENTATION

5.1. Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

Authorised Officer	Roles and Responsibilities
Mayor	Council's official spokesperson on all strategic and policy matters. Authorised signatory for Letters to the Editor on policy issues.
Deputy Mayor	To act as the Mayor's delegated spokesperson if the Mayor is unavailable.
General Manager	Council's official spokesperson on all policy, operations, strategic, and administrative issues. Authorised signatory for Letters to the Editor on these issues.
Councillors	Provide the media with comment, identifying that it is provided as their own personal opinion, and not the official position of Council.

Department Managers	May make statements on behalf of Council as a designated spokesperson if authorised by the General Manager.
Communications and Community Engagement Coordinator	Responsible for coordinating responses, and providing information and press releases to the media.
General Staff	No media role unless authorised by the General Manager to act as a designated spokesperson.

- The Mayor and the General Manager are Council's official spokespersons on all matters.
- The General Manager may nominate other staff to act as spokespersons for the Council.
- The Mayor may delegate another Councillor to speak on a particular matter.
- The Communications and Community Engagement Coordinator is responsible for coordinating media liaison and issuing press releases, and is delegated to respond to media enquiries on behalf of Council.
- No staff member, other than those authorised by the General Manager, are to handle an
 enquiry from the media without prior approval.
- Information given to the media of a controversial, legal, or ethical nature requires the approval of the General Manager and/or the Mayor.
- All staff, Councillors, volunteers and contractors must abide by Council's Code Of Conduct when speaking with the media.

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, and also directly supplied to local media outlets.

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 (3) months prior to the expiry of this policy.

The Communication and Community Engagement Coordinator is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- Local Government Act 1993
- Local Government (General) Regulation 2005

DRAFT MEDIA RELATIONS POLICY

Page 5 of 6

2015 Model Code of Conduct for Councils in NSW

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Media Relations Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

8. DEFINITIONS

"DISPLAN" – The Broken Hill City Council Local Disaster Plan

POLICY AND GENERAL COMMITTEE

May 3, 2022

ITEM 11

BROKEN HILL CITY COUNCIL REPORT NO. 122/22

<u>SUBJECT:</u> <u>AMENDMENT TO COUNCIL'S CODE OF MEETING PRACTICE</u>

POLICY TO INCLUDE AN ACKNOWLEDGEMENT TO BROKEN
HILL'S MINING HISTORY
D22/21803

Recommendation

- 1. That Broken Hill City Council Report No. 122/22 dated May 3, 2022, be received.
- 2. That Council's Code of Meeting Practice Policy be amended at clauses 8.1 and 20.5b to include an Acknowledgement of Broken Hill's Mining History in the Order of Business at Standing Committee Meetings and Ordinary and Extraordinary Council Meetings as follows:
 - a) To include an Acknowledgement of Broken Hill's Mining History to follow the Acknowledgement of Country in the Order of Business for Standing Committees and Ordinary and Extraordinary Council Meetings.
 - b) To include the wording of the Acknowledgement of Broken Hill's Mining History in a note to clause 8.1 and 20.5b as follows:
 - "We take time to reflect, remember and honour the over 800 miners that lost their lives or were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-1920 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future."
- 3. That Council's Code of Meeting Practice Policy also be amended at clauses 8.1 and 20.5b to include in a note, the wording the Prayer and Acknowledgement of Country as follows:
 - a) Prayer:
 - "Almighty God, we ask you to invoke your blessing upon this Council. Direct and prosper our deliberations to the advancement and true welfare of the people of the Council are, our State and Australia. AMEN"
 - b) Acknowledgement of Country:

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

Executive Summary:

This report is provided for consideration of the wording of an Acknowledgement to Broken Hill's Mining History to be included as a standing item in the Order of Business at Standing Committee Meetings and Ordinary and Extraordinary Council Meetings as per the Council

Resolution of the verbal Mayoral Minute tabled at the Ordinary Council Meeting held 27 April 2022 (Minute No. 46806).

Report:

At Council's Ordinary Meeting held 27 April 2022, Mayor Kennedy tabled the following verbal Mayoral Minute:

RESOLUTION Minute No. 46806 Mayor T Kennedy moved) Councillor R Page seconded)

Resolved

- That Mayoral minute No. 6/22 dated April 27 2022 be received.
- That Council amend the Code of Meeting Practice Policy to include an acknowledgement to mining history.
- 3. That the Policy and General Standing Committee determine the wording for recommendation to Council.
- 4. That the wording be along the following lines "we take time to reflect, remember and honour the over 800 miners that lost their lives or were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-20 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future".

CARRIED UNANIMOUSLY

As per the above Council Resolution, it is suggested that an Acknowledgement of Broken Hill's Mining History be made at the commencement of each Council Standing Committee Meeting and the Ordinary and Extraordinary Council Meeting following the Acknowledgement of Country, as a standing item on the Order of Business.

It is suggested that this acknowledgement be included at Item 6 of the Order of Business for Standing Committees and Council Meetings as follows:

Ordinary and Extraordinary Council Meetings

- 01 Opening Meeting
- 02 Apologies
- 03 Leave of Absence Applications
- 04 Prayer
- 05 Acknowledgement of Country
- 06 Acknowledgement of Broken Hill's Mining History
- 07 Public Forum Session
- 08 Confirmation of Minutes
- 09 Disclosures of Interest
- 10 Mayoral Minute(s)
- 11 Notices of Motion
- 12 Notices of Rescission
- 13 Reports from Delegates
- 14 Committee Reports
 - a) Works Committee

- b) Health and Building Committee
- c) Policy and General Committee
- 15 Further Reports
- 16 Questions on Notice
- 17 Questions for Next Meeting
- 18 Public Forum Session
- 19 Confidential Matters
- 20 Conclusion of the Meeting

Standing Committee Meetings

- 01 Opening Meeting
- 02 Apologies
- 03 Leave of Absence Applications
- 04 Prayer
- O5 Acknowledgement of Country
- O6 Acknowledgement of Broken Hill's Mining History
- 07 Confirmation of Minutes
- 08 Disclosures of Interest
- 09 Reports
- 10 Confidential Matters
- 11 Conclusion of the Meeting

Council's resolution referred the matter to the May 2022 Policy and General Committee Meeting to review the proposed wording for the Acknowledgement of Broken Hill's Mining History and to make recommendation of the wording to the May Council Meeting.

The wording suggested at the April Council Meeting for review is:

"we take time to reflect, remember and honour the over 800 miners that lost their lives or were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-20 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future".

It is also suggested that the Code of Meeting Practice be amended at clauses 8.1 and 20.5b to include in a note the wording of the Acknowledgement of Broken Hill's Mining History and to also include the wording of the Prayer and the Acknowledgement of Country as this wording is not recorded in the Code of Meeting Practice.

The wording of the Prayer is:

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

The wording of the Acknowledgement of Country is:

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

This report is presented to the May Policy and General Committee Meeting to make recommendation to Council regarding amendments to the Code of Meeting Practice Policy to include an Acknowledgement to Broken Hill's Mining History; to clarify the wording of the acknowledgement; and to include this wording along with that of the Prayer and the Acknowledgment of Country in the Code of Meeting Practice Policy.

Community Engagement:

Nil.

Strategic Direction:

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

Relevant Legislation:

Local Government act 1993, section 360 Local Government (General) Regulation 2021

Financial Implications:

Nil.

Attachments

There are no attachments for this report.

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

May 3, 2022

ITEM 12

BROKEN HILL CITY COUNCIL REPORT NO. 126/22

SUBJECT: ART GALLERY RE-BRANDING PROCUREMENT - AUDITOR

RESPONSE D22/21347

PREVIOUS ITEMS: BHCC102/22 - BROKEN HILL CITY GALLERY - RE-BRANDING

PROCUREMENT - Ordinary Council - 27 Apr 2022 6:30pm

Recommendation

1. That Broken Hill City Council Report No. 126/22 dated May 3, 2022, be received.

- 2. That Council note the amended report from O'Connor Marsden.
- 3. That Council note a retrospective variation has been noted in the March 2022 Quarterly Budget Review.

Executive Summary:

At its Ordinary Meeting held 27 April 2022 Council resolved to send correspondence to it's internal auditors, O'Connor Marsden & Associates, asking them to explain how they concluded that the General Manager's delegations of authority allowed the expenditure of \$36,250.00 of unspent wages on rebranding the Art Gallery and how they determined that rebranding and renaming an asset is an operational matter and that the response be presented to Policy and General Committee.

This report provides a response to that request.

Report:

At its Ordinary Meeting held 27 April 2022 Council resolved:

- 1. That Broken Hill City Council Report No. 102/22 dated April 13, 2022, be received.
- 2. That Council note an independent review was conducted by Council's Internal Auditors to ensure transparency and independence.
- 3. That Council note the outcome of the review.
- 4. That Council sends correspondence to it's internal auditors, O'Connor Marsden & Associates, asking them to explain how they concluded that the General Manager's delegations of authority allowed the expenditure of \$36,250.00 of unspent wages on rebranding the Art Gallery and how they determined that rebranding and renaming an asset is an operational matter.
- 5. That once an answer is received by Council from Council's internal auditors, a report be presented to the Policy and General Committee.

O'Connor Marsden have provided an amended report in response to Council's request. The change has been made to Point 3 of the report and now reads as:

The use of surplus salary budget from the closure of the Sully building to fund the Art Gallery re-branding project was approved by the GM on 20 July 2021. As the project had been endorsed by Council by way of adopting the Art Gallery Advisory Committee Minutes in September 2021, the GM thought he had the delegation to reallocate the required budget from unused salaries. This was also OCMs interpretation, however, we subsequently realise this not to be this case and that approval for this should have been sought through Council as part of the financial review process (Quarterly Budget Review Process), due to there being no financial implications or funding source identified for approval in the September Council Minutes.

If this process had of occurred, this would have satisfied the transfer for Operational budget for 'Special Project' purposes allowing Councillors' to make the final determination in relation to the reallocation of operational funding for a 'Special Project'. Taking the above into account we now understand that the GM did not have the delegation to approve albeit he did so in good faith and the overall financial variation in our view would likely be immaterial to Council budget Variations. However, we note the payments under the rebranding did not occur until after the Council endorsement by way of the October 2021 meeting.

The full report is attached.

Community Engagement:

No Applicable

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and Transparency in Decision Making
Strategy:	4.1.1	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulations 2021

Financial Implications:

Nil

Attachments

1. J Art Gallery Branding Expenditure Response 11 May 2022

<u>JAY NANKIVELL</u> GENERAL MANAGER



O'Connor Marsden & Associates Pty Limited

ABN 94 135 783 792 Level 18, 1 Margaret Street Sydney NSW 2000 **T:** 1300 882 633 **IDD:** +61 2 9252 2565

www.ocm.net.au

Commercial in Confidence

Jay Nankivell General Manager Broken Hill City Council Phone 08 8080 3386 Mobile 0428687862

By Email: Jay.Nankivell@brokenhill.nsw.gov.au

11 May 2022

Dear Jay

Art Gallery Branding Expenditure

As requested by Broken Hill City Council OCM has conducted, an independent desktop assessment of the Art Gallery Branding Expenditure project.

Specifically the engagement assessed the procurement activity as outlined below:

- 1. Prepare a detailed report for the April ordinary meeting to outline the full process taken in the preparation of the proposed re branding of the Art Gallery.
- 2. The report below details:
 - a. how much has been spent to date
 - b. who authorised the expenditure
 - c. where the funds came from
 - d. who received the payments and what process was used to determine who was to be awarded the consultation, and
 - e. whether this was in line with councils proper due process.

We have undertaken our assessment of the process and have summarised our findings below with full details of the work conducted provided in <u>Appendix A</u>: Detailed Findings.

- 1. At the time of our assessment \$36,250 (ex GST) had been spent on the project this is consistent with the PO.
- The General Manager (GM) granted approval on 20 July 2021 following a detailed presentation, to proceed with the project, which included consultation with the s355 Art Gallery Advisory Committee. This was subsequently approved by Council during the Council meeting held on 29 September 2021.
- The use of surplus salary budget from the closure of the Sully building to fund the Art Gallery rebranding project was approved by the GM on 20 July 2021. As the project had been endorsed by Council by way of adopting the Art Gallery Advisory Committee Minutes in September 2021,

the GM thought he had the delegation to reallocate the required budget from unused salaries. This was also OCMs interpretation, however, we subsequently realise this not to be this case and that approval for this should have been sought through Council as part of the financial review process (Quarterly Budget Review Process), due to there being no financial implications or funding source identified for approval in the September Council Minutes.

If this process had of occurred, this would have satisfied the transfer for Operational budget for 'Special Project' purposes allowing Councillors' to make the final determination in relation to the reallocation of operational funding for a 'Special Project'. Taking the above into account we now understand that the GM did not have the delegation to approve albeit he did so in good faith and the overall financial variation in our view would likely be immaterial to Council budget Variations. However, we note the payments under the re-branding did not occur until after the Council endorsement by way of the October 2021 meeting.

- 4. As the value of the contract was between \$22,001- \$150,000 three quotes were obtained. Whist a written summary on the selection process was not undertaken, we were advised that the process was discussed and, with a key focus on community engagement and consultation, 'Your Creative' were selected.
- 5. A purchase order was raised on 5 August 2021 for \$36,250.00 (ex GST) consistent with the quote received and approved by the appropriate delegated authority.
- There were a number of process exceptions noted in relation to the approved process of Council, including:
 - Council did not document their assessment of the three quotes received in accordance with the evaluation criteria and as outlined in their Procurement Policy.
 - b. There was no evidence that the approval of the PO was based on an evaluation report as required by the Procurement Policy.

If you would like to discuss this further, please contact Judy Malpas on 0404 901 812

Yours sincerely

Wayne Gorrie

Partner

Appendix A: Detailed Findings

Objective	Analysis		Assessment/Finding
 Process used to determine who was to be awarded the consultation Was the process of engagement in line with the councils due process Who authorised expenditure 	Approval of Project: The Business Case (Project Plan) which identified the project; Marketing and Branding was sighted, from which the following observations were made: ✓ The document was submitted for approval of the General Manager at a meeting on 20 July 2021. ✓ The GM provided approval verbally at the meeting of 20 July 2021¹ to proceed with the re-branding project in accordance with the Business Case. ✓ Required budget - \$31,080 (minimum) ✓ Project duration − 12 weeks ✓ The Business Case included purpose, benefits, strategic alignment, future star gazing, alternatives and funding through grants. ✓ The Cost implication was addressed as "Given absence of staff (Gallery and Marketing Officer seconded) the project proposes the postponement of the replacement of this position during the closure of the Sully's Building. This will result in an underspending in wages to overspend as special project." ✓ There was no detail of the actual budget for the position/s that were currently not filled on a permanent basis. A complete breakdown was provided for the different stages of the project. ✓ The business case is silent on method of procurement, nor does it have any reference to Councils procurement process. i.e. that quotes were obtained from 3 organisations, evaluation of the quotes and assessment of the most suitable service provide (with reasons for selection).	2.	No evidence was provided that confirmed the assessment of the three quotes was undertaken in accordance with the process set out by the Procurement Policy. No evidence was provided to support the selection of the preferred contractor e.g. an appropriately approved evaluation report

¹ which was later confirmed by email on 14 April 2022

Procurement: BHCCs Procurement Framework and Policy (dated 26 August 2020) outlines the following requirements for projects with a threshold between \$22,001 - \$150,000: Three written quotes or request for quotation Purchase Order or purchase card Documentation: Evaluation report We have sighted confirmation that the following three written quotes were obtained (all ex-GST): 1. A friend of mine - \$42,500 (Quote was a ballpark quote only to be revisited once the scope had been clarified.) 2. Garbett - \$50,000 3. Your Creative - \$36,250 On 8 April 2022 the Manager Gallery & Museum, advised that written evaluation was not undertaken, but the all three options were discussed and a decision was made on the most appropriate company, with community engagement and consultation, and cost being the priority. 'Your Creative' were awarded the contact. Authorisation of expenditure: ✓ A Purchase Order was requested by the Manager Gallery & Museum and created on 5 August 2021; value \$36,250 (Excl GST). This is consistent with the quote. Description: Branding and Identity Project – BHRAG – Re-Brand PR Number 48660 and the PO Number PO 48617. The PO was approved by the Chief Corporate and Community Officer.

•	Where the funds
	came from

Budget allocation:

An extract from the financial system - Art Gallery Expenditure Review.xls) was provided and reviewed from which we note:

- Who authorised expenditure
- ✓ Brand and Identity project is listed as a special project (ref. 00002657).
- YTD actual are \$36,250 (ex GST) (this is consistent with the PO)
- How much has been spent to date
- Annual budget allocation is \$0 indicating that the project didn't have an annual budget
- Salary allocation for Art Gallery (YTD to March 2022) \$401,246 of which \$233,356 had been expensed as of March 2022. A balance of \$167,890 was still available for this financial year which was sufficient to absorb the approved budget of \$36,250 (ex GST) for the Art Gallery Re-Brand Project. This was consistent with the approval provided by the GM.

Invoices:

The following invoices have been received from the contractor engaged for the re-brand project:

- 1. Invoice 1280 01/11/2018 \$4,870 (no PO number)
- 2. Invoice 1344 (PO 42267) \$4,870
- 3. Invoice 0925 25 August 2021 (PO 48617) \$9,968.75 (incl GST)
- 4. Invoice 1085 20 October 2021 \$9,968.75 (incl GST)
- 5. Invoice 1086 17 November 2021 \$9,968.75 (incl GST)
- 6. Invoice 1087 31 January 2022 \$9,968.75 (incl GST)
- Invoices 3-6 have the PO number approved for the Re-Brand project.
- Purchase order receipts.xls document indicates invoices 3-6 only for the total value: \$39.875 (incl GST). This is consistent with the PO raised and approved for the engagement.

Payments made to the contractor:

Based on Art Gallery Expenditure Review xls received 8/4/2022, payments made to the contractor are as follows:

- 1. EFT 10/03/22 for invoice 1087 \$9,968.75) incl GST)
- 1. EFT 17/12/21 for invoices 1085 &1086 \$19,937.50 (incl GST)

2.	EFT 02/09/21 for invoice 0925 – 9,968.75 (incl GST)
1	All above invoices were for the re-brand project and were consistent with the PO raised.
1	The following two payments have also been made to the same contractor <u>outside</u> the rebrand project and therefore not included in the re-brand PO:
1.	\ensuremath{EFT} 17/04/2019 for invoice 1344 (copy, travel and design for FRESHbark A4 magazine - $\$4,\!870$
2.	EFT 20/12/2018 for invoice 1280 FRESHbark Magazine and creative direction - \$4,870
We	e see no issues in relation to these payments.

Appendix B: Inherent Limitations & Restrictions on Use

This assessment has been completed in accordance with the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing (the IIA Standards).

The matters raised in our report came to our attention as a result of the desk top review performed during the course of our engagement. Testing was limited to the Art Gallery Branding expenditure process therefore a possibility exists that our report may not have identified all weaknesses which relate to controls not tested as part of this assessment.

Our assessment is not a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities. Management should therefore not rely solely on our report to identify all weaknesses that may exist.

Our comments should be read in the context of the scope of our work as detailed in the engagement letter. Where possible, management representations are independently verified, though some findings in this report may have been prepared on the basis of management representations which have not been independently tested.

This report has been prepared solely for the use of management and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose.

POLICY AND GENERAL COMMITTEE

May 6, 2022

ITEM 13

BROKEN HILL CITY COUNCIL REPORT NO. 127/22

SUBJECT: COUNCIL NEWSLETTER - CONTENT AND FORMAT D22/22379

Recommendation

- 1. That Broken Hill City Council Report No. 127/22 dated May 6, 2022, be received.
- 2. That Council proceed with the publication and delivery of a bi-monthly newsletter in accordance with parameters listed below, and include any other features requested by Councillors at the May 2022 Policy and General Committee meeting.

Executive Summary:

Council resolved at its Ordinary Meeting held 27 April 2022:

<u>ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 101/22 - DATED APRIL 10, 2022 - MONTHLY NEWSLETTER - COSTING AND LOGISTICS</u>
D22/17920

RESOLUTION Resolved Minute No. 46827 1. That Broken Hill City Council Report No. 101/22 Councillor D Turley moved) dated April 10, 2022, be received. Councillor H Jewitt seconded) 2. That estimated costs for a monthly newsletter are noted by Council. 3. That the newsletter be produced for a 12 month trial period and Councillors actively participate in newsletter articles. 4. That a report be provided to the Policy and General Committee with a suggested sample format of the newsletter for Council's consideration prior to publication.

CARRIED UNANIMOUSLY

5. That the newsletter be published bi-monthly.

Council will commence publication and delivery of a bi-monthly newsletter, with the first edition to be submitted for printing after the June 2022 Ordinary Meeting of Council.

Councillors have requested that they be able to submit articles/messages for publication, and that the newsletter contain a list of upcoming Council and community events.

Printing and mailout will be conducted by Council's existing contractor, at an estimated annual cost of \$22,080.

Council's Communications team recommend the following format and content for the publication and delivery of a bi-monthly newsletter:

- · A colour booklet format of four A4 pages
- Simple easy-to-read design featuring minimum 12-point sans-serif body text to meet disability inclusion guidelines.

The newsletter can include, but is not limited to:

- Articles and messages submitted by Councillors
- Key points from the most recent Council Ordinary and Extraordinary Meetings
- Updates on Council projects and initiatives
- General Council news
- Upcoming community and Council events as submitted
- Block advertising of Council events
- Council meeting times and other pertinent key dates
- General public notices regarding Council operations
- Updates and information from State and Federal Government as deemed relevant by the Manager Communications

The newsletter should not contain:

- Third party commercial advertising
- Political or election content

All Councillor and staff submissions for the newsletter must be forwarded to the Manager Communications within 24 hours of the completion of the Ordinary Monthly meeting falling on each publication month (eg June, August, October, etc)

Report:

Council considered an urgent motion raised at the March Policy and General Committee Meeting at its Ordinary Council Meeting held 30 March 2022, and Council resolved that:

ITEM 21 - COUNCILLORS REPORT NO. /22 - DATED MARCH 25, 2022 - MATTER OF URGENCY RAISED AT THE POLICY AND GENERAL COMMITTEE MEETING - MONTHLY COUNCIL NEWSLETTER D22/14921

RESOLUTION Minute No. 46798 Deputy Mayor J Hickey moved) Councillor H Jewitt seconded)

Resolved

- 1. That Councillors Report No. /22 dated March 25, 2022, be received.
- That Council be provided with a report at the April Ordinary Meeting outlining the costs and logistics to provide a monthly newsletter to all residents.

D22

3. That the newsletter would potentially include meeting dates, events, stories, mayoral column etc.

CARRIED UNANIMOUSLY

As per Council's resolution, a report was presented to the Ordinary Council Meeting held 27 April 2022 providing the costing and logistics of a monthly newsletter and Council resolved:

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 101/22 - DATED APRIL 10, 2022 - MONTHLY NEWSLETTER - COSTING AND LOGISTICS
/17920

RESOLUTION Minute No. 46827 Councillor D Turley moved) Councillor H Jewitt seconded)

Resolved

- That Broken Hill City Council Report No. 101/22 dated April 10, 2022, be received.
- 2. That estimated costs for a monthly newsletter are noted by Council.
- That the newsletter be produced for a 12 month trial period and Councillors actively participate in newsletter articles.
- 4. That a report be provided to the Policy and General Committee with a suggested sample format of the newsletter for Council's consideration prior to publication.
- 5. That the newsletter be published bi-monthly.

CARRIED UNANIMOUSLY

Council will commence publication and delivery of a bi-monthly newsletter, with the first edition to be submitted for printing after the June 2022 Ordinary Meeting of Council.

Councillors have requested that they be able to submit articles/messages for publication, and that the newsletter contain a list of upcoming Council and community events.

Council's Communications team recommend the following format and content for the publication and delivery of a bi-monthly newsletter:

- A colour booklet format of four A4 pages
- Simple easy-to-read design featuring minimum 12-point sans-serif body text to meet disability inclusion guidelines

The newsletter can include, but is not limited to:

- Articles and messages submitted by Councillors
- Key points from the most recent Council Ordinary and Extraordinary Meetings
- Updates on Council projects and initiatives

- General Council news
- Upcoming community and Council events as submitted
- Block advertising of Council events
- Council meeting times and other pertinent key dates
- General public notices regarding Council operations
- Updates and information from State and Federal Government as deemed relevant by the Manager Communications

The newsletter should not contain:

- Third party commercial advertising
- Political or election content

All Councillor and staff submissions for the newsletter must be forwarded to the Manager Communications within 24 hours of the completion of the Ordinary Monthly meeting falling on each publication month (eg June, August, October, etc.).

It is estimated that the costs of printing and distribution of a monthly newsletter to Broken Hill residents will be approximately \$22,080 p/a. These costs are based on the recent infographic mailout conducted by Council, which was delivered to all residential properties.

This mailout was done by Councils existing contractor; that conducts the printing, mail out and email of Councils rates notices. The distribution was conducted in the same manner as a rates installment i.e. ratepayers who have elected to receive their rates notices electronically also received the infographic mailout the same way, and it is proposed that this will be the case for a newsletter.

These costs are subject to variation depending on the size or complexity of the proposed newsletter. These costs are based on 4 colour pages along with the address cover sheet, folding, insertion and mail costs.

Current estimates of staff time to produce a newsletter are 8-10 hours each month at a total cost of \$680, again this is dependent of the size of the newsletter and the time required to collate and create content as well as producing it into a completed newsletter for printing and distribution by the contract printing house.

Community Engagement:

The bi-monthly newsletter aims to improve Council's engagement with the community.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993.

Financial Implications:

Current estimates of the costs of producing a bi-monthly newsletter for distribution to residents of Broken Hill are \$22,080 p/a. Costs are subject to variation depending on the size of the newsletter and the actual time required to create and collate content.

Attachments

There are no attachments for this report.

DARRIN MANUEL
MANAGER COMMUNICATIONS AND MARKETING

JAY NANKIVELL GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

March 4, 2022

ITEM 14

BROKEN HILL CITY COUNCIL REPORT NO. 128/22

SUBJECT: GRANT ASSISTANCE - FEE INTRODUCTION D22/11012

Recommendation

- 1. That Broken Hill City Council Report No. 128/22 dated March 4, 2022, be received.
- 2. That the Policy & General Committee considers the four options for a grant writing fee for service.
- 3. That Council approve option (TBC) to form part of the Draft 2022/2023 Fees & Charges.

Executive Summary:

At the January 12 Meeting of Council, Council resolved that the Policy and General committee investigate the cost for Council to provide more focus on applying for grant funding and the opportunity to apply for grants for local organisations as a fee for service. Resolution Minute No. 46689

Report:

Since 2016, Council has had a focused effort on applying for available grant funding and assisting the community to apply for and manage grant funding. This is managed through the Growth and Investment Unit. In the previous four years, Council has secured over \$40m for a range of Council and community-based projects.

Council has approached this as a community service by providing assistance to write business cases and applications and manage variations and acquittals when required by the State Government. All of the organisations assisted through this process have been not-for-profit organisations.

There are a number of options Council can consider:

- 1. Industry grant writers cost in the range of \$20 per hour for new grant writers and up to \$150 per hour for experienced grant writers who have who have a high success rate. A Council fee for this service would range from \$90 to \$120 per hour. This option does not allow the applicant to know the single cost up front as depending on the size and complexity of the grant it can take between one day and several weeks to complete a grant application.
- 2. By quotation. To provide a clearer picture to the applicant, Council has the option to include in the fees and charges a cost recovery model which would allow Council officers to assess the scope of work and provide a quote for services based on the actual time required to assist or write the grant application. If the applicant is successful with the grant, an additional 5% would be payable to Council, as an additional revenue stream to build future grant attraction capacity.
- 3. Charge a percentage of the grant applied for for example 5% of the total amount sought to write the grant and 10% if the application is successful. This model

assumes that the organisation has the available funds to pay the 5% writers fee to Council as an upfront fee for the service.

4. Standard fee for service. This would need to be set at a minimum of \$360 - \$480 based on the suggested hourly rate above. This provides four hours of assistance.

Current staff costs on average are estimated to be between \$90-\$120 per hour inclusive of oncosts and overheads, and dependent on the seniority of the staff member working on the grant.

On this basis, it is recommended that Option two is considered by Council and included in the 2022/2023 Fees & Charges, as this provided a cost recovery, fair and transparent process to all customers whilst allowing additional revenue streams to be achieved by Council to support additional resource capacity in grant attraction in circumstances where grant applications are successful.

Community Engagement:

Nil

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.3	Our history, culture and diversity is embraced and celebrated
Strategy:	1.3.1	Advocate for funding and investment for Community
		Development Projects in City growth and development

Relevant Legislation:

Local Government Act 1993 Local Government (General) Regulation 2021

Financial Implications:

A new fee for service will need to be included in the 2022/2023 budget.

Attachments

There are no attachments for this report.

ANNE ANDREWS
EXECUTIVE MANAGER GROWTH AND INVESTMENT

JAY NANKIVELL GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

May 6, 2022

ITEM 15

BROKEN HILL CITY COUNCIL REPORT NO. 129/22

<u>SUBJECT:</u> <u>NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY</u>

REPRESENTATIVES TO SECTION 355 COMMUNITY

COMMITTEES D22/22325

Recommendation

- 1. That Broken Hill City Council Report No. 129/22 dated May 6, 2022, be received.
- 2. That Council appoints Mr Ron Butcher, Ms Katrina Webb, Ms Pamela O'Dwyer and Mr Peter O'Dwyer as community representatives on the Alma Oval Community Committee.
- 3. That Council appoints Mr Wayne Orr and Mr Mark Curtis as community representatives on the BIU Band Hall Community Committee.
- 4. That Council appoints Ms Maureen Clark, Ms Krystle Evans, Ms Julie Horsburgh, Ms Catherine Farry, Professor Simon Molesworth AO QC and Ms Jo Crase as community representatives on the Broken Hill City Art Gallery Advisory Group and notes that this Committee has reached full membership.
- 5. That Council appoints Ms Christine Adams, Ms Jeanette Thompson, Mr Simon Molesworth AO QC and Ms Jo Crase as community representatives on the Broken Hill Heritage Advisory Committee.
- 6. That Council appoints Ms Kellie Scott, Mr Jamie Scott, Mr Evan Scott, Miss Emily Scott as community representatives on the Friends of the Flora and Fauna of the Barrier Ranges Community Committee and notes that this Committee has reached full membership.
- 7. That Council appoints Ms Jodie Whitehair as a community representative on the Memorial Oval Community Committee.
- 8. That Council appoints Ms Christine Adams, Mr Paul Adams and Mr Trevor Rynne as community representatives on the Picton Oval Community Committee.
- 9. That Council appoints Mr Wayne Lovis, Ms Alison Sutton, Mr Carey Guihot, Ms Barbara Webster and Mr Greg Curran as community representatives on the Riddiford Arboretum Community Committee.
- 10. That the community representatives be advised of their appointment and advice also be sent to the corresponding Committee Secretary/Chairperson.
- 11. That Council notes that the current round of advertising closes on 3 June 2022 and a further report will be presented to the June Policy and General Committee Meeting with further nominations received.

12. That Council notes that correspondence has been sent to all outgoing community representatives on Section 355 Committee in appreciation of their service on the Committee and encouraging them to renominate.

Executive Summary:

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Frameworks and Constitutions at its Ordinary Meeting held 30 March 2022 as the governance structure by which a Committee operates. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

Advertising was conducted during March and April 2022 seeking nominations to fill the vacant community representative positions on the Section 355 Committees and Council appointed 21 community representatives to the various Committees at its Ordinary Meeting held 27 April 2022.

Council also adopted Constitutions for two new S355 Advisory Committees (Ageing Well Advisory Committee and Youth Advisory Committee) at its Ordinary Meeting held 27 April 2022.

Further advertising is being conduct during May 2022 to seek further nominations and at the time of writing this report (6 May 2022) Council has received a further 29 nominations. This report is presented to Council to consider appointment of the further nominations.

As additional nominations are received they will be presented to the June Policy and General Committee for Council's consideration.

Report:

As per Council's adopted Asset and Advisory Committee Framework (adopted 30 March 2022) which states that:

 Committees are to be appointed every four (4) years, within six (6) months after the Local Government General Election. The term of office for all Committees will be aligned to the term of office of the current Council (four years). Council is currently conducting a second round of advertising for nominations for community representatives on its Section 355 Committees, with nominations closing Friday, 3 June 2022.

A report will be presented to Council each month to progressively appoint representatives to the Section 355 Committees and further advertising will be undertaken in June and July if required to fill all vacancies.

Council appointed 21 community representatives to various Section 355 Committees at its Ordinary Meeting held 27 April 2022 and as at the date of writing this report, Council has received a further 29 nominations for consideration (see attached).

The following table summarises the number of community representatives required on each Committee; the number of community representatives appointed in April and further nominations received. It also includes, for Councillors reference, the Council delegate/s on each Committee.

Name of Committee	Number of Community Representatives as per Constitution Number of Community Representatives Approinted at April Council Meeting Further Nominations Received as at 06/05/22		Council Delegate/s on Committees	
Ageing Well Advisory Committee	Three community representatives of senior years or who care for a person in their senior years. Two community representatives from the First Nations community who are either of senior years or who care for a person in their senior years	0 Newly created Committee – advertising commences 07/05/2022	0	Councillor Algate Councillor Gallagher Councillor Page
Alma Oval Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	0	4 Mr Ron Butcher Ms Katrina Webb Ms Pamela O'Dwyer Mr Peter O'Dwyer	Councillor Boland
BIU Band Hall Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	0	2 Mr Wayne Orr Mr Mark Curtis	Councillor Algate
Broken Hill Community Strategic Plan Round Table Committee	4 community representatives with governance experience and a demonstrated interest in issues	0	0	Mayor Kennedy D/ Mayor Hickey Councillor Algate Councillor Boland

Name of Committee	Number of Community Representatives as per Constitution associated with the implementation of	Number of Community Representatives appointed at April Council Meeting	Further Nominations Received as at 06/05/22	Council Delegate/s on Committees
	the Community Strategic Plan			
Broken Hill City Art Gallery Advisory Committee	7 community representatives with demonstrated experience in heritage, arts, culture and/or event planning	4 Ms Jenny Cattonar Mr Rick Ball Mr Clark Barrett Mr John Hart	6 Ms Maureen Clark Ms Krystle Evans Ms Julie Horsburgh Ms Catherine Farry Prof Simon Molesworth AO QC Ms Jo Crase	Councillor Boland Councillor Turley
The Broken	Hill City Art Gallery A		ll reach full membership	once the current
		nominees are appo	Intea	
Broken Hill Heritage Advisory Committee	6 community representatives with demonstrated experience in heritage, arts, culture and/or planning	1 Ms Ghislaine Barbe	3 Ms Christine Adams Ms Jeanette Thompson Prof Simon Molesworth AO QC Ms Jo Crase	Councillor Boland Councillor Browne Councillor Turley 2 x vacant positions
Friends of the Flora and Fauna of the Barrier Ranges Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	Mr John Rogers Ms Merran Coombe Mr Jeffrey Crase Mr Geoffrey Hoare Ms Susan Spangler Mr David Spielvogel Ms Jill Spielvogel Mr Paul Reed Ms Gaylene Ford Mr Michael Ford Ms Karen Ford Mr Ronald Fletcher Ms Ann Evers	4 Ms Kellie Scott Mr Jamie Scott Mr Evan Scott Miss Emily Scott	Councillor Browne
The Friends		na of the Barrier Rang once the current nom	es Community Committe	e will reach full
Memorial Oval Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	3 Ms Tanya Martyn Mr Chris May Mr Layne Ralph	1 Ms Jodie Whitehair	Councillor Gallagher Councillor Jewitt
Norm Fox Sporting Complex Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	0	0	Councillor Algate Councillor Turley

Name of Committee	Number of Community Community Further Nominations Representatives Representatives Representatives Received as at as per Appointed at April Constitution Council Meeting		Council Delegate/s on Committees	
Picton Oval Sportsground Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	0	3 Ms Christine Adams Mr Paul Adams Mr Trevor Rynne	Councillor Gallagher
Riddiford Arboretum Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	0	5 Mr Wayne Lovis Ms Alison Sutton Mr Carey Guihot Ms Barbara Webster Mr Greg Curran	Councillor Browne
Three community representatives aged between 18-26 years or a parent/carer of a person aged 12-18 years. Youth Advisory Committee Two community representatives from the First Nations community aged between 18-26 years or a parent/carer of a person aged 12-18 years.		0 Newly created Committee – advertising commences 07/05/2022	0	Councillor Boland Councillor Jewitt Councillor Turley
1	otals	21	29	

ET Lamb Memorial Oval Community Committee

As per Council's resolution at the Council Meeting held 30 March 2022 to re-establish the ET Lamb Memorial Oval Community Committee if sufficient nominations for community representatives are received, Council advertised for nominations on the ET Lamb Memorial Oval Community Committee along with all other Section 355 Committees. Council will collect nominations over the duration of the advertising period and will present a separate report to Council for consideration of the re-establishment of the Committee once a sufficient number of nominations are received.

A further report will be presented to the June Policy and General Committee Meeting with further nomination received during the month of May.

It should be noted that letters of appreciation have been sent to the outgoing community representatives on all Section 355 Committees as per Council's resolution at the 30 March 2022 Council Meeting. These letters also encouraged past community representatives to renominate.

The report is presented to Council to consider the nominations received to date and to appoint community representative to the various Section 355 Committees.

Community Engagement:

Council is currently advertising for nominations for community representatives on its Section 355 Committees, with nominations closing Friday, 3 June 2022. Further advertising will be conducted if an insufficient number of nominations are received by that date.

Strategic Direction:

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

Relevant Legislation:

Section 355 of the *Local Government Act 1993*Council's adopted S355 Asset and Advisory Committee Framework and Constitutions.

Financial Implications:

There are no financial implications.

Attachments

1. Unimation to Section 355 Committees

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

Section 355 Committee Nomination Form	BROKEN HILL
Contact Details /	DECEIVED
First Name Required how	1 · APR 2022
Last Name Required BUTCHER.	В
Contact Number Required	
Do you have an email address? (Select 1 option) Required	
No.	
Complete this field if you:	
• selected 'Yes' in Contact Details : Do you have an email address?	
Email Address Required	
Applicant Street Numbe	
Applicant Street Name	
Applicant Suburb/City BROKEN HILL.	
Applicant State (Select 1 option)	
nsw	
SA	
PAS	
WA ACT	
AT.	
Applicant Postcode	
2880	
Committee Details	
Which S355 Committee are you nominating for? (Select 1 option)	
Alma Oval Community Committee BIU Band Hall Community Committee	
Broken Hill Heritage Committee Broken Hill City Art Gallery Advisory Committee	

Friends of the Flora and Fauna of the Barrier Ranges Community Committee
Memorial Oval Community Committee
Norm Fox Sporting Complex Community Committee
Picton Sportsground Community Committee
Riddiford Arboretum Community Committee
ET Lamb Memorial Oval Community Committee

Complete this section if you:

 selected 'Alma Oval Community Committee' in Committee Details: Which S355 Committee are you nominating for?

Alma Oval Community Committee	0:15
Please outline why you would like to be a member of this committee: To MAINTANE LINE OF COMMUNICATION BOTWOOD SOUTH FOOT BALL CUIS AND	COUNCE COUNCE
Com MITTER Mansel. Ahma UVAL Commune	AWMITTEE
What is your previous experience with any committee? Please list name/s of Committee/s and per Mane Imm A Jecanoe of Sav. Re South Foot Bank	iods of service:
What is your previous experience with any committee? Please list name's of Committee's and per Mone I foot from the Jecanoe of Sav. Re South Foot from Please detail any other relevant information: Broken Hill. Junior Foot by WITH LOCAL A.F. N.S.W.	the photo

Complete this section if you:

 selected 'BIU Band Hall Community Committee' in Committee Details: Which S355 Committee are you nominating for?

BIU Band Hall Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

• selected 'Broken Hill Heritage Committee' in Committee Details: Which S355 Committee are you nominating for?

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee:

Please detail your relevant experience in heritage, arts, culture and/or planning:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Section 355 Committee Nomination Form



Submission date:

27 April 2022, 1:47PM

Receipt number:

S355N-25

Related form version:

5

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Katrina

Webb

Yes

Broken Hill

NSW

2880

Committee Details

Which S355 Committee are you nominating for?

Alma Oval Community Committee

Alma Oval Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

To be an active member in our community and help out where I can.

As a member of Burke Wards P&C committee, I helped to run stalls, events and fundraising.

What is your previous experience with any committee? Please Past Burke Ward P&C member list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- . The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date:

28 April 2022, 3:45PM

Receipt number:

S355N-27

Related form version:

Contact Details

First Name

Pamela

Last Name

O'Dwyer

Contact Number

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Broken Hill

Applicant Suburb/City Applicant State

NSW

Applicant Postcode

2880

Committee Details

Which S355 Committee are you nominating for?

Alma Oval Community Committee

Alma Oval Community Committee

Please outline why you would like to be a member of this committee:

To help the public of Broken Hill to enjoy this facility

Please outline details of any relevant experience for this committee:

Have assisted Peter O'Dwyer many times with the Alma Oval

What is your previous experience with any committee? Please Life membership Alma P&C

list name/s of Committee/s and periods of service:

Previous Penguins Softball Club committee

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
 1998
- · The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date:

28 April 2022, 3:54PM

Receipt number:

S355N-28

Related form version:

-

Contact Details

First Name

Peter

Last Name

Contact Number

O'Dwyer

oomaat Hambor

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

NSW

Applicant Postcode

2880

Broken Hill

Committee Details

Which S355 Committee are you nominating for?

Alma Oval Community Committee

Alma Oval Community Committee

Please outline why you would like to be a member of this

To continue on keeping this magnificent facility for everyone to use and enjoy

Please outline details of any relevant experience for this committee:

Current volunteer

What is your previous experience with any committee? Please Current Alma Oval volunteer

list name/s of Committee/s and periods of service:

Club member for 15+ years and Treasurer for the West Darling & Outdoor Recreation & Hunting Club

Please detail any other relevant information:

Privacy

• Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act

. The purpose for collecting your personal information is to obtain and record details to assess your application.

- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- · Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee

I declare that all the information provided in this application is given by me being the person named as the applicant.

S355 Committee Nomination Form



Submission date:

10 April 2022, 11:49AM

Receipt number:

S355CNF-26

Related form version:

3

Name of Committee:

BIUBand

Personal Details

First Name

Wayne

Last Name

Orr

Contact Number

Email Address

Applicant Street Number

Applicant Street Name
Applicant Suburb/City

Broken Hill

Applicant State

NSW

Applicant Postcode

2880

Committee Details

Please outline why you would like to be a member of this

committee:

To promote and support music/Arts in Broken Hill.

Please outline details of any relevant experience for this

S355 committee 2021

committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Signature

S355 Committee Nomination Form



Submission date:

8 April 2022, 11:14PM

Receipt number:

S355CNF-25

Related form version:

Name of Committee:

S355 BIU Band Hall Community Committee

Personal Details

First Name

Mark

Last Name

Curtis

Contact Number

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Broken Hill

NSW

2880

Committee Details

Please outline why you would like to be a member of this committee:

The Broken Hill Civic Orchestra regularly use the BIU Band Hall each Tuesday evening. As president of the BHCO committee, it would be good to have representation on the committee who controls our access.

Please outline details of any relevant experience for this committee:

I have been a member of the S355 BIU Band Hall Community Committee for the past 5 years.

What is your previous experience with any committee? Please President of the Broken Hill Civic Orchestra Committee for list name/s of Committee/s and periods of service:

22 years.

Please detail any other relevant information:

Section 355 Committee Nomination Form



Submission date:

23 April 2022, 2:22PM

Receipt number:

S355N-23

Related form version:

ersion:

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Christine

Adams

Yes



Broken Hill

NSW

2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill Heritage Committee

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee:

Continue as a immunity member after being on the committee since it's formation. Still have strong commitment to present our heritage to the world

Please detail your relevant experience in heritage, arts, culture Author of several BH books

and/or planning:

Curator Sulphide Street Railway & Historical Museum

Instigator of cemetery walks

Strong involvement of Miners' Memorial Day

What is your previous experience with any committee? Please 11 years representing council:

list name/s of Committee/s and periods of service:

Broken Hill Heritage Committee

Picton Oval Management Committee

Tidy Towns Working Group Volunteer Working Group Sister City Committee

Please detail any other relevant information:

Trust member Sulphide Street Railway & Historical Museum

12 years

Privacy

- · Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- . The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- · Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18

I declare that I have established ties to the Broken Hill

community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.





Submission date:

27 April 2022, 10:27PM

Receipt number:

S355N-26

Related form version:

Contact Details

First Name Jeanette

Last Name

Thompson

Contact Number

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Broken Hill

Applicant Suburb/City

Applicant State

NSW

Applicant Postcode

2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill Heritage Committee

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee:

I have bought a house in order to resettle in my hometown and I would like to make a contribution to my community. My University studies and professional life included Publishing, Writing and Australian Colonial History. I am an avid reader of Broken Hill History. My great Grandparents were among the earliest pioneers of Silverton and I was born and educated in Broken Hill.

and/or planning:

Please detail your relevant experience in heritage, arts, culture I have served four years on the Wagga Wagga City Council Arts Advisory Board (2009-2012). I have conducted research and writing for the Museum of the Riverina (2004-2011). I am a trained and longstanding member of Oral History Australia and currently hold a fellowship to their national conference in September. I have successfully gained and acquitted a number of Individual cultural grants for digital historical writing in schools and communities. in 2011, I conducted historical writing workshops at the Library, Willyama High School and Maari Ma Health Centre as BHCC Writer in Residence.

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Coordinator, Festival of Small Halls, Rowella Hall, Tasmania, 2017-2019

West Tamar Council Small halls Committee Member 2017-2020

TasWriters Board Member 2020 - 2021. Panel convenor Hobart Writers' Festival October 2021. Oral History Tasmania Board 2016-2017 Arts Tasmania Expert Register, 2013 - present for adjudication of grants and awards. Oral History Association of Tasmania, Board member 2016 -

Charles Sturt University Education Faculty Learning and Teaching Committee Chair 2009-2012 Foundational Director of Booranga Writers Centre, Member

of the Wagga Wagga Writers' Writers Board 2001 - 2004,

2010-2012.

17.

Please detail any other relevant information:

I have had experience as Project Co-ordinator/writer* for the following projects: Wagga Wagga Explorers' Map for Children and Families (website/game); The Shakespeare Ladies Oral History project; 'Lines from Barellan' museum workshops and book; Cybertales: Young Authors school-based workshops/author's visit and publication; Cyberwriters: Authors' Workshops and CDRom. Public Launches for all projects.

*Projects supported by Crow Awards Wagga Wagga City Council and grants from Regional Arts NSW (CASP) and NSW Ministry for the Arts

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998
- . The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date:

6 May 2022, 3:29PM

Receipt number:

S355N-35

Related form version:

7

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Simon

Molesworth

Yes



Broken Hill

NSW

2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill Heritage Committee

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee:

Please detail your relevant experience in heritage, arts, culture Molesworth is acknowledged nationally and internationally and/or planning:

as an expert in heritage law, practice and policy. He has

I can offer career-long experience & expertise

Molesworth is acknowledged nationally and internationally as an expert in heritage law, practice and policy. He has recurrently appeared before tribunals, Heritage Council panels and in the Victorian Supreme Court involving heritage law issues, associated with protective listings, development

proposals and/or related planning projects. His advice has guided private and public sector clients, including relevant government instrumentalities at both State and National level. He has presented numerous papers on heritage law, practice and policy to conferences across the world at a multiplicity of international conferences. Many of his papers on heritage law, policy and practice have been published. Since 1991 Molesworth has continuously been an accredited professional heritage practitioner of ICOMOS, the International Council of Monuments and Sites, through his professional membership of Australia ICOMOS. In addition to five other professional fellowships, Molesworth was in 2019 appointed a Fellow of the Federation of Australian Historical Societies, one of the highest national honours in the historical field.

As a consequence of his experience and expertise, at state, national and international levels he has been appointed to numerous private and public sector advisory bodies in the heritage field. An overview follows.

AUSTRALIAN - NATIONAL EXPERIENCE

Molesworth was a Commissioner of the Commonwealth's Australian Heritage Commission for 5 years from 1987. As one of 7 commissioners, he was responsible for identifying and advising the Australian Government on Australia's National Estate. During the years 1987 to 1992, a key role of Heritage Commissioners was to also to provide advice to the Australian Government on policies and issues relating to Australia's World Heritage places. One of the roles Molesworth performed whilst a Heritage Commissioner, was to preside, many times, over public hearings convened to hear objections to, and submissions in support of, proposals to list heritage places on the Register of the National Estate. A number of these hearings related to regional agreements and listings in association with thematic studies. From 1996 until 2010, when he retired after the then longeststanding tenure, he was a member of the Australian Government's National Cultural Heritage Committee, which was responsible for advising the Commonwealth on all statutory functions under the Protection of Moveable Cultural Heritage Act. During his fourteen-year tenure, Molesworth was party to numerous recommendations with respect to stop orders pertaining to cultural items persons wished to export and/or auction. This Committee also supervised the National Cultural Heritage Fund, which, after

assessing the significance of heritage items, provided the means for the Commonwealth to acquire items of national significance to be retained in the national collections in the public interest.

From 1988 to October 2009 (21 years) he was a board member of the ACNT – the Australian Council of National Trusts - and was its chair, 2001-06. In this capacity he participated as an appointed delegate to national cooperative heritage forums established by the Commonwealth Government: the Regional Cultural Alliance (2003-06) and the National Cultural Heritage Forum (2002-07), which were established to provide high-level advice to the Australian Government Ministers and the relevant Federal Department responsible for formulation of heritage policies and administration of heritage protection measures.

INTERNATIONAL EXPERIENCE

Molesworth was the foundation Chair of the Executive Board of the International National Trusts Organisation ("INTO") from December 2007 to September 2015. From October 2005 he was an inaugural member and then, from March 2006, Chair of the INTO Steering Committee. INTO is the coordinated voice for National Trusts and like heritage organisations worldwide with over six million members and tens of millions of supporters.

In this global Executive Chair role, with INTO's global headquarters based in London, for a decade Molesworth interacted with the heritage organisations and agencies from the sixty-eight nations in which INTO member organisations were based. He continually interacted with relevant agencies, IGOs, NGOs and UN agencies, leading international delegations, attending international forums and directly communicating with ministers and other national government representatives across the globe regarding heritage laws, policies and practices.

From late 2009 to October 2015, Molesworth was the ACNT's International Affairs Ambassador, representing the Australian National Trusts at the biennial INTO World Congresses and at other international forums, including the annual Europa Nostra Congresses and the Best in Heritage Conventions convened annually in Dubrovnik, Croatia. In

fulfilment of has ambassadorial role, every year he addressed a number of major international conferences on heritage law and policy, focusing on climate change and World Heritage.

In recognition of his professional support of European cultural advocacy, in 2016 Molesworth was honoured by being appointed an Honorary Life Member of Europa Nostra, Europa Nostra being the pan-continental collaboration of all European cultural organisations from all European nations. In 2015, Molesworth was awarded Honorary Life Membership of Din L-Art Helwa, the National Trust of Malta. Molesworth has maintained a high international profile delivering addresses and papers on many aspects of heritage policy, practice and law, especially in the context of World Heritage, climate change and human rights. During the last 20 years alone he has given presentations in Fiji, India, New Zealand, China, Hong Kong, Indonesia, Vietnam, Uganda, Qatar, South Africa, the USA, Canada, the UK (England & Scotland), Ireland, Croatia, the Netherlands, Belgium, Germany, Malta, Turkey, Portugal, Spain, Greece and, of course, Australia.

As Chair of the International National Trusts Organisation (INTO) for 10 years, Molesworth led INTO's work on Climate Change and Heritage, establishing an international advisory working party from 16 participating national organisations. Informed by such consultation processes, Molesworth led INTO's annual UNFCCC accredited delegation, as Head of Delegation, to the UN's UNFCCC COP15 in Copenhagen, and then with the support of La Trobe University COP16 in Cancun, COP17 in Durban and COP18 in Qatar. At each of the UNFCCC COPs he attended, Molesworth made presentations to public and delegate forums, whilst directly liaising and negotiating with delegates, including ministers and ambassadors, comprising national delegations. From COP19 onwards other INTO officers have attended the COPs with Molesworth maintaining input and close interaction whilst remaining based in Australia

Amongst other international declarations, he is the author of The Victoria Declaration on the Implications for Cultural Sustainability of Climate Change adopted in Victoria, Canada, in 2011 and subsequently endorsed by organisations representing some 10 million people; and The

Entebbe Declaration Calling for Global Action to Protect and Promote Tangible and Intangible Heritage, especially within the Least Economically Developed Nations, adopted in Entebbe, Uganda, in 2013.

STATE EXPERIENCE

On 1st July 2021, the Victorian Government appointed Molesworth to the Heritage Council of Victoria, pursuant to s.10(2)(iv) of the Victorian Heritage Act 2017 as the member with expertise in heritage law, planning law or property law. In this role with HCV, amongst other responsibilities he participates in hearings to review decisions whether nominated places meet the requisite heritage significance criteria to be listed on the Victorian Heritage Register.

Molesworth was a councillor (board member) of the National Trust of Australia (Victoria) from 1980-2005, during which time he was honorary chair and then president for almost 20 years. He remains an Honorary Life Member, an Ambassador of its Foundation and in February 2019, was appointed Patron.

During his time as Victorian chair, Molesworth had the oversight of the entire operations of the Trust, exposing him to the multiplicity of heritage management issues requiring practical advice to resolve, frequently reinforced by legal advice. The Trust chair's role in those years was more akin to an executive chair, requiring day-to-day interaction and decision-making. He was the public face of the Trust, directly responsible for all communications and negotiations with the Victorian Government. He maintained a high-public profile in the media, pursuing a communication strategy intent on continually engaging with Victorian communities. During his 25 years membership of the National Trust Council, he was continuously a member of the Conservation Standing Committee which had the responsibility to review for approval all recommendations for places to be added to the Heritage Register of the Victorian National Trust. Molesworth was also a founding board member 1989-2003 of the Melbourne Heritage Restoration Fund, and its Chair from 1995-2003, the Fund being a joint initiative of the State Government, City of Melbourne, and the National Trust, established to provide grants or revolving loans to the

owners of heritage properties throughout the inner suburbs of Melbourne.

He has also been a Victorian Governor-in-Council appointee, on several occasions as chair and deputy chair, to various Crown Reserve Committees of Management, including the Old Treasury Building Melbourne (1993-99 and Deputy Chair 1995-99), the Yarra River Maritime Precinct and the Sorrento First Settlement site.

REGIONAL NSW EXPERIENCE

Molesworth's regional NSW community work has also focused on heritage conservation. In 2005 he was, in partnership with others, instrumental in the nomination of Broken Hill to the Commonwealth's National Heritage List. Achieved in January 2015 after a ten-year campaign, the City thereby became the first city in Australia to achieve National Heritage listing, a step Molesworth considered necessary in order to strengthen the local regional tourism industry, thereby providing an alternative economic future for Broken

In April 2019, the City of Broken Hill awarded Molesworth the John Reid Heritage Award, the City's highest heritage award for 'Outstanding Contribution to the Heritage of Broken Hill'. Molesworth is a Patron of the Broken Hill Historical Society and was an appointed member Broken Hill City Council's Broken Hill Heritage Advisory Committee, pursuant to Section 355 of the NSW Local Government Act.

list name/s of Committee/s and periods of service:

What is your previous experience with any committee? Please Broken Hill Heritage Advisory Committee, December 2016 -December 2021

> Broken Hill Regional Gallery Advisory Committee, December 2016 - December 2021

Broken Hill Living Museum & Perfect Light Project Steering Committee, July 2016 - June 2018

Please detail any other relevant information:

Non-Executive Director, Pastoralist, Queen's Counsel, former Judge, former Professor and multi-awarded Community Leader in a diversity of sectors with an experience of leadership on boards, commissions, management committees and advisory councils spanning 49 organisations. Having been the chair or president of 19 organisations/corporations, Molesworth has been acknowledged by his peers as an inspirational leader in his fields, nationally and internationally, as confirmed by having been appointed a fellow of six professional organisations and having received a multiplicity of honours and awards in all his disciplines. Australia has recognised his achievements by honouring him as a Member of the Order of Australia in 1994, awarding him the Centenary Medal in 2001 and then elevating him to Officer of the Order of Australia in 2012.

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.





Submission date:

11 May 2022, 12:24PM

Receipt number: \$355N-49

Related form version:

Contact Details

First Name

Jo

Last Name

Crase

Contact Number

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

NSW

Broken Hill

Applicant Postcode

2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill Heritage Committee

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee

I would like to become a member of the Broken Hill Heritage Committee as I have both professional and personal commitment to making our cultural heritage more accessible to community.

Across Australia, the cultural heritage sector faces a range of issues that impact on its sustainability, viability and relevance to the wider community. Chief among these are: attracting volunteers and audiences; managing and maintaining community collections; and interpreting and presenting cultural material and/or stories. Broken Hill has an incredibly interesting and diverse range of cultural, social and technological histories, and does a terrific job of promoting its heritage status through community development and cultural activities including the Heritage Week Festival.

and/or planning:

Please detail your relevant experience in heritage, arts, culture I am an experienced Curator and Arts Manager with over 18 years' professional background working in public museums and galleries (including Museum Victoria's History & Technology Dept; the Arts Centre Melbourne; Shepparton Art Gallery; and, Brimbank City Council), as well as nonprofit Arts Organisations (Royal South Street Eisteddfod Ballarat; and, Arts Mildura).

> I relocated to Broken Hill in 2018 for family reasons and enjoy my current employment as Project Officer at West Darling Arts, the Regional Arts Development Organisation for Far West NSW. This role has provided me with an overview of the cultural communities operating within Broken Hill and Far West NSW and the significant contribution heritage management makes to our region's liveability, economic development, and community wellbeing.

I would welcome the opportunity to bring my particular skillset and considerable energy to contribute to the role the Heritage Committee plays in supporting heritage management for Broken Hill City.

What is your previous experience with any committee? Please I bring a range of arts management, community list name/s of Committee/s and periods of service: development, strategic engagement and govern

I bring a range of arts management, community development, strategic engagement and governance skills to the committee. In my professional roles I have worked with Advisory Committees, and had direct lines of report to Boards of Management. I have also served on both Management and Advisory Committees.

Committee Experience and Periods of Service: 2021-22: Vice-Chair, Rainbow Preschool Management Committee. In 2022 I have stepped down to a general member role.

2017-18: Committee Member, Australian Print Triennial Workshops Advisory Group, The Art Vault, Mildura. 2009-2012: Convenor, Brimbank Arts Advisory Committee. 2007-2011: Committee Member, Museums Australia (Victoria) Training and Professional Development Steering Committee.

2007-2009: Board Member, SheppARTon Festival.

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- . The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

4 February 2022, 2:40PM

Receipt number:

S355CNF-20

Related form version:

Name of Committee:

Maureen Clark

Personal Details

First Name

Maureen Clark

Last Name

Contact Number

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State Applicant Postcode

Broken Hill

NSW

2880

Committee Details

Please outline why you would like to be a member of this committee:

I have a deep and abiding interest in the Art Gallery and the Gallery art collection. I wish to see these conserved for the enjoyment and education of future generations. The value to the tourism industry must not be under estimated.

Please outline details of any relevant experience for this committee:

I am a practising artist and a member of a number of art groups. I organise and take part in art exhibitions and art workshops to further my knowledge.

list name/s of Committee/s and periods of service:

What is your previous experience with any committee? Please I have been a recent past chair of this committee (5 years) and a member of the BHCC Heritage Committee (5 years).

Please detail any other relevant information:





Submission date:

14 April 2022, 7:56AM

Receipt number:

S355N-18

Related form version:

5

Contact Details

First Name

Krystle

Last Name

Contact Number

Evans

Yes

Do you have an email address?

Email Address

Applicant Street Number

en again maken uska

Applicant Street Name

Applicant Suburb/City

Applicant State

NSW

Applicant Postcode

2880

Broken Hill

Committee Details

Which S355 Committee are you nominating for?

Broken Hill City Art Gallery Advisory Committee

Broken Hill City Art Gallery

Hill City Art Gallery Advisory Committee and how do you identify with the creative community of Far West NSW:

Why would you like to be selected as a member of the Broken I am a Barkindji woman and Artist living and working in Broken Hill. I am engaged in my artistic practice and the greater Arts community. I feel passionately about the potential of our Region's future prospective as a creative Mecca. The capacity for growth within the Far West's creative sector will enrich the vibrancy and economy of our city and communities. For these reasons I would like to be considered for the Broken Hill City Art Gallery Advisory Committee. Thank you

The Broken Hill City Art Gallery's mission is "to provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts, and by inspiring, stimulating ideas and encouraging conversations". Outline how your experience in the arts and cultural sector will

I have a diploma in Fine Arts, have worked as a Gallery Curator and am currently undertaking a diploma in Project Management. I am a Council Support Officer for NSWALC, a position which sees me engage with various stakeholders and the wider community. I am connected to my Country contribute to Broken Hill City Art Gallery achieving this mission: and Culture as a woman of the Barkindji Nation. My passion for the Arts and previous experience makes me confident engaging with people and advocating for the Arts. Being a life long creative makes me innovative in my thought process and passionate of what the Arts have to offer as an industry.

working at a strategic, advisory or governance level of a advice to Council's consideration in relation to matters relevant will advocate for increased visibility and growth of our to the artistic community.

Please detail your specific skills, achievements and experience Working as a Council Support Officer has given me skills and experience working within a governance framework. As cultural organisation. How will these skills improve the Broken a cultural woman working for an Aboriginal Organisation I Hill Regional Art Gallery Advisory Committee's ability to provide am comfortable and well versed within the Cultural sector. I Artistic and Cultural practices within our Region.

The Broken Hill City Art Gallery is committed to ensuring diverse representation across all areas of our programming. Please self-nominate if you identify with the following

First Nations

Privacy

- . Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
- · The purpose for collecting your personal information is to obtain and record details to assess your application.
- · The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- · Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

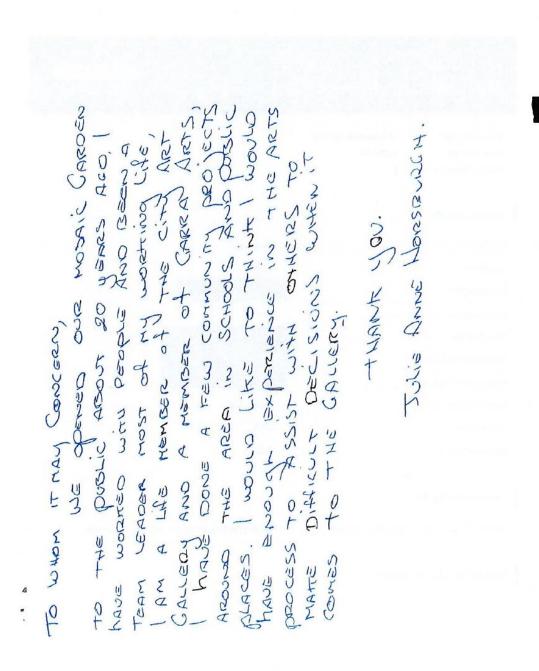
I declare that I am over the age of 18

I declare that I have established ties to the Broken Hill community

I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee

I declare that all the information provided in this application is given by me being the person named as the applicant.





Section 355 Committee Nomination Form



Submission date:

13 April 2022, 2:49PM

Receipt number:

S355N-16

Related form version:

9355N-10

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Catherine

Farry

H

Yes

Broken Hill

NSW 2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill City Art Gallery Advisory Committee

Broken Hill City Art Gallery

Hill City Art Gallery Advisory Committee and how do you identify with the creative community of Far West NSW:

Why would you like to be selected as a member of the Broken I am a practicing artist as well as an arts worker. I was born in Broken Hill and have lived here for a large part of my life. I have been involved in the Broken Hill arts community for over 20 years. The gallery is an integral part of the arts in Broken Hill for the arts community as well as being a vital element of the visitor economy. The gallery has a fantastic collection which is of great cultural value to the city.

The Broken Hill City Art Gallery's mission is "to provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts, and by inspiring, stimulating ideas and encouraging conversations". Outline how your experience in the arts and cultural sector will contribute to Broken Hill City Art Gallery achieving this mission: Currently employed as the Executive Director of West

I have worked in the following positions: Teacher and head teacher of art at TAFE broken Hill Broken Hill Gallery public programs officer Manager of the Broken Hill Regional Art Gallery Culture and Heritage Curator at Broken Hill City Council. Darling Arts.

Please detail your specific skills, achievements and experience I have had considerable experience both being on boards working at a strategic, advisory or governance level of a cultural organisation. How will these skills improve the Broken advice to Council's consideration in relation to matters relevant organisations including to the artistic community.

and also working for them. I have a sound understanding of governance structures and reporting obligations. I have been Hill Regional Art Gallery Advisory Committee's ability to provide on or am currently on the boards/committees of a number of

> West Darling Arts Robinson Collège Lifeline Country to Coast Friends of Samunnat.

I have worked in an executive role with boards in my current role and also as the CEO of the Far West Community Legal Centre so have an understanding of how to execute a strategic direction as set by the board.

The Broken Hill City Art Gallery is committed to ensuring diverse representation across all areas of our programming. Please self-nominate if you identify with the following

Privacy

- · Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- . The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- · Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



BROKEN HILL

Submission date:

6 May 2022, 4:14PM

Receipt number:

S355N-43

Related form version:

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Simon Richard

Molesworth AO QC

Yes

Broken Hill

NSW

2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill City Art Gallery Advisory Committee

Broken Hill City Art Gallery

Hill City Art Gallery Advisory Committee and how do you identify with the creative community of Far West NSW:

Why would you like to be selected as a member of the Broken I can contribute career-long expertise & experience. I have been a Supporter Member of the Broken Hill Regional Art Gallery since 2000. I have been a member of the Broken Hill Art Exchange DGR Public Fund Responsible Persons Committee since March 2021. And I've been a member of the previous Broken Hill Regional Art Gallery Advisory Committee from December 2016 - December 2021. I am also a recreational (as distinct from professional) wood craftsperson myself, having been a creator of art works in wood for over 50 years.

The Broken Hill City Art Gallery's mission is "to provide a dynamic cultural hub for Broken Hill and the region through inspiring, stimulating ideas and encouraging conversations". Outline how your experience in the arts and cultural sector will

Many of my roles have been focussed on achieving better opportunities to communicate to the widest community supporting arts practice and engagement with the arts, and by about culture and art. I led the National Trust movement in Australia for near 25 years, during which I was continuously engaged with the culture and art sector. (It is often not contribute to Broken Hill City Art Gallery achieving this mission: appreciated that the National Trusts in Australia are the custodians of the largest collections of art outside the major National and State-based institutions). My almost lifelong experience (having commenced in the sector at the age of 18), enables me to bring a capacity to think strategically in the best interests of the arts and cultural sectors of Broken

Please detail your specific skills, achievements and experience The following experience and expertise gained through a working at a strategic, advisory or governance level of a cultural organisation. How will these skills improve the Broken advice to Council's consideration in relation to matters relevant all those involved in the artistic community. Molesworth is to the artistic community.

multiplicity of roles in the cultural sector across Australia and overseas, will enable me to contribute insights and Hill Regional Art Gallery Advisory Committee's ability to provide understanding of the arts sector to assist the Art Gallery and acknowledged nationally and internationally as an expert in heritage law, practice and policy., heritage being a collective term which embraces culture in all its forms He has recurrently appeared before tribunals, Heritage Council panels and in the Victorian Supreme Court involving heritage law issues, associated with protective listings, development proposals and/or related planning projects. His advice has guided private and public sector clients, including relevant government instrumentalities at both State and National level. He has presented numerous papers on heritage law, practice and policy to conferences across the world at a multiplicity of international conferences. Many of his papers on heritage law, policy and practice have been published. Since 1991 Molesworth has continuously been an accredited professional heritage practitioner of ICOMOS, the

International Council of Monuments and Sites, through his professional membership of Australia ICOMOS. In addition to five other professional fellowships, Molesworth was in 2019 appointed a Fellow of the Federation of Australian Historical Societies, one of the highest national honours in the historical field.

As a consequence of his experience and expertise, at state, national and international levels he has been appointed to numerous private and public sector advisory bodies in the heritage field. An overview follows.

AUSTRALIAN - NATIONAL EXPERIENCE

Molesworth was a Commissioner of the Commonwealth's Australian Heritage Commission for 5 years from 1987. As one of 7 commissioners, he was responsible for identifying and advising the Australian Government on Australia's National Estate. During the years 1987 to 1992, a key role of Heritage Commissioners was to also to provide advice to the Australian Government on policies and issues relating to Australia's World Heritage places. One of the roles Molesworth performed whilst a Heritage Commissioner, was to preside, many times, over public hearings convened to hear objections to, and submissions in support of, proposals to list heritage places on the Register of the National Estate. A number of these hearings related to regional agreements and listings in association with thematic studies. From 1996 until 2010, when he retired after the then longeststanding tenure, he was a member of the Australian Government's National Cultural Heritage Committee, which was responsible for advising the Commonwealth on all statutory functions under the Protection of Moveable Cultural Heritage Act. During his fourteen-year tenure, Molesworth was party to numerous recommendations with respect to stop orders pertaining to cultural items persons wished to export and/or auction. This Committee also supervised the National Cultural Heritage Fund, which, after assessing the significance of heritage items, provided the means for the Commonwealth to acquire items of national significance to be retained in the national collections in the public interest.

From 1988 to October 2009 (21 years) he was a board member of the ACNT – the Australian Council of National Trusts - and was its chair, 2001-06. In this capacity he participated as an appointed delegate to national co-

operative heritage forums established by the
Commonwealth Government: the Regional Cultural Alliance
(2003-06) and the National Cultural Heritage Forum (200207), which were established to provide high-level advice to
the Australian Government Ministers and the relevant
Federal Department responsible for formulation of heritage
policies and administration of heritage protection measures.

INTERNATIONAL EXPERIENCE

Molesworth was the foundation Chair of the Executive Board of the International National Trusts Organisation ("INTO") from December 2007 to September 2015. From October 2005 he was an inaugural member and then, from March 2006, Chair of the INTO Steering Committee. INTO is the coordinated voice for National Trusts and like heritage organisations worldwide with over six million members and tens of millions of supporters.

In this global Chair role, with INTO's global headquarters based in London, for a decade Molesworth interacted with the heritage organisations and agencies from the sixty-eight nations in which INTO member organisations were based. He continually interacted with relevant agencies, IGOs, NGOs and UN agencies, leading international delegations, attending international forums and directly communicating with ministers and other national government representatives across the globe regarding heritage laws, policies and practices.

From late 2009 to October 2015, Molesworth was the ACNT's International Affairs Ambassador, representing the Australian National Trusts at the biennial INTO World Congresses and at other international forums, including the annual Europa Nostra Congresses and the Best in Heritage Conventions convened annually in Dubrovnik, Croatia. In fulfilment of has ambassadorial role, every year he addressed a number of major international conferences on heritage law and policy, focusing on climate change and World Heritage.

In recognition of his professional support of European cultural advocacy, in 2016 Molesworth was honoured by being appointed an Honorary Life Member of Europa Nostra, Europa Nostra being the pan-continental collaboration of all European cultural organisations from all European nations.

In 2015, Molesworth was awarded Honorary Life
Membership of Din L-Art Helwa, the National Trust of Malta.
Molesworth has maintained a high international profile
delivering addresses and papers on many aspects of
heritage policy, practice and law, especially in the context of
World Heritage, climate change and human rights. During
the last 20 years alone he has given presentations in Fiji,
India, New Zealand, China, Hong Kong, Indonesia, Vietnam,
Uganda, Qatar, South Africa, the USA, Canada, the UK
(England & Scotland), Ireland, Croatia, the Netherlands,
Belgium, Germany, Malta, Turkey, Portugal, Spain, Greece
and, of course, Australia.

As Chair of the International National Trusts Organisation (INTO) for 10 years, Molesworth led INTO's work on Climate Change and Heritage, establishing an international advisory working party from 16 participating national organisations. Informed by such consultation processes, Molesworth led INTO's annual UNFCCC accredited delegation, as Head of Delegation, to the UN's UNFCCC COP15 in Copenhagen, and then with the support of La Trobe University COP16 in Cancun, COP17 in Durban and COP18 in Qatar. At each of the UNFCCC COPs he attended, Molesworth made presentations to public and delegate forums, whilst directly liaising and negotiating with delegates, including ministers and ambassadors, comprising national delegations. From COP19 onwards other INTO officers have attended the COPs with Molesworth maintaining input and close interaction whilst remaining based in Australia

Amongst other international declarations, he is the author of The Victoria Declaration on the Implications for Cultural Sustainability of Climate Change adopted in Victoria, Canada, in 2011 and subsequently endorsed by organisations representing some 10 million people; and The Entebbe Declaration Calling for Global Action to Protect and Promote Tangible and Intangible Heritage, especially within the Least Economically Developed Nations, adopted in Entebbe, Uganda, in 2013.

STATE EXPERIENCE

On 1st July 2021, the Victorian Government appointed Molesworth to the Heritage Council of Victoria, pursuant to s.10(2)(iv) of the Victorian Heritage Act 2017 as the member

with expertise in heritage law, planning law or property law. In this role with HCV, amongst other responsibilities he participates in hearings to review decisions whether nominated places meet the requisite heritage significance criteria to be listed on the Victorian Heritage Register.

Molesworth was a councillor (board member) of the National Trust of Australia (Victoria) from 1980-2005, during which time he was honorary chair and then president for almost 20 years. He remains an Honorary Life Member, an Ambassador of its Foundation and in February 2019, was appointed Patron. The National Trust in Victoria holds the largest collect of art and cultural objects in Australia outside the major public institutions.

During his time as Victorian chair, Molesworth had the oversight of the entire operations of the Trust, exposing him to the multiplicity of heritage management issues requiring practical advice to resolve, frequently reinforced by legal advice. The Trust chair's role in those years was more akin to an executive chair, requiring day-to-day interaction and decision-making. He was the public face of the Trust, directly responsible for all communications and negotiations with the Victorian Government. He maintained a high-public profile in the media, pursuing a communication strategy intent on continually engaging with Victorian communities. During his 25 years membership of the National Trust Council, he was continuously a member of the Conservation Standing Committee which had the responsibility to review for approval all recommendations for places to be added to the Heritage Register of the Victorian National Trust. Molesworth was also a founding board member 1989-2003 of the Melbourne Heritage Restoration Fund, and its Chair from 1995-2003, the Fund being a joint initiative of the State Government, City of Melbourne, and the National Trust, established to provide grants or revolving loans to the owners of heritage properties throughout the inner suburbs of Melbourne.

He has also been a Victorian Governor-in-Council appointee, on several occasions as chair and deputy chair, to various Crown Reserve Committees of Management, including the Old Treasury Building Melbourne (1993-99 and Deputy Chair 1995-99), the Yarra River Maritime Precinct and the Sorrento First Settlement site.

REGIONAL NSW EXPERIENCE

Molesworth's regional NSW community work has also focused on heritage conservation. In 2005 he was, in partnership with others, instrumental in the nomination of Broken Hill to the Commonwealth's National Heritage List. Achieved in January 2015 after a ten-year campaign, the City thereby became the first city in Australia to achieve National Heritage listing, a step Molesworth considered necessary in order to strengthen the local regional tourism industry, thereby providing an alternative economic future for Broken Hill.

In April 2019, the City of Broken Hill awarded Molesworth the John Reid Heritage Award, the City's highest heritage award for 'Outstanding Contribution to the Heritage of Broken Hill'.

Molesworth is a Patron of the Broken Hill Historical Society and was until December 2021 an appointed member of both the Broken Hill Regional Art Gallery Advisory Committee and the Broken Hill City Council's Broken Hill Heritage Advisory Committee, pursuant to Section 355 of the NSW Local Government Act.

The Broken Hill City Art Gallery is committed to ensuring diverse representation across all areas of our programming Please self-nominate if you identify with the following

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.





Submission date:

6 May 2022, 11:54PM

Receipt number:

S355N-44

Related form version:

Contact Details

First Name Last Name

Crase

Jo

Contact Number

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Broken Hill

Applicant Suburb/City

NSW

Applicant State

Applicant Postcode

2880

Committee Details

Which S355 Committee are you nominating for?

Broken Hill City Art Gallery Advisory Committee

Broken Hill City Art Gallery

Hill City Art Gallery Advisory Committee and how do you identify with the creative community of Far West NSW:

Why would you like to be selected as a member of the Broken I am an experienced Curator and Arts Manager with over 18 years' professional background focused on development and delivery of complex exhibition programs, large-scale public art commissions, collection management, community arts projects and major events.

> I would welcome the opportunity to bring my particular skill set and considerable energy to support the vital role Broken Hill City Art Gallery has in generating, promoting and facilitating access to the arts for regional and remote Australians.

The Broken Hill City Art Gallery's mission is "to provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts, and by inspiring, stimulating ideas and encouraging conversations". Outline how your experience in the arts and cultural sector will

Having lived in regional communities since 2007, I am a passionate advocate for the support and visibility of quality arts practice in regional Australia. I have a particular interest in driving positive community development through creative partnerships. Through roles at West Darling Arts, contribute to Broken Hill City Art Gallery achieving this mission: Shepparton Art Gallery, Arts Mildura, and Royal South Street Eisteddfod (Ballarat) I demonstrate an applied understanding of arts and cultural development in a regional context. Issues including distance, access, support, community size, funding, and visibility for arts practice are just some of the hurdles regional artists have to overcome in the pursuit of their practice.

Please detail your specific skills, achievements and experience. I bring a range of arts management, community working at a strategic, advisory or governance level of a advice to Council's consideration in relation to matters relevant with and on Boards of Management and Advisory to the artistic community.

development, strategic engagement and governance skills to cultural organisation. How will these skills improve the Broken the committee. In addition to professional curatorial and arts Hill Regional Art Gallery Advisory Committee's ability to provide management background, I am experienced working both Committees.

> For example, as Visual Arts Curator at Brimbank City Council I was convenor for the Arts Advisory Committee. The Committee provided support for policy development, the stages of public art commissioning and development, and problem-solving issues which arose around collection or exhibition matters. This informed reports to Council.

In 2021-22 I was the Vice Chair of Rainbow Preschool Management Committee. This role has required a great deal of diplomacy to navigate the best interests of both the preschool and its families as we implemented the NSW Public Health Order mandates for education and care settings.

The Broken Hill City Art Gallery is committed to ensuring diverse representation across all areas of our programming. Please self-nominate if you identify with the following

Privacy

- · Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- . The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- · Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES

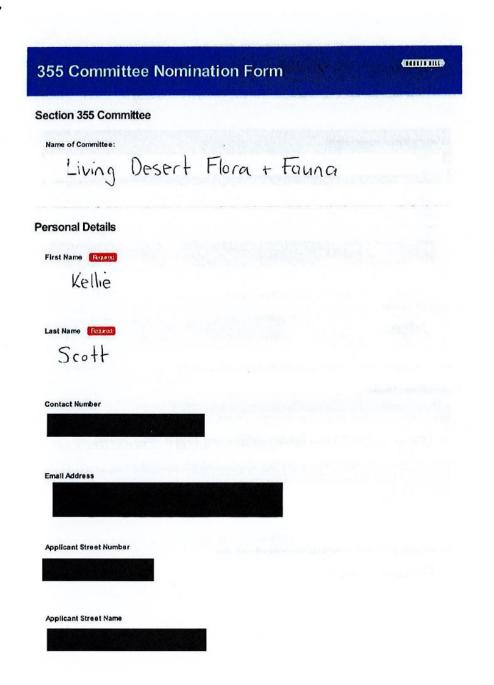
Attachment 1
Nominations to Section 355
Committees

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



2 of 4

pplicant Suburb/City				
0 1				
Broken	F []]			
pilcant State (Select	t one option)			
NSW				
SA				
VIC				
QLD .				
TAS				
WA				
ACT				
NT				
plicant Postcode				
1060				
2880				
	•			
nmittee Details	•			
nmittee Details	would like to be a ma	amber of this committ	··:	
ease outline why you	would like to be a me			came.t
ease outline why you	would like to be a me		ors and envi	roment.
ease outline why you	would like to be a me			roment.
ease outline why you	would like to be a me			roment,
ease outline why you	would like to be a me			roment.
ease outline why you	would like to be a me			roment.
ease outline why you	would like to be a me			roment.
Enjey an	would like to be a me	din outdo	ors and envi	roment.
Enjoy an	o would like to be a many	din outdo	ors and envi	roment.
Enjoy an	would like to be a me	din outdo	ors and envi	roment.
Enjoy an	o would like to be a many	din outdo	ors and envi	roment.

Page 534

w	hat is your pr	evious e	xperien	ce with any com	mittee? Please list n	ame/s of C	ommittee/s	and periods of service	:
	Bales	1-1/1	Sen	Souls	- Byears				
	Britan	1-1.11	All	Breeds	Chediena	209	Club	- 5 years	

Please detail any other relevant information:

Privacy

Privacy Statement

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.

The purpose for collecting your personal information is to obtain and record details to assess your application.

The intended recipients of the personal information collected include Council officers or other agents contracted by Council. If necessary for reporting purposes, your name will be made publicly available via Council's Business Papers and on Council's website. Your contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers.

The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.

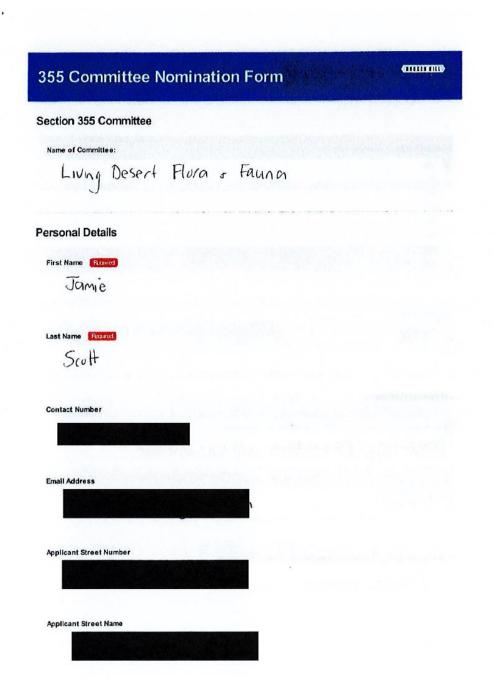
You may make an application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer by email council@brokenhill.nsw.gov.au or addressed to Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.



355 Committee Nomination Form



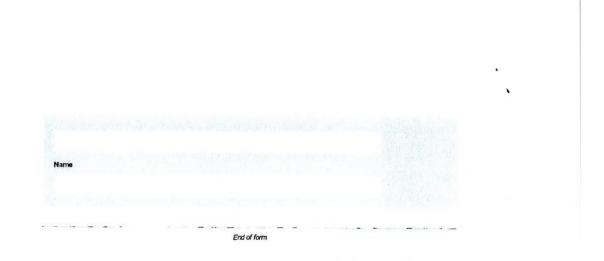


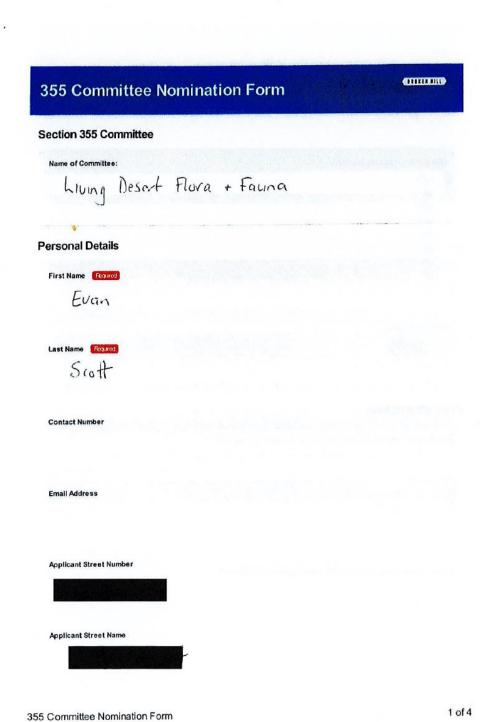
2 of 4

Applicant Suburb/City		
Broken H.	1)	
opplicant State (Select one opti	(on)	
X vem		
SA		
VIC		
QLD .		
TAS		
WA		
ACT		
NT		
pplicant Postcode		
2880		
mmittee Details		
lease outline why you would lil	ke to be a member of this committee:	
Emana Enjoy H	ne outdoors and envio	rnment.
		ar at a comment of
		(4)
T 1 2		
ease outline details of any relation	avant avantance for this committee	
esse outline details of any rele	evant experience for this committee:	

Page 538

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:
Please detail any other relevant information:
Privacy
Privacy Statement
Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
The purpose for collecting your personal information is to obtain and record details to assess your application.
The intended recipients of the personal information collected include Council officers or other agents contracted by Council. If necessary for reporting purposes, your name will be made publicly available via Council's Business Papers and on Council's website. Your contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers.
The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
You may make an application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer by email council@brokenhill.nsw.gov.au or addressed to Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2890.
Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.
Signature

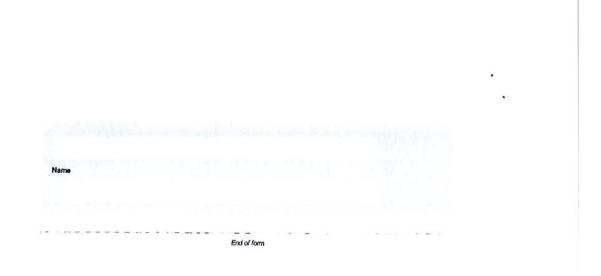


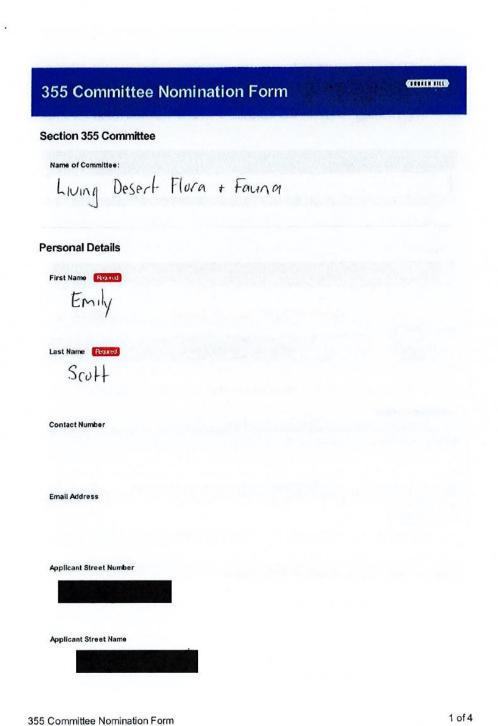


Page 541

Applicant Suburb/City				
Broken	Hill			
Applicant State (Sele	ct one option)			
SA VIC				
CALD TAS WA				
ACT NT				
opplicant Postcode				
			101296.53	
mmittee Detail	ls			
		member of this con	mittee:	
		member of this con	wnittee:	
mmittee Detail		member of this con	nmittes:	
lease outline why yo	would like to be a			
lease outline why yo	would like to be a			

What is your previous experience with any committee? Please list name/s of Committee/s and perio	ds of service:
Please detail any other relevant information:	
vacy	
acy Statement	
cil is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998	6
surpose for collecting your personal information is to obtain and record details to assess your application.	
ntended recipients of the personal information collected include Council officers or other agents contracted by Council. ting purposes, your name will be made publicly available via Council's Business Papers and on Council's website. You ade public on Council's website and will be removed from all applications and reports in Council's Business Papers.	If necessary for r contact details will not
supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the inform not be able to process your application.	nation sought, Council
may make an application for access or amendment to information held by Council. Council will consider any such appl the Act. Enquiries concerning this matter can be directed to the Public Officer by email <u>council@brokenhill.nsw.gov.au</u> o <u>.council@brokenhill.nsw.gov.au</u> or addressed to Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.	cation in accordance
information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, i en Hill NSW 2880.	40 Blende Street,
gnature	





Applicant Suburb/City	M8/KSOPA (SALIMARI ENGLA LI LICENTALICA)	
Boken Hill		
Applicant State (Select one option)	1	
(NSW SA		
VIC	A. Taraka di Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupat Kabupatèn Kabupatèn	
CLD TAS		
WA ACT		
NT.		
Applicant Postcode		
2860	Heroteck California (1997)	
Committee Details	MANAGARANTE KATA PARENTAN AND AND AND AND AND AND AND AND AND A	
Committee Details Please outline why you would like t	to be a member of this committee:	
	to be a member of this committee:	
	to be a member of this committee:	
	to be a member of this committee;	
	to be a member of this committee:	
	to be a member of this committee:	

			. 5-25-0 - 20-1			
What is your	previous experien	ce with any committ	ee? Please list na	ne/s of Committee	ls and periods of ser	vice:
		· · · · · · · · · · · · · · · · · · ·				
Please detail	any other relevant	information:				
rivacy						
rivacy Stateme	ent					
ouncil is collecting	your personal informat	tion in accordance with	the Privacy and Perso	nal Information Protec	tion Act 1998.	
ne purpose for colle	ecting your personal in	formation is to obtain an	nd record details to as	sess your application.		
porting purposes. V	vour name will be mad	rmation collected include e publicly available via C vill be removed from all a	Council's Business Pa	pers and on Council's	d by Council. If necessar website. Your contact do ss Papers.	y for etails will not
	ersonal information ma xocess your applicatio		y. If you cannot provide	e or do not wish to pro	vide the information soug	ht, Council
th the Act. Foouid	es conceming this ma	or amendment to informa tter can be directed to t ddressed to Broken Hill	he Public Officer by e	mail council@brokenh	any such application in a ill.nsw.gov.au I NSW 2880.	ccordance
our information will roken Hill NSW 28	be collected and store 80.	ed, in accordance with t	he State Records Act	1998, by Broken Hill	City Council, 240 Blende	Street.
Signatu						





Submission date:

24 April 2022, 5:10PM

Receipt number:

S355N-24

Related form version:

5

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Committee Details

Which S355 Committee are you nominating for?

Memorial Oval Community Committee

Jody

Yes

Whitehair

Broken Hill

NSW

2880

Memorial Oval Community Committee

Please outline why you would like to be a member of this committee:

I have been involved with the Memorial Oval Community
Committee for approximately 5 years and previously held
the position of Secretary. During that 5 years i have been
involved with MOCC stakeholders including Harness Racing
Club, Central Football Club, Dog Club and Silver City Show.

Please outline details of any relevant experience for this committee:

I have previously held the role of Secretary for MOCC and attended the 355 training as provided by Council.

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Im am unsure of the exact dates of holding the role of Secretary.

Please detail any other relevant information:

My previous role, engagement with Council and stakeholders provides me with the knowledge and a solid understanding of the role and responsibility of 355 committees.

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
 1998
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

23 April 2022, 2:00PM

Receipt number:

S355CNF-16

Related form version: Name of Committee:

Picton Oval Management Committee

Personal Details

First Name

Last Name

Contact Number

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant Postcode

Applicant State

Christine

Adams



NSW

2880

Committee Details

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

To support those that manager the oval which is in the proximity of my residence.

I have been a council representative on the committee for the last 11 years.

Broken Hill Heritage Committee 10 years Australia Day Heritage Committee 11 years Picton Oval Management Committee 11 years Asset Naming Committee 6 years Sister City Committee/Group 11 years Volunteer Working Committee/Working Group 11 years Tidy Towns Committee/Working Group 11 years



Submission date:

23 April 2022, 2:10PM

Receipt number:

S355N-22

Related form version:

Contact Details

First Name

Paul

Last Name

Adams

Contact Number

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Broken Hill

Applicant Suburb/City

NSW

Applicant Postcode

Applicant State

2880

Committee Details

Which S355 Committee are you nominating for?

Picton Sportsground Community Committee

Picton Sportsground Community Committee

Please outline why you would like to be a member of this

committee:

Continue membership as I have been a member for 20 years

and caretaker for 5 years

Please outline details of any relevant experience for this

committee:

Continuing maintenance duties

What is your previous experience with any committee? Please Long term volunteer Sulphide Street Railway & Historical list name/s of Committee/s and periods of service:

Museum

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

5 May 2022, 10:09AM

Receipt number:

S355N-32

Related form version:

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State Applicant Postcode Trevor

Rynne

Yes



Broken Hill

NSW 2880

Committee Details

Which S355 Committee are you nominating for?

Picton Sportsground Community Committee

Picton Sportsground Community Committee

Please outline why you would like to be a member of this committee:

I have been on this committee for approximately 20 years and would like to continue my membership of this

Please outline details of any relevant experience for this

Approximately 20 years as a committee member on this committee.

Over 10 years as Secretary for this committee.

What is your previous experience with any committee? Please Silver City Swimming Club - President (2021-2022) list name/s of Committee/s and periods of service:

St. Pats Club - Committee Member (Life Member) West Football Club - Committee Member

Sacred Heart Cathedral Parish Council - Committee Member (2021 - 2022)

Served on various School Committees and P&F committees for approximately 15 years as Principal of Sacred Heart Parish School

Please detail any other relevant information:

Privacy

- · Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
- · The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- · Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

5 May 2022, 11:58AM

Receipt number:

S355N-33

Related form version:

-

Contact Details

First Name

Last Name

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Wayne

Lovis

100

Yes



BROKEN HILL (NSW)

NSW

2880

Committee Details

Which S355 Committee are you nominating for?

Riddiford Arboretum Community Committee

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this

committee:

Renominating

Have been on committee for 18 years.

Please outline details of any relevant experience for this

What is your previous experience with any committee? Please LandCare BH committee 13 years.

list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues.

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

4 May 2022, 2:21PM

Receipt number:

Related form version:

Contact Details

First Name Alison Last Name Sutton Contact Number Do you have an email address? Yes Email Address Applicant Street Number Applicant Street Name Applicant Suburb/City **Broken Hill** Applicant State NSW

Committee Details

Applicant Postcode

Which S355 Committee are you nominating for?

Riddiford Arboretum Community Committee

2880

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this

committee:

Please outline details of any relevant experience for this

committee:

Having been on the Riddiford Committee I feel I am a valuable asset to contribute

I have been on this committee since 2017

What is your previous experience with any committee? Please Building Better Cities Program 1995 Newcastle, Barrier Field list name/s of Committee/s and periods of service:

Naturalists BH since 2018

Please detail any other relevant information:

As a horticulturist, I feel my knowledge and experience is important to this committee.

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act
 1008
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community
I declare that I am a resident of the local government area

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

4 May 2022, 9:32PM

Receipt number:

S355N-31

Related form version:

Contact Details

First Name

Carey

Last Name

Contact Number

Guihot

Do you have an email address?

Yes

Email Address

Applicant Street Number

Applicant Street Name

Broken Hill

Applicant Suburb/City Applicant State

NSW

Applicant Postcode

2880

Committee Details

Which S355 Committee are you nominating for?

Riddiford Arboretum Community Committee

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this

committee:

To meet others who enjoy indigenous plants

Please outline details of any relevant experience for this

committee:

Nil really - happy to roll my sleeves up

What is your previous experience with any committee? Please School P&C; Local junior sports clubs; professional list name/s of Committee/s and periods of service:

committees (I am an allied health worker)

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date:

7 May 2022, 12:09PM

Receipt number:

S355N-45

Related form version:

Contact Details

First Name

Last Name

Curran

Contact Number

Do you have an email address?

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Greg

Yes

BROKEN HILL

NSW

2880

Committee Details

Which S355 Committee are you nominating for?

Riddiford Arboretum Community Committee

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

Interest in native plants

Landcare

Community Garden

Work in regeneration and plantings natives

What is your previous experience with any committee? Please Landcare list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the
 information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community
I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an

(LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.