



BUSINESS PAPER

Policy and General
Committee Meeting

Council Chambers
14 December 2022

5.30pm

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

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, 14 December, 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	Acknowledgement of Broken Hill's Mining History
7	Minutes for Confirmation
8	Disclosure of Interest
9	Reports
10	Confidential Matters
11	Conclusion of the Meeting

STATEMENT OF ETHICAL OBLIGATIONS

All Councillors undertook an Oath or Affirmation at the beginning of their term of office and declared to undertake the duties of the office of Councillor in the best interests of the people of the Broken Hill Local Government Area and the City of Broken Hill; and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgment.

LIVE STREAMING OF COUNCIL MEETINGS

This Council meeting is being streamed live, recorded, and broadcast online via Facebook. To those present in the gallery today, by attending or participating in this public meeting you are consenting to your image, voice and comments being recorded and published. The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing. Attendees 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, November 23, 2022.

**MINUTES OF THE POLICY AND GENERAL COMMITTEE MEETING HELD
WEDNESDAY, NOVEMBER 23, 2022 (5:30PM)**

PRESENT:

Councillor T. Kennedy (Mayor) Councillor B. Algate (Chairperson),
Councillors M. Boland and M. Browne.

Chief Assets and Projects Officer, Chief Corporate and Community
Officer, Executive Manager Planning and Community Safety,
Executive Officer and Executive Assistant.

Media – nil, Members of the Public - nil

APOLOGIES:

Councillor H. Jewitt

Motion

Moved Councillor Marion Browne, Seconded Councillor Michael Boland

That the apology submitted on behalf of Councillor Jewitt be accepted.

CARRIED UNANIMOUSLY

LEAVE OF ABSENCE APPLICATIONS:

- 1) Councillor Hickey has submitted a leave of absence application and provided the reason “attending AMCA Operational Committee in Karratha”.

Motion

Moved Councillor Marion Browne, Seconded Mayor Tom Kennedy

That the leave of absence application be accepted and Councillor Hickey be granted a leave of absence for this meeting.

CARRIED UNANIMOUSLY

PRAYER

Mayor Kennedy delivered the Prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Browne delivered the Acknowledgement of Country.

ACKNOWLEDGEMENT OF BROKEN HILL’S MINING HISTORY

Councillor Boland delivered the Acknowledgement of Broken Hill’s Mining History.

MINUTES FOR CONFIRMATION

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Marion Browne

That the Minutes of the Policy And General Committee meeting held Wednesday October 19, 2022 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Mayor Kennedy declared a non-pecuniary interest in Item 5, Report No. 262/22 regarding the Soccer Association's Community Assistance Grants application and advised that he will remain in the meeting and will exercise his vote for this item.

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 258/22 - DATED NOVEMBER 01, 2022 - CODE OF CONDUCT COMPLAINT STATISTICS ANNUAL REPORT 2021/22 D22/56678

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 258/22 dated November 1, 2022, be received.
2. That That the Code of Conduct Complaints Statistics Annual Report for the Broken Hill City Council for the period of 1 September 2021 – 31 August 2022 be forwarded to the Office of Local Government.
3. That Council sends correspondence to the Minister for Local Government and the Shadow Minister for Local Government advising Council's concerns regarding the costs of implementing the Code of Conduct in relation to complaints and the negative impact this has on Council as a whole.

CARRIED UNANIMOUSLY

2. BROKEN HILL CITY COUNCIL REPORT NO. 259/22 - DATED NOVEMBER 04, 2022 - DRAFT ANNUAL REPORT 2021/2022 D22/54912

The Chairperson advised that an error had been detected in the Annual Report attendance figures for Councillor Browne's attendance at workshops and briefings and that this error will be corrected prior to the Business Paper being published for the November Council Meeting.

Following comments by Mayor Kennedy and Councillor Browne regarding the ambiguous nature of the note provided with the Councillor attendance figures at workshops/briefings, the Chief Assets and Projects Officer advised that the wording of the note would be amended to clarify its meaning.

The Chief Assets and Projects Officer also advised that a number of hard copies of the Annual Report, once approved by Council, will be available at the Library and the Administrative Centre for members of the public.

Recommendation

Moved Councillor Michael Boland, Seconded Councillor Marion Browne

- 1. That Broken Hill City Council Report No. 259/22 dated November 4, 2022, be received.**
- 2. That the Draft Annual Report 2021/2022, inclusive of Delivery Program Achievements, Disability Inclusion Action Plan Achievements and audited Annual Financial Statements for the reporting period 1 July 2021 to 30 June 2022, be endorsed.**
- 3. That the Annual Report 2021/2022, inclusive of Delivery Program Achievements, Disability Inclusion Action Plan Achievements, audited Annual Financial Statements for the reporting period 1 July 2021 to 30 June 2022, be posted on Council's website.**
- 4. That Council's web link for the Annual Report 2021/2022, inclusive of Delivery Program Achievements, Disability Inclusion Action Achievements, audited Annual Financial Statements for the reporting period 1 July 2021 to 30 June 2022, be provided to the Minister via the Office of Local Government and Minister for Disability Services.**

CARRIED UNANIMOUSLY

3. BROKEN HILL CITY COUNCIL REPORT NO. 260/22 - DATED OCTOBER 11, 2022 - DRAFT RECORDS MANAGEMENT POLICY D22/53873

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Marion Browne

- 1. That Broken Hill City Council Report No. 260/22 dated October 11, 2022, be received.**
- 2. That Council adopts the Draft Records Management Policy as a Policy of Council.**

CARRIED UNANIMOUSLY

4. BROKEN HILL CITY COUNCIL REPORT NO. 261/22 - DATED NOVEMBER 04, 2022 - INVESTMENT REPORT FOR OCTOBER 2022 D22/58372

Recommendation

Moved Councillor Michael Boland, Seconded Mayor Tom Kennedy

1. That Broken Hill City Council Report No. 261/22 dated November 4, 2022, be received.

CARRIED UNANIMOUSLY

5. BROKEN HILL CITY COUNCIL REPORT NO. 262/22 - DATED NOVEMBER 15, 2022 - COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND 2 OF 2022/2023 D22/60509

Recommendation

Moved Councillor Marion Browne, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 262/22 dated November 15, 2022, be received.
2. That Council notes the Community Assistance Grants awarded for Round Two of 2022/2023 which were recommended by the Panel on 15 November 2022 and approved by the Acting General Manager under delegation.
3. That Council notes that the Community Assistance Grants budget for Round two is fully expended.

CARRIED UNANIMOUSLY

6. BROKEN HILL CITY COUNCIL REPORT NO. 263/22 - DATED NOVEMBER 03, 2022 - SECTION 355 ANNUAL AND FINANCIAL REPORTS 2021/2022 D22/58108

Recommendation

Moved Councillor Marion Browne, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 263/22 dated November 3, 2022, be received.
2. That the 2021/2022 Riddiford Arboretum Community Committee Annual Report be received and noted.

CARRIED UNANIMOUSLY

7. BROKEN HILL CITY COUNCIL REPORT NO. 264/22 - DATED NOVEMBER 03, 2022 - NOMINATION FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES D22/58159

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Marion Browne

1. That Broken Hill City Council Report No. 264/22 dated November 3, 2022, be received.
2. That Council appoint Mr Ken Kennedy as a community representative on the E.T. Lamb Memorial Oval Community Committee.
3. That Council appoint Stephen Podnar as a community representative on the BIU Band Hall Community Committee.
4. That the community representatives be advised of their appointment and advice also be sent to the corresponding Committee Secretary/Chairperson.

CARRIED UNANIMOUSLY

CONFIDENTIAL MATTERS

Nil

There being no further business to consider, the meeting was declared closed at 5:59 pm.

The foregoing minutes were read and confirmed at the Policy and General Committee meeting held on 13 December 2022.

Chairperson

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 277/22 - DATED
NOVEMBER 04, 2022 - ADOPTION OF DRAFT BROKEN HILL
ECONOMIC DEVELOPMENT STRATEGY (D22/51968)10
2. BROKEN HILL CITY COUNCIL REPORT NO. 278/22 - DATED
DECEMBER 02, 2022 - BROKEN HILL ADVOCACY STRATEGY -
REFRESHED (D22/64345)55
3. BROKEN HILL CITY COUNCIL REPORT NO. 279/22 - DATED
DECEMBER 02, 2022 - DRAFT AGENCY INFORMATION GUIDE
(D22/64389)85

POLICY AND GENERAL COMMITTEE

November 4, 2022

ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 277/22****SUBJECT:** **ADOPTION OF DRAFT BROKEN HILL ECONOMIC DEVELOPMENT STRATEGY****D22/51968****Recommendation**

1. That Broken Hill City Council Report No. 277/22 dated November 4, 2022, be received.
2. That Council notes that the Draft Broken Hill Economic Development Strategy 2022-2027 was placed on public exhibition closing 28 October 2022, during which time Council received three submissions from the public and the draft strategy amended accordingly.
3. That the Draft Broken Hill Economic Development Strategy be adopted as a Strategy of Council.

Executive Summary:

The Draft Broken Hill Economic Development Strategy was presented to the September 2022 Council Meeting where Council subsequently resolved to place the draft strategy on public exhibition for a period of 28 days (Minute Number 46989).

The Draft Broken Hill Economic Development Strategy was placed on public exhibition closing 28 October 2022.

At the commencement of the public exhibition period, along with the standard public exhibition processes, all businesses and stakeholders on Council's Economic Development database were advised that the draft strategy was on public exhibition and provided with a link to the document on Council's website.

During this period Council received three submissions from the public. The below table provides the key points of each submission with a summary of any amendments made to the draft strategy as a direct result of the submissions received:

Summary of key points of submission received	Summary of amendments made to the Broken Hill Draft Economic Development Strategy 2-22 - 2027
Respondent 1	
The arts seem to be missing from the document, and it plays an important role in the community, and in tourism. Instead of events/tourism, I would broaden that category to the arts/tourism, events would then be covered, and it would feel more inclusive for those many members of the community who work in the arts, and it would reflect the proud artistic heritage of the town.	<p>The Arts is noted in Pillar 4 – Grow the Visitor Economy with the key themes of tourism, film and creative arts. Events added to the key theme.</p> <p>Amendment page 22/23 to include:</p> <p>Inclusion of the promotion of the city as an icon of the Australian art scene in marketing activities.</p>

	<p>A focus on education and training in the Arts has also been included in the amendment to Objective 2.2 to include STEAM (Science, Technology, Engineering, Arts and Mathematics).</p> <p>“Increased investment by State and Federal Government to expand locally provided training and educational opportunities including traineeships and apprenticeships <i>and access to STEAM opportunities.</i>”</p> <p>The measure for this has been amended to include:</p> <p>Data collated from marketing and media campaigns (P23).</p>
Respondent 2	
<p>All good strategies start with a clear, and preferably short, vision. Council cannot be all things to all people. I urge council to mostly focus on core business – roads, rates and rubbish!</p>	<p>No change required. The vision is on page 6. “Broken Hill will be a national powerhouse of sustainable and technological innovation that values and shares the region’s unique natural and built environment with regional, national and international visitors and is home to an active, vibrant residential population with services and facilities to support population growth to 25,000 by 2027”.</p> <p>The targets are:</p> <ul style="list-style-type: none"> • Broken Hill to be recognised as a global leader in the Critical Minerals Economy • Destination of choice for people to live and work • 25,000 residential population • Increase GRP to \$ 1.1 billion • 3,000 new jobs (amended) • 80% workforce residential • 700 new or renovated dwellings <p>The strategy is a city strategy, inclusive of priorities and projects identified by the community during public consultation for the Community Strategic Plan and other plans and strategies. It is designed to provide a centralised document to identify economic development priorities, opportunities and projects and to inform the Annual State of the Economy report.</p>
<p>Currently, the vision lacks clarity about what the town is supposed to be or look like. It also leaves council open to much criticism, e.g., what is a “powerhouse of sustainable and technological innovation”?</p>	<p>The strategy has identified opportunities for Council and the community to advocate for growth and investment in Australia’s growth industries in the region.</p>

<p>Throw out false claims like on Page 8 where it says Broken Hill is “advancing into becoming an Australian renewable energy hub”. If this is truly so, where are the people in Broken Hill responsible for the design/build of these renewable energy plants?</p> <p>The reality is we fully rely upon external resources to invest in renewable plant; the IP, engineering and construction crews come out of Sydney and other places, and after construction, they go back home. There is no mention in this economic development strategy of how we are building up our skills in design and building of these plants.</p>	<p>Amendment P14 to include in challenges: Reliance on external resources to invest in renewable plant, intellectual property and major engineering and construction projects.</p> <p>The skill alignment/development opportunities are addressed on page 19 Objective 2.2: “Our private and public educational entities are provided with the resources required to deliver quality learning outcomes” and Objective 2.3: “Identify future skills required to encourage development of local workforce”.</p>
<p>The document ... fails to mention or encourage STEM studies (Science, Technology, Engineering, Mathematics) as an educational base for youth which will underpin future advances to improve Broken Hill’s liveability.</p>	<p>Amendment to 2.2 to include STEAM.</p> <p>“Increased investment by State and Federal Government to expand locally provided training and educational opportunities including traineeships and apprenticeships <i>and access to STEAM opportunities.</i>”</p> <p>Council has chosen STEAM to include advocacy for the Arts (Science, Technology, Engineering, Arts and Mathematics), recognising the importance of arts to the Broken Hill economy, as noted by Respondent 1. Collaboration with education, industry and government will identify the skills and training required for the workforce, including STEAM.</p>
<p>One of the biggest faults I find .. is it fails to say how anything is going to happen. A good example of saying “how” concerns the dark sky policy, which I am glad is included, along with the other items against 4.3 on page 23.</p>	<p>No change required. There are 48 outcomes listed in the document that will contribute to the delivery of the strategy (Pp: 17, 19, 21, 23).</p> <p>Respondent 2 also provided feedback on the Community Strategic Plan 2040 which was referred to the Growth and Investment team to address the Dark Sky Policy. This has been included in the Economic Development Strategy.</p>
<p>There are signs of Council showing interest in involvement in numerous risky things – EV chargers, real estate, rail services, and more. Specifically, what of the operational and financial risks that council has failed to provide assurances for while noting it wishes to become an energy retailer. Does council really, fully understand these risks?</p>	<p>No change required: Success of the strategy is based on all tiers of government and private industry collaborating on outcomes as noted on page 16.</p> <p>Council’s role in supporting these projects is one of advocacy and leadership – supporting all tiers of government and industry to successfully deliver projects, services and infrastructure.</p>

	<p>The delivery of EV Chargers aligns with the State Government vision for installation and Council will continue to advocate for the roll out.</p> <p>Real Estate is aligned with the Housing and Liveability Strategy to ensure that the city has a strategic direction regarding housing investment and development.</p> <p>The energy retailer project is included in the endorsed Broken Hill Renewable Energy Action Plan which aims to increase the use and availability of sustainable energy, reduce and measure its environmental footprint, and reduce fuel consumption.</p> <p>The project aims to construct a medium scale solar array to increase renewable energy in the city and commit to a long-term goal of the city being 100% powered by renewable energy by 2030. The goal is to take Council's entire operation off the grid and investigating supplying cheap energy to local businesses and households to offer some financial relief from utility costs.</p> <p>Council is continuing to work alongside Constructive Energy consultants to identify and mitigate potential risks associated with becoming an energy provider should this option eventuate as well as other aspects of the project. The implementation of Stage 2 of the Renewable Energy Action Plan involves risk assessment associated tasks including but not limited to commercial agreements and contract establishment as well as further community engagement during the business development stage.</p>
There is no prudence in considering the external environment and outlook. This document clearly exposes how council is clinging to the mining industry for future growth, and that reality is well understood by all residents. It is a boom-bust sector and current times will be highly challenging to everyone, including mining.	No change required. The strategy focuses on wide range of industries to address diversification as well as the opportunities offered by mining.
The external environment has already started to impact at least one of the local mining projects.	Amendment to employment forecast: Council has noted that changing environment and has adjusted the job forecast to 3,000.
Council has no right to claim credit for future benefits that may be delivered by other government departments or businesses. An interesting feature of this document is the inclusion of many actions	No change required: The strategy captures a number of projects and plans that are being delivered by different stakeholders. It is through the collaborative effort that economic growth will occur. The Broken Hill

that are the responsibilities of other parties; they are beyond the control and responsibility of council.	State of the Economy Annual Report will showcase and give credit to the outcomes of government, industry and business projects contributing to economic growth in the city, celebrate the successes and acknowledge the challenges of achieving the outcomes identified in the strategy.
Phantom plan referenced. Council references numerous other plans. I was very interested in finding out more about the Regional Transport Strategy.	Amendment P4: The FSWJO Regional Transport Strategy is in draft. It has been included in the strategy to ensure that the transport drivers that impact on economic outcomes are recognised and actioned when the strategy is finalised. The word draft has been included.
While on the website for the Far West Joint Organisation, I noted there is a 2025 Regional Waste Strategy also under development. I think this document, when finalised, should also be guiding council in its economic development strategy since council seeks to invest in the circular economy as stated on page 12.	No change required: At the two-year review actions from new strategies can be considered for inclusion. Council is also currently reviewing and updating the Broken Hill Waste and Resource Recovery Strategy to ensure it reflects State and Federal waste targets as well as aligning with the Economic Development Strategy. Additionally, Council continues to maintain close association with NetWaste, providing input to a regional waste strategy and using this to inform the accuracy and effectiveness of our own strategy.
Put a plan in place to urge telecommunications providers and event organisers to improve communications infrastructure in the city, noting that mobile broadband, phone and text messaging services fail when the city is full of visitors.	<p>This is addressed in 1.4: Advocate for improved digital connectivity in and around the city to support community and business needs.</p> <p>Amendment P17: What success looks like has been amended to:</p> <p>Digital Infrastructure enables advanced technology and high-speed connectivity to support and attract innovative businesses and growth industries and improved infrastructure for residents and visitors to minimise interruptions to connectivity.</p> <p>The success measure has been amended to include:</p> <p>Investment from telecommunications companies on infrastructure to minimise interrupted services and improve mobile broadband, internet, phone and text messaging services.</p>
Respondent 3	
With the recent announcements from one emerging mining company on the review of their project and what could be an anticipated delayed timeframe, we believe it	Amendment P4: Mining job forecast amended to an estimated 2,200 new mining jobs being created by 2026. (pp:4 and 13).

is opportune to review forecast workforce numbers and the impact this may have on Council's analysis of housing requirements and other flow on aspects.	Amendment to total employment forecast Pp:4,6: Council has noted shift in project delivery timeframes and has adjusted the job forecast to 3,000.
We have a concern about the forecast workforce numbers ... the strategy refers to 3,000 jobs from five mining projects in the Far West NSW region, but as of the five projects only two are in the Broken Hill region, and those two projects equate to 2,310 jobs, based on the high-level numbers in the Minerals Council report and supporting information from the emerging mining companies.	Amendment page 5; Noting that two of the projects are on the Broken Hill LGA boundary. Council determined to take the higher end aspirational forecast to ensure that the city can plan for the potential increase in population.
To assume a flat forecast construction workforce number, for a major project located outside Broken Hill, will reside in the city for the duration of a project is not necessarily a correct assumption.	No change. Council determined to take the higher end aspirational forecast to ensure that the city can plan for the potential increase in population.
The population forecast from Council of 25,000 by 2027 is commendable and all business, industry and the community should work towards achieving this number. Council's own <i>Population.ID</i> analysis forecasts a net increase of 1,326 people from today to 2026.	No change. The population forecast of 1,326 is based on maintaining the status quo and not implementing any of the actions in the strategy.
Throughout the strategy document there is mention of an identified need for 700 new or renovated dwellings. Elsewhere there is commentary on the need for up to 1,000 dwellings.	Amendment p18 - 700 dwellings.
Vision of 5,000 new jobs.	Amended: This has been adjusted to 3,000 recognising shifts in recent announcement adjusting timeframes for some projects.
Additional edits:	P4: Addition to note that some of the targets are aspirational: "Some of these targets are aspirational but demonstrate the commitment of the Council and community to growing the economy." P24: Reports provided on the impact of tourism marketing campaigns amended to: Reports provided on the impact of marketing campaigns.

The amended Draft Broken Hill Economic Development Strategy 2022 – 2027 is attached to this report and is now presented to Council for consideration of adoption as a Strategy of Council.

Report:

The Draft Economic Development Strategy 2022 – 2027 provides a road map for the next five years to harness opportunities available to Broken Hill to support and grow business and industry, facilitate population growth, minimise the risk of a fly-in-fly-out workforce and embrace growth projects including those in the critical minerals and renewable energy sectors and the visitor economy.

The strategy is divided into four key priority areas including:

- A Vibrant Community (Leadership, collaboration and advocacy).
- Population Growth (Housing, land management, education and training).
- Business and Industry (Strategic land planning, industry investment in existing and new industries).
- Visitor Economy (Tourism, film, events, creative arts).

Each priority contains a number of objectives that with a collaborative approach will support the community to meet Key Direction Two in the Community Strategic Plan – Our Economy, grow Broken Hill's economic reputation as an industrial powerhouse and contribute to the city's sustainability.

The inaugural Broken Hill Economic Development Strategy 2022 – 2027 provides Council and the community with a plan to embrace opportunities to grow the city's economy and nurture new opportunities for growth and investment in the city.

The strategy is centered on the aspirational vision: *“Broken Hill will be a national powerhouse of sustainable and technological innovation that values and shares the region's unique natural and built environment with regional, national and international visitors and is home to an active, vibrant residential population with services and facilities to support population growth to 25,000 by 2027.”*

For many years, the focus of the community and Council was to transition the economy away from a dependency on mining and to broaden the economic structure with a particular focus on the visitor economy and promote Broken Hill as a liveable city that offers an immersive cultural visitor experience and enviable lifestyle.

More recently, there has been resurgence of interest in mining opportunities in Far West NSW and Broken Hill has been confirmed as a major player in the nation's critical minerals and renewable energy industries as well as being a significant destination for festivals and events.

To take advantage of these opportunities, planning for population growth and a strong economy continues to have a sharp focus to ensure that the city grows its resident population.

The strategy consolidates the future economic opportunities identified by the community during consultation for a number of key Council strategies during the past two years. It also recognises the opportunities highlighted in strategies and plans of other Government agencies and links specific local projects and opportunities to the outcomes.

The consultation undertaken at community meetings, including business and industry network meetings and briefings, has resulted in a strategy with a focus on four key pillars:

- A Vibrant Community (leadership, collaboration and advocacy).
- Population Growth (housing, land management, education and training).
- Business and Industry (strategic land planning, industry investment in existing and new industries).
- Visitor Economy (tourism, film, events and creative arts).

This strategy identifies a wide range of opportunities that can be collectively pursued by all tiers of Government, agencies and business and industry to achieve maximum impact. There are 17 objectives, 48 anticipated outcomes and seven success targets across the life of the strategy. Council will implement these actions by leading on delivery, collaborating with others, and advocating for investment.

These seven targets to be achieved by 2027 include:

1. Broken Hill to be recognised as a global leader in the Critical Minerals Economy
2. Destination of choice for people to live and work
3. 25,000 residential population
4. Increase GRP to \$ 1.1 billion
5. 3,000 new jobs
6. 80% workforce residential
7. 700 new or renovated dwellings

The outcomes of this strategy will be reported to Council and the community annually in August in the form of a State of the Economy Report.

Community Engagement:

The Economic Development Strategy 2022 – 2027 has been informed through a series of public consultations and ongoing briefings and meetings to develop key community strategies to plan the approach to Broken Hill's future. This includes:

- Broken Hill Community Strategic Plan 2020-2040
- Broken Hill Central Business District Master Plan
- Broken Hill Wayfinding Strategy
- Broken Hill Smart City Strategy
- Broken Hill Renewable Energy Action Plan
- Broken Hill Cultural Plan
- Broken Hill Cultural Plan Background Report
- Broken Hill Cultural Framework and Synopsis Report
- Destination Country and Outback Destination Management Plan
- Far South-West Joint Organisation Destination Management Plan
- Draft Regional Transport Strategy

The strategy also reflects the objectives and direction of regional, State and Federal strategies and identifies actions that can be pursued at a local level to align Broken Hill's economic progress with State and National priorities.

- Far West Regional Plan 2036
- Far West Regional Economic Development Strategy 2018 - 2022
- Regionalisation Ambition 2032 – a Framework to Rebalance the Nation
- A 20-Year Economic Vision for Regional NSW
- NSW Visitor Economy Strategy 2030

During the two-year community consultation process for the Broken Hill Community Strategic Plan 2040, the community identified that economic success looks like an economy that is innovative, sustainable, diverse, resilient, adaptable to change and that it makes the best use of the unique advantages of our remoteness and lifestyle. (CSP 2040).

During this time the community was also actively engaged in the development of the CBD Masterplan, Broken Hill Cultural Strategy, Destination Country and Outback Destination Management Plan and the Renewable Energy Action Plan – all of which pose real economic opportunities for the city and region and have been captured in the Economic Development Strategy.

The key identified priorities for economic growth were that the local economy embraced traditional (e.g., mining, art, and tourism) and new industries (e.g., technology and

renewable energies), that these industries are supported. It was also strongly advocated that local career, training and education opportunities are created and if existing, expanded – especially for young people to ensure more stay in Broken Hill and that our opportunities attract more people in all forms, visitors, investors, and new residents to our city.

Councillors also attended a briefing session in July and a workshop in August to develop and analyse the draft strategy and set their vision for future outcomes.

The draft strategy was presented to the September 2022 Council Meeting and subsequently placed on public exhibition for a period of 28 days closing 28 October 2022.

At the commencement of the public exhibition period, along with the standard public exhibition processes, all businesses and stakeholders on Council's Economic Development database were advised that the draft strategy was on public exhibition and provided with a link to the document on Council's website.

The draft strategy is now presented to Council for consideration of adoption.

Strategic Direction:

Key Direction:	2	Our Economy
Objective:	2.1	Our businesses are well connected and thrive in an environment that supports innovation and economic growth.
	2.2	Our economy provides opportunities that match the skills and needs of the population and enhances population growth.
	2.3	Our city attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life.
	2.4	We are a destination of choice and provide a unique experience that encourages increased visitation.
Strategy:	2.1.4	Ensure strategic planning addresses the capacity to increase economic activity for the retention of residents

Relevant Legislation:

Local Government Act 1993, Local Government (General) Regulations 2021

Financial Implications:

The Economic Development Strategy 2022 – 2027 provides a roadmap to deliver the Community Strategic Plan Key Direction Our Economy and activities will be budgeted in Council's annual budget as required.

Attachments

1. [↓](#) Economic Development Strategy Response - Respondent One
2. [↓](#) Economic Development Strategy Response - Respondent Two
3. [↓](#) Economic Development Strategy Response - Respondent Three
4. [↓](#) Draft Economic Development Strategy 2022 - 2027

ANNE ANDREWS

EXECUTIVE MANAGER GROWTH AND INVESTMENT

JAY NANKIVELL

GENERAL MANAGER

Public Submission

BROKEN HILL
CITY COUNCIL

Submission date: 29 October 2022, 2:28PM

Receipt number: PS-35

Related form version: 3

Please enter your email address if you would like to receive a
copy of your submission:

Name of document


Draft Broken Hill Economic Development Strategy

Details of submission

Excellent work, it feels like an exciting time for Broken Hill.
Could I make one suggestion? Instead of events/tourism as
a fourth pillar, I would make it broader, and call it
arts/tourism. It would be more inclusive for those many
members of the community who work in the arts, and it
would reflect Broken Hill's proud heritage of work in the arts

Supporting documents/files if relevant

Signed:



28 October 2022

General Manager
Broken Hill City Council
council@brokenhill.nsw.gov.au



Feedback – Broken Hill Draft Economic Development Strategy 2022-2027

Thank you for the opportunity to offer comment.

I hope this feedback is considered as I noted my feedback for the Community Strategic Plan Broken Hill to 2040 was ignored (my feedback was dated 28 May 2022). Unfortunately the economic section in that document, where comment was directed, was poorly presented and senseless. That feedback remains relevant for this document.

I've kept this feedback as short as possible as I suspect community consultation is being reluctantly pursued.

Also, I've been blunt, hoping I can raise the attention of someone this time.

1. It is positive council has taken the initiative to create its first economic development strategy, however, the document that I read is not an economic development strategy.

It is instead a well-intentioned, feel-good read about Broken Hill's past and present, with a wish list of things that may or may not happen in the future, under headings "what does success look like?" and "how will success be managed?".

This document is not a blueprint to methodically encourage or guide change in Broken Hill. It will be a happy accident if, in future, desired activity eventuates.

There is otherwise no planned approach outlined to achieve anything.

The objectives are poorly worded and unclear with insufficient explanation.



2. All good strategies start with a clear, and preferably short, vision. Council cannot be all things to all people. I urge council to mostly focus on core business – roads, rates and rubbish!

Currently, the vision lacks clarity about what the town is supposed to be or look like. It also leaves council open to much criticism, eg what is a “powerhouse of sustainable and technological innovation”?

I’d be happy with a vision that said “Broken Hill – a wonderful place to live”.

3. The document is misleading and hard to read, fails to mention or encourage STEM studies (science, technology, engineering, mathematics) as an educational base for youth which will underpin future advances to improve Broken Hill’s liveability.

I suggest understate rather than overstate.

Throw out false claims like on page 8 where it says Broken Hill is “advancing into becoming an Australian renewable energy hub”.

If this is truly so, where are the people in Broken Hill responsible for the design/build of these renewable energy plants?

The reality is we fully rely upon external resources to invest in renewable plant; the IP, engineering and construction crews come out of Sydney and other places, and after construction, they go back home. There is no mention in this economic development strategy of how we are building up our skills in design and building of these plants.

It is highly misleading to claim to be a “renewable energy hub” without any skills, knowledge or patents resident in Broken Hill. Where is the mention of STEM and plans to support STEM-based growth strategies to underpin such a claim?

4. Where is the real strategy?

One of the biggest faults I find with this document is it fails to say **how** anything is going to happen.

This is a core requirement of a strategy document. It’s got nothing to do with sharing information which may breach confidentiality (if this was a concern). A good example of

saying “how” concerns the dark sky policy, which I am glad is included, along with the other items against 4.3 on page 23.

5. Why should we trust council?

The document also fails to give confidence that council will live within its means, apply its resources efficiently, won't invest in risky ventures and will avoid financial waste.

But throughout the document, there are signs of council showing interest in involvement in numerous risky things – EV chargers, real estate, rail services, and more.

Specifically, what of the operational and financial risks that council has failed to provide assurances for while noting it wishes to become an energy retailer, <https://reneweconomy.com.au/fifth-small-energy-retailer-fails-in-wake-of-ongoing-market-struggles/>. Does council really, fully understand these risks?

The last five years were disastrous for council, exposing the town to great risk and financial problems. It is imperative the document addresses these sorts of risks.

6. There is no prudence in considering the external environment and future outlook.

This document clearly exposes how council is clinging to the mining industry for future growth, and that reality is well understood by all residents. It is a boom-bust sector and current times will be highly challenging to everyone, including mining.

The external environment has already started to impact at least one of the local mining projects, <https://hawsons.com.au/bankable-feasibility-study-activity-slowed/>.

This document must be far more transparent and clear about risks of the next five years.

7. Council has no right to claim credit for future benefits that **may** be delivered by other government departments or businesses.

An interesting feature of this document is the inclusion of many actions that are the responsibilities of other parties; they are beyond the control and responsibility of council.

This no doubt partly explains why council is not saying how it will grow the town, as most of the actions are the plans of other parties, not council.

Examples:

Objective	What does success look like?	How will success be measured?
Vibrant Region Objective 1.2 Advocate for improved affordable and accessible transport and connectivity	Installation of electric vehicle network across the region to mitigate range anxiety	Electric vehicle chargers are installed every 100 km on major road networks
Population Growth Objective 2.2 Our private and public educational entities are provided with the resources required to deliver quality learning outcomes	The Country University Centre (CUC) continues to be funded and provided with the resources to expand	There is an annual increase in the number of students accessing the CUC
Business and Industry Objective 3.4 Advocate for incentives and initiatives that support business and industry to expand and encourage innovation in business and industry	There is a reduction in leakage of expenditure	Analyse data from Spendmapp - reduction in online spending and leakage

The items above beg answers to the following questions:

- How is council paying for the EV chargers? On whose land are they installed? Is council going to resurface all its bumpy roads to be usable by EVs?
- How much funding is council giving to the CUC?
- How is council planning to stop online shopping as ratepayers search for more variety, improved quality and competitive pricing?

Since most of things are clearly beyond council's control, why not be transparent with ratepayers and give credit for success or otherwise to those responsible. Write the truth and be clear when matters are within or beyond council's control.

8. Phantom plan referenced.

Council references numerous other plans. I was very interested in finding out more about the Regional Transport Strategy.

It turns out, in fact, there is no such strategy available to read as it says on this website when I accessed it on 26/10/22, <https://fwjo.nsw.gov.au/projects/2050-regional-transport-strategy/>.

I question how something not in existence informs council's document.

While on the website for the Far West Joint Organisation, I noted there is a 2025 Regional Waste Strategy also under development. I think this document, when finalised, should also be guiding council in its economic development strategy since council seeks to invest in the circular economy as stated on page 12. I hope council's circular economy investment is a rhetorical investment or at least planned, justified, affordable and budgeted. To be clear, since the circular economy addresses council's core business of rubbish, it would be good to reference any waste strategy.

9. Council must fix the document's errors and improve content.

I hope significant edits and content improvements progress before publication.

Council has paid staff to produce this document using ratepayer funds. Can someone please advise them it's unprofessional to release an official document of this nature with so many errors. Errors are present in facts, outlandish claims, inconsistent numbers (especially about jobs), plus typographical, formatting and grammatical errors. The number of these is eye-watering – we can all accept a few typos, but not this many. Does no one proof read documents anymore? Despite the word "draft" in the title, the document should be free of basic mistakes, and not provide an excuse for laziness. The word "draft" in fact should reference content changes are pending for the current version.

10. Critical content is missing.

Here is one example of content for inclusion, from my Community Strategic Plan feedback – put a plan in place to urge telecommunications providers and event organisers to improve communications infrastructure in the city, noting that mobile broadband, phone and text messaging services fail when the city is full of visitors. One clear advantage that

council has is its ability to collaborate with business and government stakeholders and to speak on the behalf of the ratepayers about matters which affect liveability. Telecommunications (broadband, phone services in particular) are below capacity required in the town and do not meet customer needs.

Finally, please don't rush to publish before making substantial edits. Contrary to the claim that the pandemic and drought were root causes of economic impact (page 13), it is truthful to say that the economy of Broken Hill suffered mostly due to many years of economic inaction, council-led project stuff-ups and squandered opportunities.

Self-serving local politics and ineptitude are responsible.

When the pandemic hit, Broken Hill was already suffering.

Fed up, Broken Hill's residents overwhelmingly backed a solid change in direction late last year.

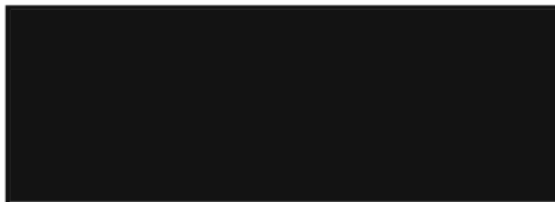
I urge council to take advantage of the opportunity you have been given by ratepayers and take time to ensure this document is rewritten to produce an effective strategy that can have a fighting chance to grow the population.

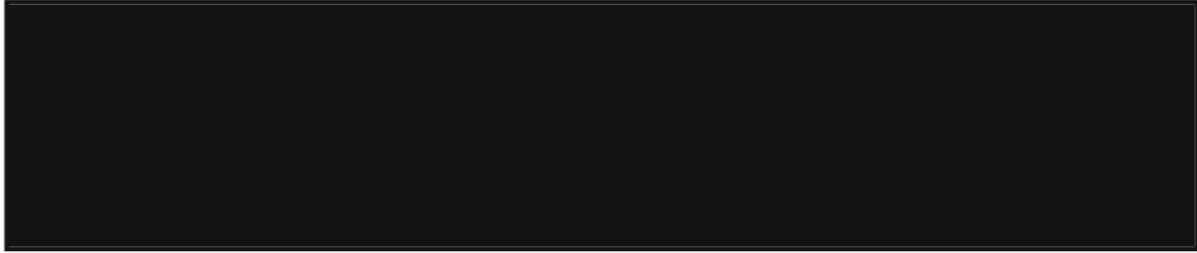
It is time to step up, lean in and transform Broken Hill.

This document is supposed to say how it will happen but it doesn't.

May I suggest council's staff perform a simple online search for a recent version of another local government level economic development strategy to see how high the benchmark has already been set by other communities.

To be clear, I mean no offence or disrespect to the authors of this document, which I assume there are many, as it has such a huge disjointedness about it. It is good to start the process but this document falls far too short of a high standard and the situation for Broken Hill may be dire, given the coming years of difficulty we've been primed to expect by the federal government.





Jay Nankivell
General Manager
Broken Hill City Council
240 Blende Street
Broken Hill, NSW, 2880

28-10-2022

Dear Jay,

DRAFT BROKEN HILL ECONOMIC DEVELOPMENT STRATEGY 2022-2027

Congratulations on Council's initiative to create this document and thank you for the opportunity to provide comment on the *Draft Broken Hill Economic Development Strategy 2022-2027* (the "Strategy").

The Strategy document covers many areas that impact the Broken Hill community and should be applauded for its wide-ranging approach.

We have limited our comments on aspects of the Strategy document that we believe has a particular focus and alignment with our own current work and strategic views for Broken Hill.

With the recent announcements from one emerging mining company on the review of their project and what could be an anticipated delayed timeframe, we believe it is opportune to review forecast workforce numbers and the impact this may have on Council's analysis of housing requirements and other flow on aspects.

We have a concern about the forecast workforce numbers referred to in the NSW Minerals Council report and how they may have been interpreted and how this may have impacted Council's analysis of housing requirements and population forecast.

The Strategy document refers to 3,000 jobs from five mining projects in the Far West NSW region, but this, we believe, is misleading as of the five projects only two are in the Broken Hill region, and those two projects equate to 2,310 jobs, based on the high-level numbers in the Minerals Council report and supporting information from the emerging mining companies.



There is more detail in these numbers than just taking them at face-value and using these figures for analysis of expected workforce numbers, housing requirements and population growth.

The numbers quoted combine construction and ongoing operational workforce numbers.

Construction workforces and operational workforces are very separate scenarios for analysis.

Construction numbers quoted by emerging companies are usually equivalent FTE numbers and should not be assumed to be the full construction number continuous for the duration of construction.

Most constructions of the proposed size have different project stages and the workforce required will vary at different times. For example, depending on the construction company's program they may utilise their own employees, bringing them in and out of the project as required, or may also involve existing local contractors as well as employing locally. How they reside at different stages of the project, such as at onsite construction camps or local accommodation, will vary.

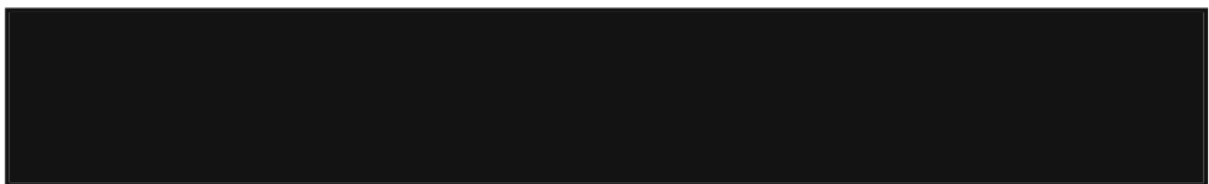
To assume a flat forecast construction workforce number, for a major project located outside Broken Hill, will reside in the City for the duration of a project is not necessarily a correct assumption.

Looking at the longer-term operational workforce, based on these two emerging mining projects (irrespective of recent announcements), the workforce that hopefully will primarily be residential in Broken Hill, is in our view around 900. Depending on how you calculate any employment multiplier effect of additional workforce numbers, and if you include potential renewable energy projects ongoing workforce numbers, you may head towards a number around 2,000 for a new residential workforce. As noted above, this excludes any construction workforce numbers.

Council have indicated in the Strategy document a vision of 5,000 new jobs.

For this to maintain validity we believe the Strategy document from Council needs to provide some supporting information of the basis of this number and how they see this potential new number developing as part of their vision. If Council has information of further major developments outside of known mining and renewable energy projects that supports this jobs number, we believe that information should be detailed in the Strategy document.

The population forecast from Council of 25,000 by 2027 is commendable and all business, industry and the community should work towards achieving this number.



We therefore suggest Council needs to provide some detail around their assumptions and vision of how they came to forecast this number and whether it is based on analysis or is aspirational.

Council's own *Population.ID* analysis forecasts a net increase of 1,326 people from today to 2026.

Again, If Council has additional information how the population forecast number of 25,000 is to be achieved, it would be beneficial to all for this to be shared.

By providing this supporting information it will go a long way in helping the broader community understand and better support this vision and assist in making it happen.

Throughout the Strategy document there is mention of an identified need for 700 new or renovated dwellings. Elsewhere there is commentary on the need for up to 1,000 dwellings. If this can be clarified and made consistent this will assist the community to understand the requirements. This dwelling forecast needs to consider construction versus ongoing operational numbers as well as the timing of possible mining project changes, and if it does already take these factors into account, provide some detail in the Strategy, so again the community has clarity and can support the vision.

We welcome being able to discuss any of this further with Council to be able to support Council in creating a Strategy that underpins the future prosperity of Broken Hill.





NATIONAL HERITAGE PLACE

**Draft Broken Hill
Economic
Development
Strategy
2022-2027**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL			
KEY DIRECTION	2. Our Economy		
OBJECTIVE	2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure, and social life 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation		
STRATEGY	2.1.4 Ensure strategic planning addresses the capacity to increase economic activity for the retention of residents		
FILE REFERENCE No	11/407	EDRMS No.	D22/51532
RESPONSIBLE OFFICER	Executive Manager Growth & Investment		
REVIEW DATE	June 2024		
DATE	ACTION	MINUTE No	
28/09/2022	Public Exhibition	46989	
NOTES	For more information contact: council@brokenhill.nsw.gov.au		
ASSOCIATED DOCUMENTS	Broken Hill Community Strategic Plan 2040		

ACKNOWLEDGEMENT

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

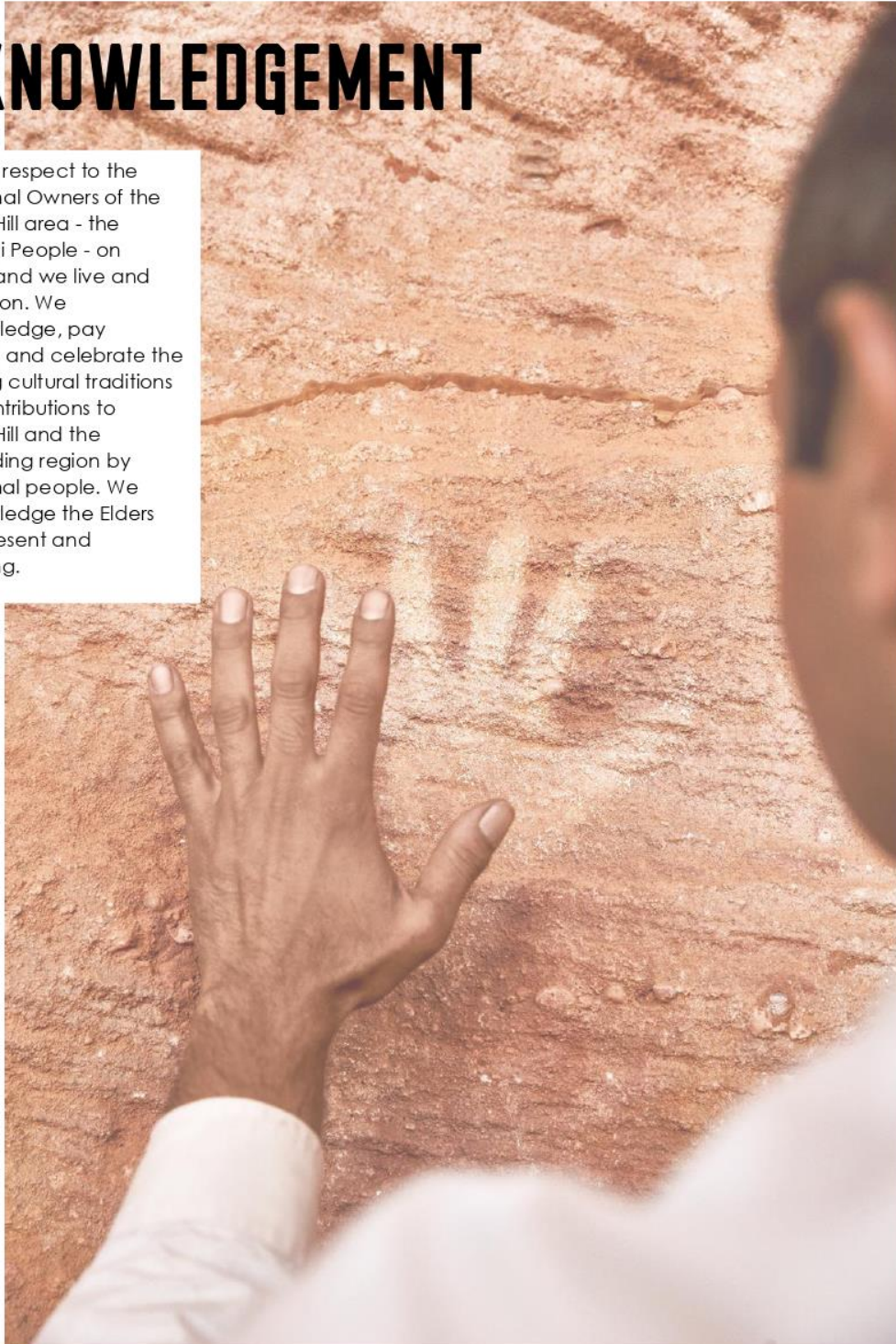


TABLE OF CONTENTS

	Page Number
Mayoral Welcome	4
Executive Summary	5
Broken Hill Economic Vision – What Success Looks Like in 2027	6
Our Economic Story	7
Historic Timeline	9
Our Economic Region	10
Broken Hill At A Glance	11
Economic Outlook	12
The Challenges and The Enablers	13
Our Approach	14
Our Global Commitment	15
<u>STRATEGY</u>	
Pillar One – A Vibrant Region	16
Pillar Two – Population Growth	18
Pillar Three – Business and Industry	20
Pillar Four – The Visitor Economy	22
Monitoring and Reporting	23



MAYORAL WELCOME

Welcome to Broken Hill's inaugural Economic Development Strategy – a strategy designed to embrace the vision and aspirations of our community and build on our economic strengths.

The strategy is a road map for the city to reach its potential to be an international powerhouse of sustainable and technological innovation – with services and facilities to grow an active, vibrant residential population and one that values and shares the region's unique natural and built environment with regional, national, and international visitors.

Broken Hill is entering an exciting new era of growth and we are planning for an anticipated surge in population. With an estimated 2,200 new mining jobs being created by 2026 and a commitment from mining companies to promote a residential workforce, we have committed to an ambitious vision of growing our population to 25,000 by 2027.

Our Economic Development Strategy outlines a five-year plan to strengthen the foundations of our economy by investing in infrastructure, services, and programs to promote economic, social, and cultural growth as we emerge from the impact of COVID-19 and embrace the opening of new mines and investment in the renewable energy industry.

There is a sense of vibrancy and renewal in the air, generated by the resurgence of mining and the support by State and Federal Governments to endorse local mining projects as projects of national significance.

There is also a noticeable energy uplift created by events that are attracting national and international visitors, the success of major visitor marketing campaigns, and the number of small businesses opening in the Central Business District.

The planned multi-million-dollar revitalisation of the Central Business District, sporting grounds, and other recreational facilities also underpin the expansion of the City's twilight economy and social experience.

As a community, we are culturally rich and diverse and a significantly important Australian regional centre that supports a successful agricultural community.

As the strategic centre for Far West NSW supporting communities in the neighbouring Central Darling Shire and Unincorporated NSW, it's importance as a centre of regional significance underpins the commitment of Council to collaborate with its neighbouring Councils and all sectors of Government and the private sector to deliver quality services to the people of Western NSW.

The Strategy provides direction for achieving success and promotes a collaborative approach to growth initiatives to ensure success. It defines the opportunities presented across four key pillars which will create the conditions for a strong, adaptive, sustainable, and thriving future City economy. These priority areas include:

- A Vibrant Community: Leadership, collaboration, and advocacy.
- Population Growth: Housing, land management, education, and training.
- Business and Industry: Strategic land planning, industry investment in existing and new industries.
- Visitor Economy: Tourism, film, creative arts.

From these four pillars, there are 17 objectives and 48 outcomes across the life of the Strategy. We will implement these actions by leading on delivery, collaborating with others, and advocating for investment.

By delivering and supporting actions in the four pillars, Council has set targets for the Broken Hill economy for 2027. Some of these targets are aspirational but demonstrate the commitment of the Council and community to growing the economy.

These targets are:

- Broken Hill to be recognised as a global leader in the Critical Minerals Economy
- Destination of choice for people to live and work
- 25,000 residential population
- Increase GRP to \$ 1.1 billion
- 3,000 new jobs
- 80% workforce residential
- 700 new or renovated dwellings

This strategy will result in Council placing a greater focus on measures that will place us in good stead for the future and foster economic growth and development for the years ahead.

EXECUTIVE SUMMARY

Broken Hill is a culturally rich and diverse city with its foundation in mining and the arts. It is a regionally significant service centre that supports a successful agricultural community and is the strategic centre for Far West NSW supporting communities in the neighbouring Central Darling Shire and Unincorporated NSW. The city is on the cusp of significant growth and population change with projects of significance in the critical resources and renewable energy sectors.

Broken Hill is Australia's longest-living mining city. It is where it began for BHP in 1885, when it started mining an ore body of silver, lead, and zinc. That same ore body became the world's largest single source of silver, lead and zinc ever discovered on earth, generating over \$100 billion in wealth and continues to be mined today.

The city's economic focus for the past 20 years has been to broaden the economic structure and to focus on the visitor economy and promote Broken Hill as a liveable city that offers an immersive cultural visitor experience and enviable lifestyle.

More recently, there has been a resurgence of interest in mining opportunities in Far West NSW. In 2022, the New South Wales Minerals Council has assessed the economic growth potential of the State's mining projects pipeline, with 32 projects underway between impact statement and final approval.

Five of these projects are in Far West NSW, which represents a potential \$2.7bn injection into the economy with the potential of 3,000 jobs. * Broken Hill is confirmed as a major player in the Nation's

critical minerals map with two of these projects on the Local Government boundary and planning for population growth and a strong economy continues to have a sharp focus to ensure that the city grows its resident population.

The city is also home to advances in Australia's renewable energy sector which includes the Broken Hill Solar Plant and the Silverton Wind Farm and is the regional centre for agriculture, health, education, law and order, government services, industry, and business in Far West NSW.

A number of new opportunities including those related to air and rail have also presented themselves, generating interest from all tiers of Government and private investors, elevating the city's leverage of being a significant Australian regional centre.

These opportunities provide Broken Hill an opportunity to play a significant role in rebuilding the NSW economy in the years ahead, and with the right policies in place to support population growth this should reverse population leakage from Broken Hill.

This strategy identifies a wide range of opportunities that can be pursued by working together to achieve maximum impact coordinated around four main pillars:

- **A Vibrant Community**
- **Population Growth**
- **Business and Industry**
- **Visitor Economy**

*NSW Minerals Council chief executive officer Stephen Galilee, ABC Broken Hill, 2 September 2021).

BROKEN HILL ECONOMIC VISION

Broken Hill will be a national powerhouse of sustainable and technological innovation that values and shares the region's unique natural and built environment with regional, national, and international visitors and is home to an active, vibrant residential population with services and facilities to support population growth to 25,000 by 2027.

WHAT SUCCESS LOOKS LIKE 2027



OUR ECONOMIC STORY

Broken Hill is the only city in Far West NSW and is the regional service centre for a number of surrounding communities situated in Central Darling Shire and Unincorporated NSW.

The abundant natural resources of the Far West; land, water, and environment, were utilised by the first non-Indigenous settlers for the economic gain of the new colony. The region continues to play an important role in the economic landscape of the State and nation.

Broken Hill is Australia's longest-living mining city and will continue to be an economic powerhouse of national significance as it moves to embrace these new opportunities and becomes a hub of sustainable and technological innovation.

The nation's explorers opened the Australian interior, including the Far West NSW region for pastoral activities in the 1800's and the discovery of the ore body by Charles Rasp in 1883 later formed the basis of the world's two largest mining companies, BHP, and Rio Tinto. Broken Hill is where it began for BHP in 1885 when it started mining the ore body that became the world's largest single source of silver, lead, and zinc ore source, generating over \$100 billion in wealth.

After 135 years of mining, the 7.5km-long, 1.6km-deep, 300-million-tonne mineral system - the Line of Lode - is still being mined by Perilya Limited and CBH Resources making Broken Hill one of the longest continual mining towns in the world and one of the oldest contributors to the nation's taxation and mining royalties scheme.

It has been a boom-and-bust economy – not just impacted by global commodity markets but also because of the sense of justice embraced by the community, determined to secure a fair economy for all. There were significant periods of economic disruption, particularly during the late 1800's and 1900's, caused by striking workers who fought for better conditions and pay which impacted on the local economy for months on end.

During this period, the location's harsh environment also drove the advocacy work for a better standard of living by the City's five pillars of leadership namely: The City Council, the Mining Industry, the Barrier Industrial Council, the Broken Hill Chamber of Commerce and, the Pastoralist's Association of the West Darling. This lobbying for improved services that supported the sustainability of the region's economy and focused on areas such as industry investment and development, law and order, water and power supply, direct railway routes (with uniform gauges) between the capital cities and regular postal services. Without these enablers and significant investment in city infrastructure and services by the mining companies and individual entrepreneurs who invested significantly in the business and retail precincts, the prediction that the city would not last beyond mining was a real assumption.

While intrinsically linked to mining, Broken Hill's economic story is not just about the people's relationship with the ore body.

Long before the mineral wealth was unlocked, the Wilyakali people had a presence in the region dating back over 50,000 years, which was recognised in 2015 when the Barkindji people were recognised as the traditional owners of the land in a court ruling on the State's largest Native Title claim.

Any commentary on the economic story of Broken Hill also cannot ignore that the City's longevity lays in an international workforce who found their way to Broken Hill - and who built a life and community. Immigrants to the city not only worked on the mines but built businesses around transport, manufacturing, construction, agriculture, and retail.

OUR ECONOMIC STORY...CONTINUED

As the city grew into the 20th Century, Broken Hill contributed to world ranking innovative mining and metallurgical practices, which were to benefit mining and associated industries in Australia and overseas.

In the latter part of the 20th Century, the lure of Broken Hill's perfect light inspired the development of the outback art movement and Broken Hill's artists were recognised globally, creating a new industry.

The city started to attract artists, actors, writers, poets, and filmmakers. Broken Hill's modern movie-making career began with 1971's *Wake In Fright* and one of Broken Hill's greatest exports – the *Brushmen of the Bush* was formed in 1973. It was this creative economy that laid the foundation for the visitor economy to grow – as the artists started to sell Broken Hill as a bucket list destination through visual imagery and words.

In 2015, the City's contribution to the nation was recognised when Broken Hill was listed as the first city in Australia to be included on the National Heritage List, adding to its credential as a destination of choice for the world's traveller.

Post 2000, the City's economic focus has been on broadening the economic structure to diversify away from commodity driven industries and promoting Broken Hill as a liveable city that offers an immersive cultural visitor experience and enviable lifestyle. Industry focus has been on renewable energy, manufacturing, film, tourism, the arts and events and festivals.

Most recently, the focus has reverted to mining – with mining again being the major employer in the city in 2022. There has been a significant resurgence of interest in mining opportunities in Far West NSW. In 2021, The NSW Minerals Council assessed the economic growth potential of the State's mining projects pipeline, with 32 projects underway between impact statement and final approval. Five of these projects are in Far West

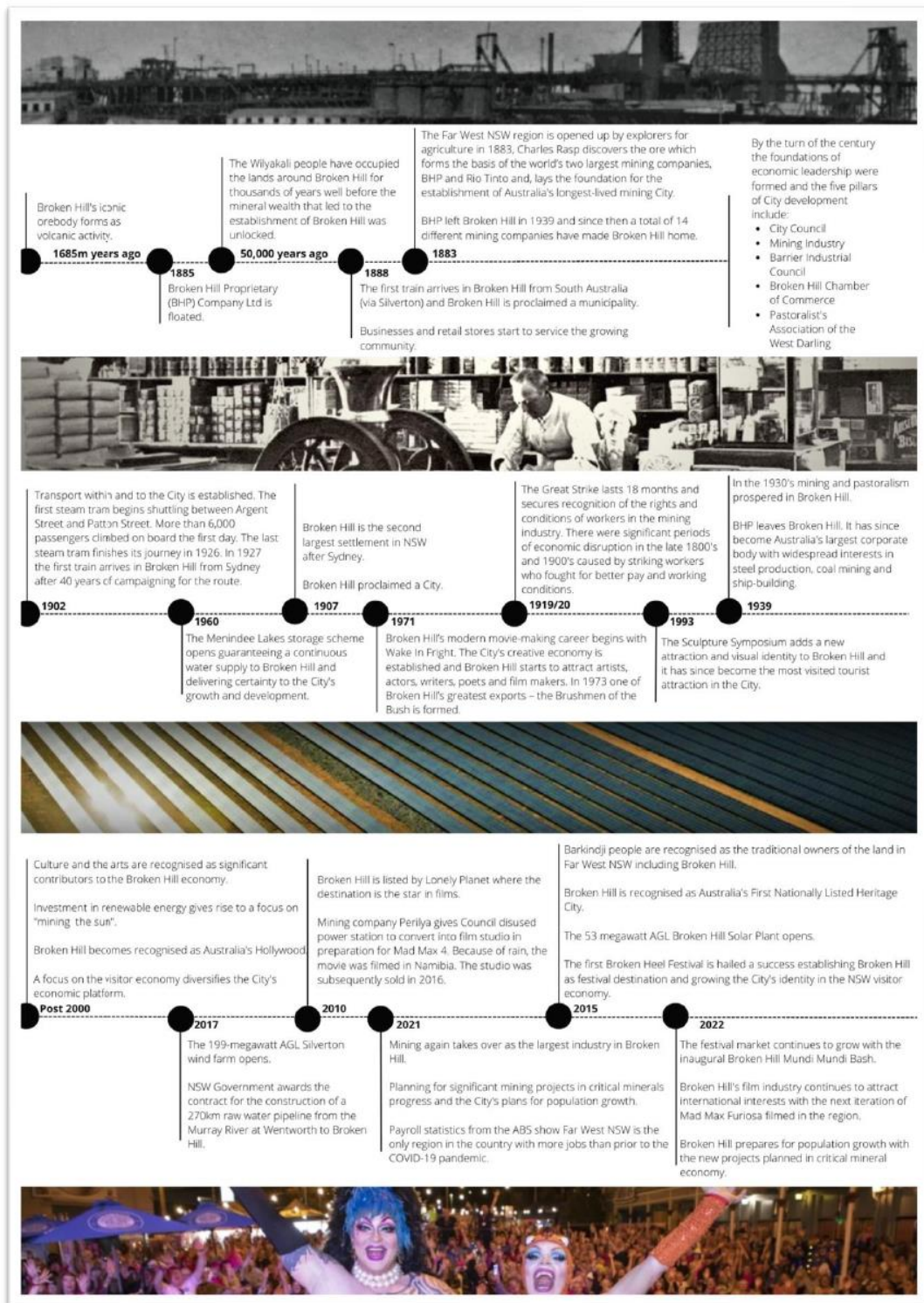
NSW which represents a potential \$2.7bn injection into the economy with the potential of 3,000 jobs. Two of these projects are on the Local Government boundary of Broken Hill.

The city is also confirmed as a major player in the Nation's critical minerals map and has a sharp focus on planning for population growth and industrial expansion. It is also advancing into becoming an Australian renewable energy hub.

Broken Hill once had a thriving population of 35,000 people. It is well-equipped with capacity in terms of infrastructure to handle the requirements of a large mining city – airport, rail, civic buildings, hotels, CBD and more but to embrace these new opportunities the focus during this economic expansion will be enabling industries – those that support our engine industries of mining and agriculture (e.g., engineering and manufacturing) and population serving industries (e.g., education and training and health care and social assistance).

All these opportunities provide Broken Hill and the surrounding region an opportunity to play a significant role in building the NSW economy in the years ahead and, with the right policies and investment in place, this should reverse the population leakage from Broken Hill and grow a sustainable economy.

*www.nswmining.com.au/news/2021/8/32-mining-projects-in-planning-pipeline-can-drive-economic-recovery-for-nsw



OUR ECONOMIC REGION



Functional Economic Region
Source: FAR WEST | Regional Economic Development Strategy | 2018 – 2022

Broken Hill is a part of the Far West Functional Economic Region which consists of two local Government Areas, Broken Hill City and Central Darling Shire and the Unincorporated Area of NSW. It covers approximately 146,000 km² of NSW.

The region accommodates the Barwon–Darling River system, Menindee Lakes, Mungo National Park and the Willandra Lakes World Heritage Area as well as large pastoral lease holdings and small settlements such as Wilcannia, Silverton, Tibooburra, and Milparinka.

Broken Hill is the strategic centre of the Far West economy servicing several smaller towns, remote communities, farms, mines, and other remote businesses. The city is located approximately 1,100 kilometres west of Sydney and 500 kilometres east of Adelaide. As the major administrative hub, it provides health, aged care, social services, education, policing, retail, business, and other essential services for the Far West Region.

Broken Hill has a strong cross-regional relationship with South Australia and Victoria, and residents

access higher-order health, education, retail, commercial and transport services in Adelaide and Mildura.

The remoteness and sheer size of the Far West Region poses some of the biggest challenges for regional residents. Access to higher levels of services continue to cause some disadvantage for locals. Fortunately, Broken Hill has relatively good access to the capital cities of Sydney, Adelaide, and Melbourne via daily air passenger services as well as daily bus services connecting to the Sydney XPT, weekly Indian Pacific passenger train services and good road linkages.

<p>BROKEN HILL</p> <h2>At a Glance 2022</h2>	<p>Broken Hill</p> 
<h3>Our Community</h3>  <p>GRP: \$0.86 Billion Local Jobs 7,576 Local Businesses: 933</p> <p>Largest Industries: Mining 2020/21 (\$450M) Healthcare and Social Assistance 2020/21 (\$173M) Retail Trade 2020/21 (\$84M)</p> <p>Employed Residents: 7,370 Unemployment Rate: 4.9% (March 2022)</p>	<h3>Our Economy</h3>  <p>Population: 17,588 Population Forecast 2025: 19,591 Population Forecast 2046: 18,340 Median Age: 44 Couples with children: 17.5% Older couples without children: 10.9% One Parent Family: 13% Other Family: 1.1% Median Weekly Household Income: \$1,173 Lone person households: 33.8% 10% of our population identify as Aboriginal or Torres Strait Islander SEIFA index of disadvantage: 901</p>
<h3>Our Housing</h3>  <p>Total Dwellings: 9,551 Occupied Private Dwellings: 8,021 Non-Private Dwellings: 36 Average Persons Per Dwelling: 2.2 Medium Density Housing: 580 Median Monthly Mortgage Repayment: \$867 Median Weekly Rent: \$220 Household Renting: 1,859 Households With A Mortgage: 2,219</p>	<h3>Our Tourism</h3>  <p>Domestic overnight visitors spent an estimated 535,000 nights in the Broken Hill Local Government Area in the Y/E December 2021.</p> <p>In 2019/20, the total tourism and hospitality sales in Broken Hill City was \$65.2m. The total value add was \$34.1M.</p>
<h3>Our Education</h3>  <p>University Qualification 25% Certificate 1 to 4: 30.1% Certificate Level, NFD (Not Further Defined) 2.4% Inadequately described or not stated 3.4% No Qualifications: 39.1%</p>	<h3>Our Land</h3>  <p>Land Area: 170.4 square km Business: 11.69% Residential: 72.26% Business Industry: 5.55% Mining: 10.5%</p>

ECONOMIC OUTLOOK

While the city's population has experienced a steady decline since 2010, new opportunities presented by the investment of the mining companies and the multiplier effect across other industries from the investment, offers Broken Hill a diversity of economic opportunity. Broken Hill's traditional strength is in mining and the future growth of this industry puts it in a strong position to attract more value-adding industries to leverage off the abundance of natural resources.

With the expected increase in mining positions and associated migration to the city there will be the requirement for an estimated 700 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 286 indirect local jobs per year, in addition to the 3000 new jobs. 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. (Profile ID). This aligns with the key industries to promote future economic growth in the Far West Regional Economic Development Strategy (2018-2022) which include:

- Engines of growth – industries well-linked to external markets and bring 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 (e.g., education and training and health care and social assistance).

There are a number of emerging and significant opportunities for Broken Hill including:

- The expansion of the Broken Hill Regional Airport to include an industrial and commercial precinct.

- The opportunity for a rail line from Broken Hill to Melbourne, investment in new housing.
- Initiatives and collaborative approaches to economic growth with key stakeholders such as health, education, and police.
- Investment in the Circular Economy, which seeks to reduce total waste creation associated with all industries and increase the quantity of materials recycled, upcycled, and reused is also on the City's radar. By diverting most of the waste away from landfill and towards manufacturing, it is possible to reduce costs associated with waste management and create additional revenue streams. This will create greater job security within the region and promote the manufacturing industry within Broken Hill.
- With the construction of the 53MW AGL solar farm, 199MW Wind Farm at Silverton and potential establishment of Broken Hill City Council as an energy retailer, Broken Hill is also positioned as an international leader in sustainable innovations. By continuing this momentum and advocating for further private investment into these industries, Broken Hill is poised to become the national centre for energy generation and storage, as well as it's associated manufacturing requirements.

A further emerging opportunity for investigation includes expanding sustainable innovation. By recognising that the traditional economic method of extracting and exporting natural resources has a limited lifespan and can be disrupted by economic fluctuations, investing in sustainable innovation will create opportunities to adapt more readily to changing circumstances. This is achieved by advocating for an increase in local manufacturing of end-use products, such as batteries and microelectronics. By producing these goods close to the refining site of their base materials, it is possible to reduce costs associated with transporting as their production methods are weight reducing. This has the potential to turn Broken Hill into a hub of sustainable innovation, which will result in economic diversification more capable of withstanding global supply chain interruptions.

THE CHALLENGES

There is no doubt that the economy of Broken Hill has been impacted by several years of drought and the impact of COVID-19.

Broken Hill City's Gross Regional Product was \$0.86 billion in the year ending June 2021, decreasing by 5.6% since the previous year. *

While Broken Hill is fortunate to have many of the fundamental elements for lifestyle, sustainability and social cohesion in place, the significant challenge is catering for new mining investments and attracting industries to grow the region's economy presents several challenges. These include:

- A significant focus on attracting new workers and families to the city to cater for the new mining workforce.
- Minimising "Brain Drain" as younger residents move away for education and upskilling.
- Skill shortage – mismatch between future employment opportunities.
- Reliance on external resources to invest in renewable plant, intellectual property and major engineering and construction projects.
- Minimising FIFO workforce.
- Costs for industry based on transportation and travel costs.
- The city is landlocked creating difficulty in expansion for industrial and housing developments.
- Quality Housing Stock.
- Increased pressure on future services including Local Government facilities, medical, education and childcare with population growth.
- 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.

Note at the time of developing this strategy, an initial release of the 2021 Census Data had been made available. Where possible, 2021 data is presented, however where data is not released, then 2016 information is presented.

**National Institute of Economic and Industry Research (NIEIR)
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(informed decisions)*

THE ENABLERS

Despite recent population decline, global demand for iron ore, cobalt and other critical minerals is expected to provide the impetus for positive population growth.

There are a number of strengths that the city has that provide the foundation for economic growth and prosperity including:

- Strong potential for drivers of economic growth
- Highly skilled labour force
- Abundant natural resources
- Australia's First Heritage City listing and heritage architecture
- History of technological innovation and a population that readily adopts and accepts innovation
- Multiple new mining operations, increasing local investment
- Strong tourism, festival and events sector and film industry
- Agreeable geography for easy development and transportation
- International attention, especially in the areas of mining, technological manufacturing, and renewable energy.

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 2,200 jobs over the forecast period. It is expected that many of these workers will live in Broken Hill City. In 2016, approximately 80% of mine industry workers were also residents. If this proportion continues, Broken Hill will face demand for over 700 dwellings to accommodate the influx of workers at its peak.

Any future levels of population growth and change will largely depend on the city's capacity to accommodate workers. This will, in part, determine the size of the workforce to be housed in temporary worker accommodation.

With no significant housing developments recently completed, under construction or planned, it has been assumed that the forecast increase in mining sector workers will primarily be accommodated in the existing unoccupied housing stock. In 2021, unoccupied dwellings accounted for 20 percent of the city's dwelling stock.

OUR APPROACH

The Economic Development Strategy 2022 – 2027 has been informed through a series of public consultations and ongoing briefings and meetings to develop a series of strategies to plan for Broken Hill's future. This includes:

- Broken Hill Community Strategic Plan 2020-2040
- Broken Hill Central Business District Master Plan
- Broken Hill Smart City Strategy
- Broken Hill Renewable Energy Action Plan
- Broken Hill Cultural Plan
- Broken Hill Cultural Plan Background Report
- Broken Hill Cultural Framework and Synopsis Report
- Destination Country and Outback Destination Management Plan
- Far South-West Joint Organisation Destination Management Plan
- Draft Regional Transport Strategy

The strategy also reflects the objectives and direction of regional, State and Federal strategies and identifies actions that can be pursued at a local level to align Broken Hill's economic progress with State and National priorities including:

- Far West Regional Plan 2036
- Far West Regional Economic Development Strategy 2018 - 2022
- Regionalisation Ambition 2032 - a Framework to Rebalance the Nation
- A 20-Year Economic Vision for Regional NSW
- NSW Visitor Economy Strategy 2030

During the two-year community consultation process for the Broken Hill Community Strategic Plan 2040, the community identified that economic success looks like an economy that is innovative, sustainable, diverse, resilient, adaptable to change and that it makes the best use of the unique advantages of our remoteness and lifestyle. (CSP 2040).

During this time the community was also actively engaged in the development of the CBD Masterplan, Broken Hill Cultural Strategy, Destination Country and Outback Destination Management Plan and the Renewable Energy Action Plan – all of which pose real economic opportunities for the city and region.

The key identified priorities for economic growth were that the local economy embraced traditional industries (e.g., mining, art, and tourism) and new industries (e.g., technology and renewable energies), that these industries are supported. It was also strongly advocated that local career, training and education opportunities are created and if existing, expanded - especially for young people to ensure more stay in Broken Hill and that our opportunities attract more people in all forms, visitors, investors, and new residents.

The analysis of the consultation and resulting plans and strategies revealed the following four economic priorities:

- **A Vibrant Community**
- **Population Growth**
- **Business and Industry**
- **Visitor Economy**

Each of these themes host a number of objectives and actions which are inter-related – no one activity will create a sustainable economic future for Broken Hill. The inter-relationship between activities and the agencies working towards the delivery of outcomes will have a collective impact on the city's future economic success.

OUR GLOBAL COMMITMENT

UN GOALS



The United Nations Sustainable Development Goals underpin our work.

In September 2015, Australia was one of 193 countries to commit to the United Nations Sustainable Development Goals (the SDGs). The City of Broken Hill has been proactive in the strategic implementation and action on the SDGs since this commitment. Central to this has been the implementation of the SDGs in our core strategy documents.

The Economic Development Strategy aligns with:

- SDG 4 Quality Education: Ensure inclusive and equitable high-quality education and promote lifelong learning opportunities for all.
- SDG 8 Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- SDG 9 Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive

and sustainable industrialisation and foster innovation.

- SDG 11 Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient, and sustainable.
- SDG 12 Responsible Consumption and Production: Ensure sustainable consumption and production patterns.
- SDG 13 Climate Change: Take urgent action to combat climate change and its impacts.

The Economic Development Strategy will provide vision and delivery programs for the Broken Hill economy over the next 10 years. Consequently, the global language of the SDGs has been applied, not just at a goal level but embedded as targets and indicators throughout this strategy.

STRATEGY – PILLAR ONE A VIBRANT REGION

Key Themes: Leadership, collaboration, and advocacy.



Broken Hill's economic growth does not exist in a vacuum, it is dependent on successfully working collaboratively with stakeholders, partners, and all tiers of Government. The city is the strategic centre for many industries based on the region's rich resources and endowments and the city's economic health is intrinsically linked with the health of the regional economy. This theme provides the foundation for activities that create a liveable city including investment attraction and facilitation. It investigates opportunities at a regional level to attract new business and development, invest in major projects such as sporting and cultural precincts, open spaces, and improved transport options. It provides a platform for regional leadership through collaboration and advocacy.

Sustainable Development Goals: SDG 8 Decent Work and Economic Growth, SDG 9 Industry, innovation and infrastructure, SDG 11 Sustainable Cities and Communities.		
Vibrant Region Objective	What does success look like?	How will success be measured?
1.1 Collaborate with surrounding LGAs, government and industry to identify economic opportunities	A unified approach has resulted in an increased number of registered businesses and industry expansion in Broken Hill and region	Annual business registrations (increase or decrease) Increasing employment in new/expanding industries year on year
1.2 Advocate for improved affordable and accessible transport and connectivity	Delivery of improved passenger and freight services to the region including air, rail, and road The region is competitively positioned to secure funding for upgrade and maintenance of its transport network through the implementation of the Regional Transport Plan Installation of electric vehicle network across the region to mitigate range anxiety	Initiatives from Regional Transport Plan are implemented Second rail service to Sydney The Broken Hill to Melbourne Rail Corridor is officially recognised by State and Federal Governments as a priority rail line Electric vehicle chargers are installed every 100km on major road networks
1.4 Advocate for improved digital connectivity in and around the city to support community and business needs	Digital Infrastructure enables advanced technology and high-speed connectivity to support and attract innovative businesses and growth industries and improved infrastructure for residents and visitors to minimise interruptions to connectivity	Connectivity Maps – reduction in Black Spots Number of businesses engaged in E-Commerce Investment from telecommunications companies on infrastructure to minimise interrupted services and improve mobile broadband, internet, phone, and text messaging services
1.5 Fair access to affordable utilities such as water and electricity	Recognition is received from Commonwealth and State Government and services providers of the unique geographical challenges faced by industry in Far West NSW and appropriate subsidies and incentives are available to expand identified economic opportunities	Appropriate subsidies and incentives are provided for business and industry to grow in Broken Hill and region
Reporting Methodology:	Annual State of the Economy Report, Broken Hill City Council Annual Report	

STRATEGY – PILLAR TWO

POPULATION GROWTH



Key Themes: Housing, land management, education, and training.

This pillar is the foundation for creating opportunities to invest in people and create a liveable city that encourages future population growth.

With no significant housing developments recently completed, under construction or planned, it is assumed new residents will primarily be accommodated in the existing unoccupied housing stock. In 2021, unoccupied dwellings accounted for 20 percent of the city's stock and innovative strategies to unlock these properties will be required. With the Broken Hill population forecast to grow there is a requirement for up to 700 new dwellings. It is also essential that Broken Hill focuses on maintaining and developing a skilled labour force for current and future needs of business and industry.

Helping people reskill, upskill, and reinvent careers is essential for regional workforces to exploit future opportunities. This includes investing in research and development for jobs for the future. Our economy must provide opportunities that match the skills and needs of the population and enhances population growth.

This pillar also addresses the importance of a focus on early childcare and attracting investment in early childcare services to ensure families have access to appropriate care services.

Relevant Sustainable Development Goals: SDG 4 Quality Education, SDG 8 Decent work and economic growth.		
Population Growth Objective	What does success look like?	How will success be measured?
2.1 Strategic planning addresses the capacity to increase economic activity for the retention of residents	Broken Hill Liveability and Housing Strategy delivered	Housing Strategy recommendations implemented
	Population decline is reversed	Population increases to 25,000 by 2027
	Workers live in Broken Hill – FIFO is minimised	Growth in working age demographic year on year
	Partner to support new residents, including migrants by providing timely information	Growth in the number of families living in Broken Hill year on year
2.2 Our private and public educational entities are provided with the resources required to deliver quality learning outcomes	Childcare is available for all families seeking places	Maintain 80% resident status for all workers
		<12 month waiting list for childcare
	Increased investment by State and Federal Government to expand locally provided training and educational opportunities including traineeships and apprenticeships and access to STEAM opportunities	Yearly enrolments at primary and secondary school
	The Country University Centre (CUC) continues to be funded and provided with the resources to expand	Annual increase in the number of students accessing the CUC
2.3 Identify future skills required to encourage development of local workforce	Secondary and tertiary education, distance education and placement experience are locally accessible to minimise brain drain	Annual increase in number of apprenticeships and traineeships in Broken Hill
	Business and local leaders are supported grow apprenticeship and traineeship opportunities	Delivery of gap and skills audit
	There is a collaborative approach from Government, tertiary institutions, and industry foster partnerships to bring identified skills to the city	Reduction in dependency on external workforce
	There is a local skilled labour force for current and future needs of business and industry	Reduction in emigration of working aged residents
Reporting Methodology	Annual State of the Economy Report, Broken Hill City Council Annual Report	

STRATEGY – PILLAR THREE

BUSINESS AND INDUSTRY

Key Themes: Strategic land planning, industry investment in existing and new industries.



Broken Hill has historically been a leader in technological innovation. This accomplishment was achieved by fostering a spirit of entrepreneurship and collaboration and we seek to leverage these qualities to ensure Broken Hill maintains its position as a pioneer by refocusing our view to align with global progress and endeavors. This will be achieved by making Broken Hill the central hub for sustainable technological innovation.

Moving to the future cannot be sustainably achieved without a secure foundation, and this foundation can be found in the diverse range of industries already present in Broken Hill. By securing investment in these existing historic industries, we will reinforce the identity of Australia's First Heritage Listed City.

By using growth-oriented strategic land planning, we will ensure that future generations are not crowded out or suffer from alienation that can be a result of poor town management. Mixed use zoning, adequate land for industrial expansion, accommodation services suited to the seasonal nature of the Broken Hill tourism industry, and sufficient high-quality housing to attract permanent residents are all methods that can be employed to protect and fortify Broken Hill as an industrial hub, not only on a national level but also an international level.

Sustainable Development Goals: SDG 8 Decent Work and Economic Growth, SDG 9 Industry, innovation, and infrastructure		
Business and Industry Objective	What does success look like?	How will success be measured?
3.1 Strategic planning addresses the capacity to identify and release land for industrial development	Deliver Airport Masterplan and create sub-division at the airport for commercial opportunity and industrial expansion	Sub-division at airport completed
	Government investment in Broken Hill Airport is secured	Increase in approved industry related development applications
	There is a plan of engagement to identify and acquire Crown Land if required for expansion	Total footprint of industrial zoned lots meets demand
	There is an expansion of industry such as advanced manufacturing as a result of suitable land being available	Plan for city LGA boundary expansion is finalised
	Availability of enabling infrastructure to expanded industrial development areas	
3.2 Attract new renewable industries to Broken Hill	Alternate sustainable energy options investigated and endorsed for implementation	Council is established as an energy retailer in conjunction with third party energy storage facilities to meet base consumption requirements with the possibility of supplementing local community groups and not-for-profits with the excess produce
	Opportunities for scale renewable energy, back up battery capability and new technologies are investigated as they emerge allowing financial savings to be reinvested in community infrastructure and services	75% of city-wide energy sourced from renewable resources
	Measures implemented to reduce the City's carbon footprint and enhance the circular economy by educating and demonstrating the use of renewable resources	
3.3 Advocate for incentives and initiatives that support Broken Hill's creative industries through targeted educational programs to inspire employment in the sector and promote the region as a film location	Creative industries are recognised as a significant contributor to the economic landscape	Number of film activities year on year
	Major festivals and events continue to attract government support	Value of film activities and the multiplier effect on economy
	Continue the collegiate and collaborative approach to business development in the city with open communication and regular information sharing	Number of cultural shows/ events/ performances per annum
	Share information about the positive and long-term benefits of the City's economic landscape	
3.4 Advocate for incentives and initiatives that support business and industry to expand and encourage innovation in business and industry	There is a reduction in leakage of expenditure	Analyse data from Spendmapp - reduction in online spending and leakage
	Advocate for and respond to Government inquiries into business support	
3.5 Support entrepreneurial endeavours and small to medium businesses	Employment opportunities are created in private industry	Number of individuals employed by small to medium enterprises
Reporting Methodology:	Annual State of the Economy Report, Broken Hill City Council Annual Report	

STRATEGY – PILLAR FOUR

GROW THE VISITOR ECONOMY

Key Themes: tourism, events, film, creative arts.



The Visitor Economy is recognised globally as an opportunity for communities to diversify economic activity and showcase the liveability of the community to potential residents and investors.

Broken Hill's visitor economy has continued to grow during the past decade with an increase in domestic visitor numbers, the introduction of two new nationally recognised festivals and an increased interest in the city and region as a film and television destination.

Community consultation has highlighted the desire for Broken Hill to be a destination of choice and provide a unique experience that encourages increased visitation. Regional cultural tourism is on the rise globally and represents a significant growth and economic development opportunity for Broken Hill, with a need to strategically promote our existing and unique offering, improve the visitor experience and explore new avenues, such as self-determined Aboriginal cultural tourism, participatory creative learning, promotion of the city as an icon of the Australian heritage and modern art scene and outback nature-based experiences.

Relevant Sustainable Development Goals: SDG 8 - Decent work and economic growth		
Visitor Economy Objective	What does success look like?	How will success be measured?
4.1 A unified regional approach to growing the visitor economy	Government, business, and community stakeholders are engaged in the establishment of a Visitor Economy Governing Body	Governing body is established with representation from all stakeholders and a sustainable funding model
	Activate recommendations of the FSWJO and the Destination Country and Outback Destination Management Plans	Investment in new accommodation options by private sector
	Advocate for investment in expanded accommodation facilities	Second rail services to Sydney established
	Continue to work with transport services (airlines, rail, road) to ensure services meet demand	Daily flights to Sydney, Adelaide, Melbourne, and Mildura are maintained
4.2 Broken Hill and region is a destination of choice for holiday, event, festival, and conference coordinators.	Continued support and develop major destination events and festivals	Major events continue to attract sponsorship from State Government
	Advocacy to support expansion of events including arts and cultural events encourage the growth of the twilight economy	Economic impact of events and festivals Number of tickets sold to major events
	Inclusion of the promotion of the city as an icon of the Australian art scene in marketing activities	Increased length of stay from 3.6 average nights to 4.6 Data collated from marketing and media campaigns
4.3 The industry is encouraged and supported to deliver new authentic visitor products, experiences, and events	Deliver outcomes from Destination Management Plans to support growth of First Nations businesses and tourism projects	New First Nation products and experiences are available
	Funding is sourced to implement the Active Transport Plan so that visitors are encouraged to explore the city in a healthy/sustainable way by using shared paths between attractions	Silver to Sea Way is completed from Port Pirie to Broken Hill Number of actions from Active Transport Plan delivered
	Silver to Sea Way Stage 2 attracts Government investment to extends trail from Peterborough to Broken Hill	Conversion of Imperial Lake to Sustainability and Nature Park
	Government and community support for Landcare on the development of the Imperial Lake Sustainability and Nature Park	Dark Sky Policy is developed and adopted
	Develop a City Dark Sky Policy to protect night sky tourism	Active community collaboration to achieve World Heritage Listing for Trades Hall
	Support World Heritage Listing of Trades Hall	Broken Hill Wayfinding Project is completed
		Trades Hall is World Heritage Listed
4.4 Collaborative marketing campaigns to encourage visitors to the region	Re-establish Council managed visitor information website	Broken Hill Visitor Website established
	Collaborative marketing campaigns are refreshed to attract new visitors	Increase in visitor numbers annually Financial impact of visitor economy increases year on year
4.5 Deliver service excellence in the tourism, hospitality, and retail sectors to enhance visitor experience and maximise yield from tourism	Regular opportunities for industry to collaborate, network and exchange ideas and receive feedback on industry developments	Quarterly Industry Meetings
Reporting Methodology:	Annual State of the Economy Report, Broken Hill City Council Annual Report	

MONITORING AND REPORTING

The strategy is designed to be a living document – continually monitored given the fluidity of the economy and noting that new projects, actions, and priorities will manifest themselves during the life of this strategy. Broken Hill City Council will coordinate the implementation of the strategy and it will be monitored and reported on annually through a State of the Economy report presented to Council in July of each year. The Strategy identifies a series of actions to deliver economic resilience and growth and Council will work with a board range of stakeholders to monitor and deliver outcomes.

Economic Stakeholders include:

- Broken Hill City Council
- Federal Government and associated agencies
- Regional Development Australia Far West
- State Government and associated agencies
- NSW Department of Industry
- Department of Regional NSW
- Department Planning, Industry and Environment
- Department of Heritage
- Destination NSW
- Destination Country and Outback
- Far South-West Joint Organisation
- First Nations Agencies and Representatives
- Foundation Broken Hill
- Business Far West
- Education/TAFE
- Investors
- Local business, industry, and employers
- Mining Companies
- Film and Television Industry
- Businesses, residents, ratepayers

Analyses will also refer to a number of data sources (see table).

Australian Bureau of Statistics	Australia's National statistical agency.
Data NSW	NSW Government open datasets that can be used to understand social and economic trends in NSW
Profile Id Our Community	Demographic analysis based on results from the Census.
Profile Id Our Economy	Economic profile derived from official sources, includes economic modelling and analysis. s
Profile Id Population Forecast	Analysis of what is driving population change in specific communities, and forecasts how the population, age structure and household types will change between now and the future.
Profile Id Housing Monitor	Online evidence-based website created for Broken Hill to advocate for housing needs and monitor progress toward strategic planning goals. Combines demographic, economic, housing and population forecast data.
Spendmapp from Geografia	De-identified bank transaction data to expenditure trends and the potential for growing economy.
Tourism Research Australia	Statistics and research to assist the government, tourism industry and Australian businesses.
Destination NSW	Statistics and research on the tourism, conferencing, festival, and events industry.
Analysis Marketing Campaigns	Reports provided on the impact of marketing campaigns.
Number of Film and Television Projects	Broken Hill City Council approvals process.
Number of residential and commercial development	Broken Hill City Council approvals process.
Industry reports	Analysis of reports and data released by business and industry groups.



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POLICY AND GENERAL COMMITTEE

December 2, 2022

ITEM 2BROKEN HILL CITY COUNCIL REPORT NO. 278/22SUBJECT: BROKEN HILL ADVOCACY STRATEGY - REFRESHED D22/64345**Recommendation**

1. That Broken Hill City Council Report No. 278/22 dated December 2, 2022, be received.
2. That Council adopt the refreshed Advocacy Strategy and that it become the centre piece of Broken Hill City Council's advocacy initiatives for the 2023 calendar year.
3. That a further revision occur after the March 2023 State election to ensure priorities are aligned to any changes in State government direction and opportunities are maximised.

Executive Summary:

Setting the strategic direction of Council and being able to clearly articulate the vision for the city to government, investors and other key stakeholders is a priority for Council and the Advocacy Strategy is designed to provide a succinct document to clearly define the city's strategic priorities to ministers, members of parliament and key decision-makers.

The Advocacy Strategy crystallises the 'big picture' initiatives that will future proof the city and enhance liveability. The underpinning focus is sustainable population growth.

The first Advocacy Strategy was released in September 2018 and refreshed in May 2020. This third iteration reflects the priorities of the Council elected in December 2021 and those identified by the community in the development of the Community Strategic Plan 2040 and the Draft Economic Development Strategy 2022 -2027.

The Advocacy Strategy is designed to be a document that the Mayor, Councillors, staff and proactive community groups can use to 'talk up' the city and advocate for its success. Since 2018, it is a document that has been presented to visiting Government Ministers and members of Parliament at both the State of Federal level and equally to those in opposition.

Achieving these initiatives will see a transformational change in Broken Hill that will secure its future, but it cannot be left to one group alone. Broken Hill is at a crossroads, and it is essential the vision and priorities are clearly articulated.

Report:

The Advocacy Strategy is a key priority document that embraces investment in capital infrastructure, innovation and entrepreneurialism to grow the economy of Australia's First Heritage Listed City - Broken Hill.

It is a blueprint designed to guide the advocacy activities of Council for the achievement of new urban designed spaces, technology, art, events and enterprises and identifies interventions that will place the City in an optimal position to attract new visitors, residents, businesses and industries.

Advocacy for Broken Hill

Broken Hill City Council regularly advocates to the NSW and Australian Governments for funding for important programs and projects that will benefit the Broken Hill community and residents of Far West NSW.

Our advocacy is ongoing with a particular emphasis placed on lobbying since 2018, when the first Advocacy Strategy was endorsed by Council.

What does advocacy involve?

Our advocacy effort is focused on engaging with all tiers of government and key organisations in our community to gain support for Council and community priorities. It includes regular meetings and representations to ministers, members of parliament and key decision-makers as well as membership of advocacy agencies such as the Australian Mining Cities Alliance, the Regional Cities NSW, Regional Capitals Australia, and the Regional Australia Institute. Council takes an apolitical view to advocacy – it is important to speak to all side of politics to ensure our priorities are understood by current and potential decision makers.

Advocacy success for Broken Hill

During the current election cycle - since the State and Federal elections in 2019 - Broken Hill City Council has been successful in advocating for more than \$25m from both the State and Federal Governments to support infrastructure and community development projects and events. Major projects funded projects include:

- Major Road repair and reconstruction \$4m
- Lighting of Alma Oval and Norm Fox Soccer Ovals \$1m
- CBD Masterplan, Cultural Strategy and Wayfinding Project \$1m
- Queen Elizabeth Park Redevelopment \$796,950.00
- Patton Park Upgrade \$645,000
- Redevelopment Broken Hill Skate Park \$310,000

Part Funded projects included in ongoing advocacy include:

- Broken Hill CBD Revitalisation Project including Library and Archives Stage 1 \$11.7m
- EP O'Neill Park Memorial Upgrade Stage One \$1.9m
- Upgrade Broken Hill Regional Airport - lighting and security upgrade funded \$2.4m

Why is advocacy important?

Council and other leading agencies in Broken Hill and Far West NSW work together to ensure greater impact to achieve maximum investment in the city and region. By working together, we can leverage the outcome and deliver priority projects, programs, and infrastructure Broken Hill.

Our priority projects

The Broken Hill community has identified a range of priority projects which we are directly advocating for to the NSW and Australian Governments. Projects include:

- Broken Hill Regional Airport Redevelopment
- CBD Revitalisation – including new Library and Archives
- Stage Two E.P. O'Neill Memorial Park Upgrade
- Opening of Imperial Lake Sustainability and Nature Park
- Land availability for industrial and residential expansion
- Rail link from Broken Hill to Melbourne and second service from Broken Hill to Sydney
- Achieve 100% renewable status for the City of Broken Hill by 2030 while reducing the cost of electricity to our residents and increasing service delivery ability.

The Strategy strengthens Council's overall advocacy capability, beyond the projects and priorities identified to be actioned through our advocacy activities.

It is underpinned by a multi-million integrated infrastructure development focus that includes strategic transport and housing, connectivity, Heritage City promotion and a cultural precinct development program that connects various sites in the city and fosters creativity, inclusion and innovation.

The strategy moves Broken Hill's economic and psychological attachment to a resource-based economy and providing actionable projects and activities through capital investment in a staged intervention and laying the foundation for communication with government and investors.

To achieve the vision, Council will interact strongly with other spheres of government, business, industry and service providers to identify emerging opportunities and achieve practical support to achieve those opportunities.

Community Engagement:

The Advocacy Strategy 2023–2024 has been informed through a series of public consultations and ongoing Councillor briefings during 2022 and meetings to develop key community strategies to plan the approach to Broken Hill's future including the Broken Hill Community Strategic Plan 2020-2040 and Draft Broken Hill Economic Development Strategy 2022-2027.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.2 4.3	Our leaders make smart decisions We unite to succeed in Australia's First City Listed on the National Heritage List
Strategy:	4.2.2	Our leaders seek information, are well informed and aware of emerging issues and new information in order to advocate and respond appropriately
	4.3.3	Develop and build strong, productive relationships with State and Federal Governments and their agencies

Relevant Legislation:

Local Government Act 1993,
Local Government (General) Regulations 2021

Financial Implications:

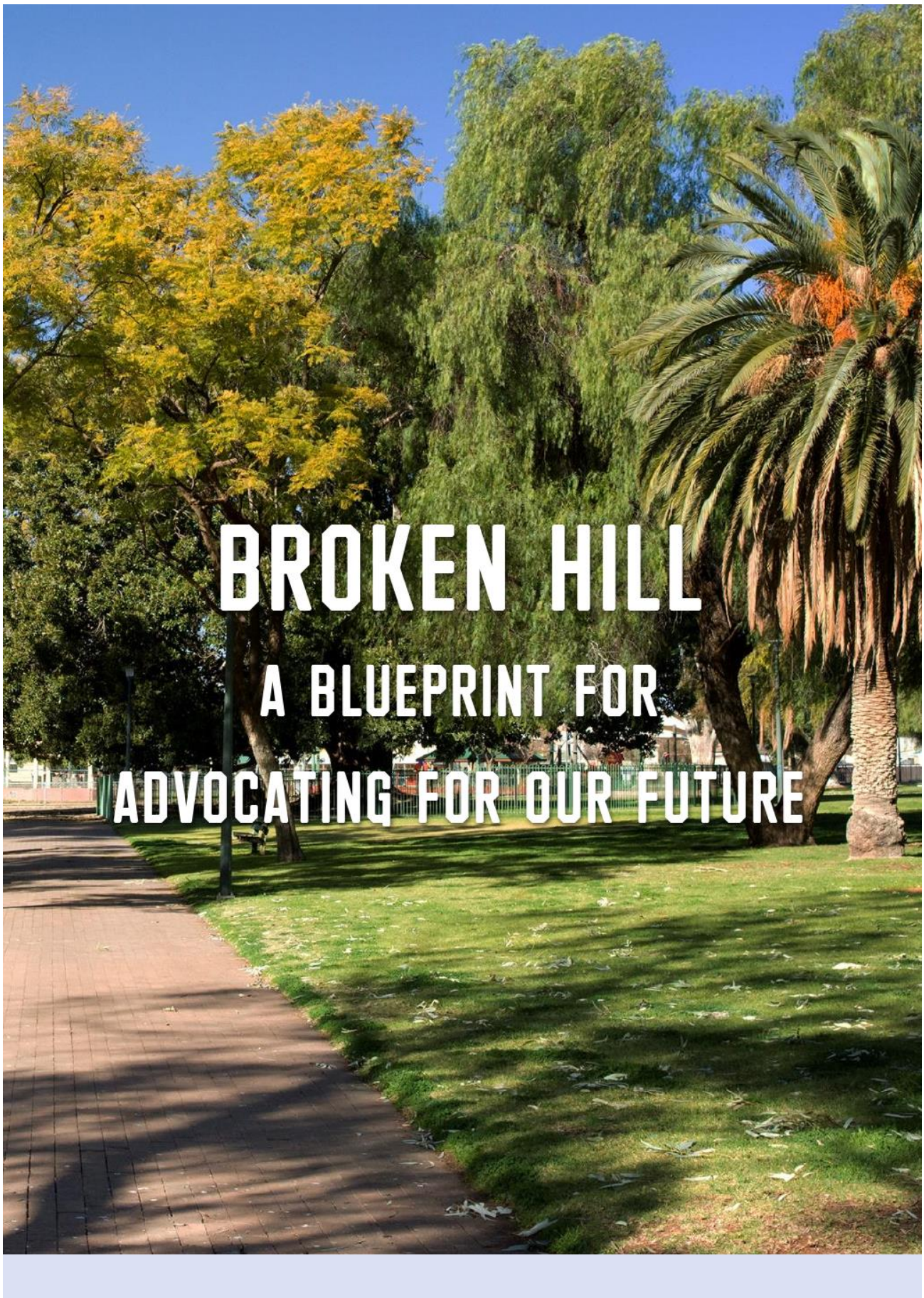
The Advocacy Strategy provides a succinct document to advocate and lobby for funding and investment in Broken Hill. Activities will be budgeted in Council's annual budget as required.

Attachments

1. [Download](#) Draft Advocacy Strategy

ANNE ANDREWS
EXECUTIVE MANAGER GROWTH AND INVESTMENT

JAY NANKIVELL
GENERAL MANAGER



“Broken Hill will be a national powerhouse of sustainable and technological innovation that values and shares the region’s unique natural and built environment with regional, national, and international visitors and is home to an active, vibrant residential population with services and facilities to support population growth to 25,000 by 2027.”



For further information visit Broken Hill City Council website www.brokenhill.nsw.gov.au.
To receive this document in an alternative format please contact Council
(08) 8080 3300.

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2 Broken Hill Advocacy Strategy

MAYOR'S FOREWORD

Welcome to Broken Hill's Advocacy Strategy – a blueprint for advocating for our city's future. The strategy embraces investment in capital infrastructure, innovation, and entrepreneurship to transform the economy of Australia's First Heritage Listed City to an economy that creates a liveable city for future generations.

The refreshed strategy builds on the noticeable energy uplift in the city created by the planning and delivery of major construction projects, the expansion of the mining industry into the critical minerals sector, events that are attracting national and international visitors, the success of major visitor marketing campaigns, and the number of small businesses opening in the Central Business District.

Broken Hill is poised to undergo an impressive and explosive period of growth, one that we must be ready to receive. There are an anticipated 2,200 new jobs in mining being created by 2027, and we are working towards building our population to 2025 by 2027.

This document guides the advocacy activities of Council for the achievement of new urban designed spaces, technology, art, events, and enterprises and identifies interventions that will place the city in an optimal position to attract new visitors, residents, businesses, and industries.

Advocacy for Broken Hill is about actively pursuing strategies that create an environment to give our community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of our city.

Council will use a variety of methods and techniques to pursue Broken Hill's advocacy priorities and influence the liveability and economic sustainability of the city. This includes opportunistic and programmed activities such as membership of key influencing organisations and agencies, making submissions on behalf of the community, direct lobbying, delegations, face to face meetings, correspondence, media activities, attendance at conferences and delivering public campaigns.

Council will also leverage the relationships it has with other councils in Far West NSW, Regional Development Australia, the business community, industry, and service providers to demonstrate the collaborative approach our community has adopted to achieve social, cultural, and economic prosperity.

This document outlines Broken Hill City Council's vision for the town, encompassing all aspects from industry and economy to healthcare, education, and housing. Recognising the sheer amount of growth expected to come, housing and liveability has become a key priority – ensuring that we are able to attract new citizens, while giving current residents a town and identity they can be proud of. The sense of growth and excitement permeates the entire town, leading to an increase in both external and internal investment, and a curiosity as to what the future may hold.



ADVOCACY FOR BROKEN HILL

Broken Hill City Council regularly advocates to the NSW and Australian Governments for funding for important programs and projects that will benefit the Broken Hill community and residents of Far West NSW. Our advocacy is ongoing with a particular emphasis placed on lobbying since 2018, when the first Advocacy Strategy was endorsed by Council.

What does advocacy involve?

Our advocacy effort is focused on engaging with all tiers of government and key organisations in our community to gain support for Council and community priorities. It includes regular meetings and representations to ministers, members of parliament and key decision-makers as well as membership of advocacy agencies such as the Australian Mining Cities Alliance, the Regional Cities NSW, Regional Capitals Australia, and the Regional Australia Institute. Council takes an apolitical view to advocacy – it is important to speak to all side of politics to ensure our priorities are understood by current and potential decision makers.

Advocacy success for Broken Hill

During the current election cycle - since the State and Federal elections in 2019 - Broken Hill City Council has been successful in advocating for more than \$25m from both levels of government to support infrastructure and community development projects and events. Major projects include:

Funded

- Major Road repair and reconstruction \$4m
- Lighting of Alma Oval and Norm Fox Soccer Ovals \$1m
- CBD Masterplan, Cultural Strategy and Wayfinding Project \$1m
- Queen Elizabeth Park Redevelopment \$796,950.00
- Patton Park Upgrade \$645,000
- Redevelopment Broken Hill Skate Park \$310,000

Part Funded - Ongoing Advocacy

- Broken Hill CBD Revitalisation Project including Library and Archives Stage 1 \$11.7m
- EP O'Neill Park Memorial Upgrade Stage One \$1.9m
- Upgrade Broken Hill Regional Airport - lighting and security upgrade funded \$2.4m

Why is advocacy important?

Council and other leading agencies in Broken Hill and Far West NSW work together to ensure greater impact to achieve maximum investment in the city and region. By working together, we can leverage the outcome and deliver priority projects, programs, and infrastructure Broken Hill.

Our priority projects

The Broken Hill community has identified a range of priority projects which we are directly advocating for to the NSW and Australian Governments. Projects include:

- Broken Hill Regional Airport Redevelopment
- CBD Revitalisation – including new Library and Archives
- Stage Two E.P. O'Neill Memorial Park Upgrade
- Opening of Imperial Lake Sustainability and Nature Park
- Land availability for industrial and residential expansion
- Rail link from Broken Hill to Melbourne and second service from Broken Hill to Sydney
- Achieve 100% renewable status for the City of Broken Hill by 2030 while reducing the cost of electricity to our residents and increasing service delivery ability.

BROKEN HILL

The City of Broken Hill is the largest regional centre in the western half of New South Wales and the strategic centre of Far West NSW. It lies close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, 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 an hour behind Eastern Standard Time.

Broken Hill 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.

Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2,300 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 total wealth extracted from these mines is worth over \$100 billion and continues to produce, allowing Australia to stand strong in the international community as a contributor of critical minerals. This identity continues to grow with the exploration of technological minerals such as cobalt, and industrial metals such as magnetite. These are critical to industries such as renewable energy and construction and allow Broken Hill to secure its future on the world stage.

Broken Hill is not known only for its mining history, but also its rich culture and diversity, unique among comparable cities. 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. The community also gathers for several annual events to celebrate this identity, drawing visitors from around the world.

The city sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural, and industrial heritage. Receiving some of the largest quantities of solar radiation in the world, Broken Hill is uniquely positioned to achieve receiving 100% of its energy demand from renewable sources, and this opportunity is being taken advantage of with the exploration and installation of solar farms and energy storage facilities.

The impact of COVID-19 has demonstrated the feasibility of remote work and living outside of major cities, an effect Broken Hill can adopt and build upon.

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.

FACT FILE

POPULATION	
2021	17,661
2019	17,479
2014	18,627

TOTAL WORKFORCE	
2021	7,575
2019	7,852
2014	7,315

INDUSTRY 2020/2021	\$M	Jobs
Mining, Construction, Manufacturing	441	2,211
Household Services*	106	2,924
Tourism**	99	317
Public Administration and Safety	52	490
Retail Trades	16	797

Between 2015/16 and 2020/21, the mining sector increased by 791 positions to 1,676. 50.8% (all industries) of workers were male and 49.2% female. As of the 2021 census, the unemployment rate was 5.5%. Mining has the largest total exports by industry, generating \$412m in 2020/21.

STRATEGIC PROJECTS

- o Broken Hill Regional Airport Redevelopment
- o CBD Revitalisation – including new Library and Archives
- o Stage Two E.P. O'Neill Memorial Park Upgrade
- o Opening of Imperial Lake Sustainability and Nature Park
- o Land availability for industrial and residential expansion
- o Rail link from Broken Hill to Melbourne and second service from Broken Hill to Sydney
- o Achieve 100% renewable status for the City of Broken Hill by 2030 while reducing the cost of electricity to our residents and increasing service delivery ability.
- o Tax reform for residents of mining communities
- o Heritage City Promotion

LIVEABILITY STRENGTHS

- o Skilled labour force
- o Strong potential for drivers of economic growth
- o International attention, especially in the areas of mining, technological manufacturing, and renewable energy
- o Access via road, rail, and air
- o Numerous sport and recreational facilities
- o New investment in key industries
- o Highly skilled workforce
- o Strong tourism, film arts and events sectors
- o Affordable housing – median house price - at Oct 2022, \$175,000*
- o Abundant natural resources
- o History of technological innovation
- o Australia's First Heritage-listed city and heritage architecture

CHALLENGES

- o Insufficient quality housing stock
- o Land locked - limited by the Native Title, Unincorporated Area, Western Land and mining and exploration leases impacting on industrial and residential development
- o Skill mismatch for key industries
- o Reliance on external expertise for major projects
- o Fluctuating commodity prices
- o Loss of young adults to employment and education opportunities elsewhere
- o Speed of connectivity
- o Ageing infrastructure
- o Risk of increasing FIFO workforce
- o Material costs for industry due to global uncertainty and transport costs
- o Increased pressure on future services including Local Government facilities, medical, education and childcare with population growth

*realestate.com.au

*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services. In 2021, the Household services sector accounted for 38.6% of employment. The importance of this sector has decreased slightly over the last 10 years (39.3% in 2011).

**In 2020/21, the total tourism and hospitality sales in Broken Hill City was \$99.4m, the total value added was \$32.4 million.

OPPORTUNITIES	
Tourism	<p>Australia's First Heritage Listed city branding</p> <p>Tourism governing body is established with representation from all stakeholders and a sustainable funding model</p> <p>Nature-based, eco and adventure tourism</p> <p>Silver to Sea Way Stage 2</p> <p>Opening of Imperial Lake Sustainability and Nature Park</p> <p>World Heritage Listing Broken Hill Trades Hall</p> <p>Events and conferences – we are viewed as a “bucket list” destination</p> <p>Cultural and Indigenous tourism</p>
Road	Completion of sealing of Cobb and Silver City Highways
Rail	<p>Increasing number of services from Sydney to Broken Hill and interstate services to South Australia for both passenger and freight</p> <p>Connection of line from Broken Hill to Melbourne</p>
Connectivity	Improve telecommunications and access speed, opportunity for expansion of NBN to include fibre to the premises (FTTP) connection
Industry	<p>Renewable energy (wind, solar)</p> <p>Council operating as an energy retailer</p> <p>Carpentaria Resources Hawson's Iron Ore Project</p> <p>Cobalt Blue Thackaringa Cobalt Project</p> <p>Lodestone Mines magnetite project</p> <p>Aerospace opportunities</p> <p>Hydrostor compressed gas energy storage facility</p>
Land Development	Crown land available to be unlocked for industrial and residential development
CBD Activation	<p>CBD revitalisation incorporating new library and archives centre</p> <p>Smart City technology – free Wi-Fi, CCTV, and lighting</p> <p>Line of Lode redevelopment</p> <p>E.P O'Neill Memorial Park sporting precinct development</p>
Airport Redevelopment	<p>Strengthen runway to future-proof opportunities for larger aircraft to land</p> <p>Improvements to taxiways and aprons</p> <p>Expand terminal to include improved security</p> <p>Sub-division to increase city's industrial land</p> <p>Grow commercial opportunities and capacity to attract carriers and aerospace industry</p> <p>Expand hangar access</p>

KEY PRIORITY AREAS

During the development of our Community Strategic Plan 2040 our community told us how they see themselves and importantly how they would like Council to respond to their concerns. These directions set the foundation for change and influence our advocacy strategy for economic development and social change. The key priority areas are:



Our Community

We are a connected and unique community and enjoy our safety and wellbeing. We aspire to create welcoming, accessible, and safe private and public places that foster good health and social interaction. We maintain an inclusive lifestyle as we come together to get things done.



Our Economy

We focus on our population as a key element in preserving and growing our economy and our future. By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.



Our Environment

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



Our Leadership

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



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.

ADVOCACY FOCUS

- Promote the benefits of the Broken Hill lifestyle
- Promote Broken Hill as the centre of social, community and cultural services and facilities in Far West NSW including regional arts, libraries, and tertiary education facilities
- Access to facilities, services and information based on community needs including housing availability and service growth (education, health, childcare)
- Grow arts and culture and preserve the importance of our social capital, built heritage and history.

PROJECT FOCUS

- Residential land and housing and services to support growing population
- Central Business District revitalisation incorporating new library & archives centre

OUR COMMUNITY PRIORITY - RESIDENTIAL LAND AND HOUSING**PROJECT FOCUS**

One of pillars of sustainable development is access to adequate housing and land. While Broken Hill has a long history of, and continues to offer affordable housing, the future success of industry growth requires the availability of quality residential housing stock to attract families to move to the city.

Of note, are the mining investments in cobalt and iron ore which will create its own challenges in the housing and accommodation market and transport space. It is anticipated that 2,200 new workers will be required for the two major mining projects by 2027 and there will be a requirement for 700 new dwellings.

BENEFITS

- Increase in availability of attractive housing stock will attract families to live in the city
- Opportunity to attract investment in residential housing market
- Housing available for new workers and their families attracted to new ventures such as mining
- Increased economic activity with new building projects
- Increased employment and training opportunities in construction industry.

ADVOCACY FOCUS

- Collaborate with State Government to release land, including Crown land if required for housing development
- Collaborate with local commercial housing industry representatives to identify current available housing and land stock
- Liaise with industry and research the future need for housing and type of housing required
- Ensure that appropriate community facilities are available to meet future growth needs.

OUR COMMUNITY PRIORITY – UPGRADE TO E.P O'NEILL MEMORIAL PARK SPORTING COMPLEX**PROJECT FOCUS**

Council will continue to advocate for the funding for Stage Two of the E.P. O'Neill Memorial Park Sporting Complex upgrade with the vision to provide the residents and visitors to Broken Hill as state-of-the-art multi-use sporting precinct.

Starting in 2023, the \$3.2 million first stage of the redevelopment of the O'Neill Sporting Complex will involve the resurfacing of netball courts, installation of lighting at the netball courts and Norm Fox Oval, installation of accessible paths to link the various sporting facilities in the precinct, and improved roads and parking.

The project will be completed in two stages, with the first stage targeting playing surfaces, lighting, and walkways. Stage Two includes further upgrades to the cricket and soccer fields and facilities.

BENEFITS

- Uplift of community spirit with users enjoying similar facilities to those provided in urban and city areas
- Complex can attract State and National competition
- Support and encouragement for an active community
- The precinct will be a multi-functional hub providing for a diversity of uses
- across the week and through the seasons
- The project provides Council with an understanding of how facilities and uses can interact optimising efficiency through shared use facilities.
- Lighting upgrades support the survival of summer sport and community events in an extremely hot and arid environment

ADVOCACY FOCUS

- Continue to work with the State and Federal Government to secure the funding for Stage Two – estimated \$7m - \$10m.

OUR COMMUNITY PRIORITY - BROKEN HILL CENTRAL BUSINESS DISTRICT AND REVITALISATION AND LIBRARY & OUTBACK ARCHIVES CENTRE**PROJECT FOCUS**

The vision for Broken Hill Central Business District and Revitalisation Project includes the construction of a new library and archives and aligns with the focus of reinvigorating the city's main street (Argent Street) as the city's number one urban precinct and meeting place.

Funded by Federal and State governments and Council, the \$12m, library and archives project forms the centrepiece of the revitalisation project and will provide a gateway to the Council's arts, leisure, recreation, information, administration, and education services.

Centred on the historic Town Hall Facade site, the building will maintain the existing façade as its entrance and will house the new library and archives, meeting and creative spaces and consolidate the potential of the co-location of Council services into a hub for visitor and customer services.

BENEFITS

- Main street activation that will create a place that runs from day to night with innovative and original experiences
- A central hub to provide a place of creativity, collaboration, connection, learning and culture
- A multi-purpose facility for residents and visitors
- Integrated technology throughout the facility
- A strong connection to our history and heritage
- Public art that will have a significant contribution to the facility's presence as a community hub.

ADVOCACY FOCUS

- Promote the importance of the precinct as a major tourism drawcard to increase overnight visitation the Broken Hill
- Enhance the city's cultural offering including in creative arts and film by capitalising on the region's heritage, cultural, seasonal, and natural endowments
- Advocate for investment in the ongoing revitalisation of the CBD to all tiers of Government and private investors.

OUR COMMUNITY PRIORITY – DELIVERY OF THE BROKEN HILL ACTIVE TRANSPORT PLAN**PROJECT FOCUS**

Improve the level and priority of pedestrian access and cycle networks, particularly in areas where the community congregates such as the Central Business District, shopping centres, schools, and health care facilities.

BENEFIT

- Reduce pedestrian access and enhance safe and convenient crossing opportunities on major roads
- Improved opportunities on level of movement and safety with a focus on mobility impairments and the elderly
- Pedestrian facilities that are consistent and appropriate in New South Wales that ensure cycling facilities comply with relevant technical standards,
- Development and provision of safe and accessible amenities for the community via pedestrian and cycling network
- Fulfil Council's obligations under the Disability Inclusion Act 2014 in providing Disability Discrimination Act (DDA) compliant infrastructure
- Facilitate improvement in cycling safety, particularly in cycling to work and school
- Delivery of a 'bicycle network' as opposed to 'bicycle routes'
- Provision of a safe, coherent, and connected cycling network for use by all members of the community.

ADVOCACY FOCUS

- Collaborate with State and Federal Government and key stakeholders to deliver appropriate infrastructure to promote a safe and active lifestyle and reduce the percentage of Broken Hill residents living a sedentary lifestyle
- Collaborate with State and Federal Government and business and industry to deliver the infrastructure to meet the vision of the Active Transport Plan – estimated cost \$45m.

SECTION 2 - OUR ECONOMY



We focus on our population as a key element in preserving and growing our economy and our future. By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.

ADVOCACY FOCUS

- Investment in public infrastructure, creative industries, tourism marketing, renewable energy, and technology related projects to enhance economic opportunity
- Improved accessible transport including air and rail services
- Improved regional road infrastructure
- Improved access to education and training services for human resource growth and improved workforce skills.

PROJECT FOCUS

- Broken Hill Regional Airport Upgrade
- Central Business District Activation
- Industrial land development
- Encourage the expansion of or attraction of new childcare centres
- Promotion of Australia's First Heritage City and listing of the Broken Hill Trades Hall on the World Heritage List
- Connectivity.

OUR ECONOMY PRIORITY - BROKEN HILL REGIONAL AIRPORT UPGRADE**PROJECT FOCUS**

Broken Hill Regional Airport is the gateway for the provision of most of the Local, State and Federal Government services provided to the Far West community.

It provides important air transport links to South Australia, New South Wales and Victoria and is the strategic entry point for a number of Far West NSW communities.

It supports Regular Public Transport (RPT) services, Royal Flying Doctor Service (RFDS), air charter operations and General Aviation (GA).

Council also receives regular requests for access to terminal space at the airport from the space industry.

Council is seeking to upgrade current airport infrastructure to grow regional flight capacity and overcome constraints presently preventing use of the airport by larger budget carriers and private charters, particularly related to the mining, space, and event industries. With an expected increase in demand for passenger services with the growth in the mining industry, the airport also requires capacity to link with major gateway airports.

Council was successful in attracting \$2.4m from the NSW Government to secure the safety of the airport with fencing and lighting improvements and continues to seek support for infrastructure upgrades to the aprons, taxiways, runways, and potentially, security and terminal upgrades. With the requirement for more industrial land, Council is also renewing its masterplan for development to include the potential for industrial land sites at the airport.

BENEFITS

- Long-term sustainability of the Airport secured to meet the needs of existing users and future demand
- Cater for and service of larger jet aircraft typically used by major budget carriers
- Drive tourism because of affordable and competitive transport and increase tourist passenger traffic at the airport
- Facilitate the continued presence of a Royal Flying Doctor Service Base
- Facilitate additional business and commercial (including non-aviation) development
- Potential for sub-division to expand the city's industrial footprint.

ADVOCACY FOCUS

- Broken Hill Airport is a regional airport servicing Broken Hill, Central Darling Shire, and Unincorporated NSW
- Air transport underpins the growth of industry and development in Far West NSW
- Remove barriers that prevent larger carriers from Broken Hill
- Provide infrastructure for emerging industries such as space to locate in Far West NSW
- Support growth in agriculture, mining, space, and tourism by developing regional connectivity and transport logistics to better access markets.

OUR ECONOMY PRIORITY - INDUSTRIAL LAND DEVELOPMENT PROJECT FOCUS**PROJECT FOCUS**

Broken Hill is surrounded entirely by Unincorporated New South Wales which means expansion beyond the city boundaries is limited without intervention by State Government to free up Crown land.

It is landlocked and to capture the potential economic benefits from the growth in mining, manufacturing, agriculture and renewable energy industries, suitable industrial land needs to be unlocked.

The expansion of available industrial land will provide increased opportunities for industry to grow and investors to consider Broken Hill as a viable location for establishment. It sets the foundation for the city being able to embrace the advantages of new technology, production methods, new lifestyle preferences, and business and investor location decisions.

BENEFITS

- Ensure an adequate supply of industrial land with the capacity to enable development of specialised industry clusters and encourage co-location of related industries to decrease supply chain costs.
- Increased capacity to promote Broken Hill to industry and investment as a location for establishing new business

ADVOCACY FOCUS

- Advocate for the State Government to identify suitable Crown Land for industrial development
- Advocate for a collaborative approach to work with traditional owners to identify potential parcels of land for industrial development
- Facilitate industry growth through development of industrial land to grow economies of scale and sustainable energy generation and storage
- Monitor requests for industrial land to inform planning for water, wastewater, electricity, gas, and telecommunications infrastructure to inform decisions about the requirements of industry.

OUR ECONOMY PRIORITY - CENTRAL BUSINESS DISTRICT ACTIVATION**PROJECT FOCUS**

Linked to the development of the Central Business District Revitalisation project, the City Masterplan and the Interpretive Wayfinding Strategy, the focus includes several projects to activate key priorities previously identified as spin off strategies in the Broken Hill Cultural Framework and Synopsis Report. Priorities include a focus on revitalising the city centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and heritage and cultural precincts. It also includes the activation of the Sturt, Patton, and Queen Elizabeth Park Precincts.

The spin-off strategies in the Broken Hill Cultural Framework and Synopsis Report include:

- The softening and greening of Argent Street and the broader CBD through tree plantings, seating, shading.
- An inviting space that will encourage people when finished visiting the cultural precinct, to spill out onto Argent Street, be able to shop, sit, relax in an environment that espouses liveability.
- The opportunity for pop up businesses, shops, or eateries to operate.
- Integrated lighting and banner poles that will encourage advertising / marketing of upcoming events and complement the projection and lighting project.
- An environment that will actively support the growth of a twilight economy.
- Interpretive wayfinding and signage.

BENEFITS

- The key priority is a focus on revitalising the city centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and identified heritage and cultural precincts such as Patton Park Precinct in South Broken Hill and Queen Elizabeth Park in North Broken Hill. It should include (but is not limited to) spin off strategies identified in the Broken Hill Cultural Framework and Synopsis Report.

ADVOCACY FOCUS

- Incorporate Masterplan with advocacy for the CBD and Library & Archives Development to advocate for an holistic approach to city development.

OUR ECONOMY PRIORITY – EXPANSION OF CHILDCARE FACILITIES**PROJECT FOCUS**

Broken Hill's access to 0-5 years childcare is impacting on the city's ability to attract essential workers and grow the economy and population. With more than 80 families on the one-two year waiting lists and evidence that potential workers have turned down an opportunity to move to Broken Hill to work once they discovered that Broken Hill is a "childcare desert", attracting investment in new facilities and supporting the expansion of existing facilities is a foundational piece in the city's ability to prepare for the potential new mining families being employed in the next three to five years and attract new residents and workers.

BENEFITS

- Available childcare will support the city to attract and retain workers
- Increased access to childcare supports residents to engage in the workforce and/or opportunities to further education – contributing to 'growing our own' and minimising the impact of worker shortages in the city

ADVOCACY FOCUS

- Collaborate with childcare providers and investors to attract or expand childcare facilities
- Work with the State Government to transfer Crown Land to freehold if identified as a suitable block for a childcare facility

OUR ECONOMY PRIORITY – EXPANDED TRANSPORT OPTIONS – RAIL LINKS FROM BROKEN HILL TO SYDNEY AND MELBOURNE**PROJECT FOCUS**

In recent years, several new opportunities including those related to air and rail have presented themselves, generating interest from all tiers of Government and private investors, elevating the city's leverage of being a significant Australian regional centre.

The renewed contract with REX Airlines, introduction of QANTAS and interest from other air carriers in servicing Broken Hill has reinforced the importance of the expansion and redevelopment of the Broken Hill Regional Airport.

The increasing number of visitors to Far West NSW in recent years has also reinforced the previous advocacy work to introduce a second direct weekly rail service from Broken Hill to Sydney and the elevated the need for a rail link between Broken Hill and Melbourne to support passenger and freight services.

BENEFITS

- Alternate and affordable transport options for residents and visitors between Broken Hill and Melbourne
- Improved rail freight options for Far West NSW producers
- Opportunity for a transport mode shift - to reduce carbon footprint by reducing number of road trains
- Opportunity for development of new Australian rail tourism experience

ADVOCACY FOCUS

- State (NSW and Victorian) Governments and the Federal Government fund the construction of rail line from Broken Hill to Melbourne
- Second direct weekly rail service from Broken Hill to Sydney

OUR ECONOMY PRIORITY - PROMOTION OF AUSTRALIA'S FIRST HERITAGE LISTED CITY AND LISTING OF THE BROKEN HILL TRADES HALL ON THE WORLD HERITAGE LIST**PROJECT FOCUS**

New South Wales has the unique opportunity to develop a global marketing package based on heritage and cultural tourism through the promotion of the nation's only Nationally Heritage Listed City.

The City of Broken Hill was recognised as 103rd place on the National Heritage list on 20 January 2015 and deemed to have outstanding heritage value to the nation.

A transnational serial nomination of workers' assembly halls is being prepared for the UNESCO World Heritage List, through an international effort led by Denmark. The city is currently working with the Broken Hill Trades Hall Trust to list the Hall on the World Heritage List.

BENEFITS

- Increased national and global awareness of Australia's Only National Heritage Listed City
- Increase visitation to Broken Hill and New South Wales
- Growth in visitor experiences, product, and visitation.

ADVOCACY FOCUS

- Promote the importance of collaborative asset management and marketing to Federal and State Governments, industry, and private benefactors.
- Attract State and Commonwealth support for the Trades Hall Trust to ensure the nomination for World Listing is successful.
- Promote Broken Hill as an essential Australian experience and as an asset of outstanding heritage value to the nation.



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

ADVOCACY FOCUS

- Pursue economic development strategies focused on the sustainable economy, including renewable energies such as wind and solar, energy storage facilities such as Hydrostor and battery systems to offset night-time consumption, and eco-tourism
- Future-proof Broken Hill against the impacts of climate change including more extreme weather events through the advocacy of an extended green belt and dust cleaning initiatives
- Create partnerships and alliances with government and industry to create projects that promote and preserve the environment
- Create awareness and investigate opportunities to create sustainable economic growth for the city and region
- Advocate for the establishment of Council as an energy retailer

PROJECT FOCUS

- Renewable Energy Action Plan (REAP) – Council to be energy independent
- Meet commitments in the City Power Partnership
- Renewable Energy Industry Project Investment
-

OUR ENVIRONMENT PRIORITY - RENEWABLE ENERGY ACTION PLAN**PROJECT FOCUS**

As the Local Government Authority, Council has a leadership role to ensure that the city remains vibrant and healthy for future generations. We have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges our community faces are similar to those experienced around the world and as such sustainability must be given a greater focus to ensure our region's future for generations following us. The Renewable Energy Action Plan includes a number of priorities which are also linked to the Cities Power Partnership which include:

- Investment in renewable energy facilities
- Investigating opportunities for Council buildings and facilities to achieve 100% renewable status through carbon offsets by 2030
- Rolling out a city-wide energy efficient lighting and LED street lighting with smart controls, including hoods to reduce light pollution
- Renewing and improving cycling, walking and mobility connections to reduce carbon emissions and increase our city's liveability
- Ensuring Council fleet purchases meet greenhouse gas emission requirements and support the uptake of electric vehicles and supporting infrastructure
- Introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement
- Establishing city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectation for residents and businesses.

BENEFITS

- Increased annual uptake of renewables by the community and businesses
- Council and the community work in collaboration with other Councils and stakeholders to investigate best practice, share opportunities and knowledge and ensure that a national asset is protected for generations to come.

ADVOCACY FOCUS

- Achieve 100% renewable status for the City of Broken Hill by 2030 while reducing the cost of electricity to our residents and increasing service delivery ability.

OUR ENVIRONMENT PRIORITY - RENEWABLE ENERGY INDUSTRY**PROJECT FOCUS**

Broken Hill and the surrounding region is a leader in the renewable energy sector in Australia – home to one of Australia's larger solar plants that feeds enough energy into the grid each year to power the city's residential power needs more than two and a half times over.

The Silverton Wind Farm has also bolstered the region's renewable industry by generating up to six times the amount of electricity that the Broken Hill Solar Plant produces.

Council is keen to work with multiple partners to grow knowledge and demonstrate the region's suitability for renewable energy projects that will reduce the impact of the human footprint including a reduction in greenhouse gas emissions through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.

BENEFITS

- Consolidate Broken Hill's reputation as a renewable energy leader
- Construct a council owned solar farm
- Enhance economic development to create more and better jobs, increase regional output and foster innovation and prosperity
- Enable the responsible and efficient use of natural, human, and economic resources
- Diversify exiting industry base
- Grow skilled workforce

ADVOCACY FOCUS

- Act as a regional advocate to secure government and industry investment to grow the region's renewable energy industry
- Lobby for industry incentives to support renewable energy project investment
- Increase the capacity of transmission grids to extend the renewable opportunities for Broken Hill
- Work with multiple partners to create an Australian Centre for renewable energy through the development of energy efficient infrastructure projects and the promotion of circular economy principles.



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.

ADVOCACY FOCUS

- Ensure economic development strategies are responsive to local issues, such as population fluctuations due to mining and seasonal work
- Advocate for infrastructure, skills, and resources for local economic development to drive economic performance
- Advocate for incentives to encourage people to live and do business in Broken Hill, including taxation policies such as remote living allowances
- Advocate on behalf of the broader region for improved transport services including road connections, and information and communication technologies
- Generate interest in Broken Hill as a city to invest.

PROJECT FOCUS

- Tax reform for residents of mining communities
- Smart and Sustainable Community
- Monitoring, evaluation, and review.

OUR LEADERSHIP PRIORITY- INVESTMENT IN COLLABORATIVE RELATIONSHIPS AT A STATE AND NATIONAL LEVEL TO LEVERAGE THE IMPACT OF A UNIFIED VOICE FROM REGIONAL AUSTRALIA

PROJECT FOCUS

Our Leadership actively pursues opportunities to work collaboratively at a regional, State and National level to promote the benefits of living in Broken Hill. Membership of, and collaboration with significant peak representative groups, increases Broken Hill's visibility with Government Ministers, regional leaders and change makers. Investment in collaborative relationships such as the Australian Mining Cities Alliance, the Regional Cities NSW, Regional Capitals Australia, and the Regional Australia Institute provide Broken Hill leaders with the opportunity to join delegations and meetings with Government, industry and other key stakeholders and participate in campaigns and marketing activity such as More Than Mining and Move To More.

BENEFITS

- Access to State and Federal Governments and other significant change makers
- A platform to showcase Broken Hill in significant advocacy and marketing campaigns

ADVOCACY FOCUS

- Broken Hill is a liveable regional city
- Tax incentives for residents living in mining communities
- Worker retention and attraction
- Address affordability and accessibility

SPECIAL PROJECT

MORE THAN MINING

NORMALISING LIVING COSTS IN REGIONAL MINING CITIES AND TOWNS



Broken Hill City Council as is committed to being playing a leadership role in improving the liveability of mining communities across Australia and is part of an alliance of national Councils seeking to make life in regional mining communities more attractive and affordable.

The "More Than Mining" initiative promotes policy reform to offer 100% exemption from Fringe Benefits Tax for people seeking housing in regional and remote mining communities. The exemption would apply to rent, owner occupier housing purchase cost, and mortgage interest. The proposed policy reform will enable all regional and remote Australian residents to access the same allowances as mining employees.

Members of the alliance are united in the campaign to receive fair compensation for their contribution to the country's wealth and is actively pursuing representations to ministers, members of parliament and key decision-makers as well funding a major marketing campaign raise the profile of the issues facing mining communities.

The focus includes raising awareness that mining regions deliver a significant portion of country's wealth in GDP, but often suffer due to fluctuating commodity prices and other variables. A tax reduction in living expenses would make it more affordable to live in mining communities, attract prospective new buyers and renters, and help stabilise the housing market over time.

The More Than Mining partners comprise Broken Hill, City of Karratha, City of Kalgoorlie Boulder, Isaac Regional Council, and Mount Isa City Council with additional support from partnering remote mining LGAs including Shire of East Pilbara, Town of Port Hedland, Shire of Ashburton, Shire of Coolgardie, Shire of Leonora.

www.morethanmining.com.au

OUR LEADERSHIP PRIORITY- SUSTAINABLE AND SMART BROKEN HILL**PROJECT FOCUS**

Seen as a key competitive advantage for our region, enabling Broken Hill to become a smarter community by using smart, integrated technologies will promote synergies and growth across the region, with the aim of making Broken Hill an even more attractive place to grow a business, expand skills, raise a family, and lead a productive, fulfilling life.

Council, in partnership with the NSW and Federal Governments has invested in smart technology projects during 2017-22 and is committed to working with State and Federal Governments to continue to grow a smart community.

Future projects include expanding the city's smarter city lighting, CCTV, projection and lighting on city buildings, smart bins, and parking projects.

BENEFITS

- Build community resilience to population and demographic change
- Improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy
- Increasing quality of life and wellbeing through access to a healthy, safe, engaged, and clean lifestyle
- Enhancing economic development to create more and better jobs, increase regional output, and foster innovation and prosperity
- Enabling the responsible and efficient use of natural, human, and economic resources

ADVOCACY FOCUS

- Address gaps in infrastructure, transport connections and communications technologies that restrict economic development
- Minimise the impact of population fluctuation due to seasonal work through diversification.

OUR LEADERSHIP PRIORITY - MONITORING, EVALUATION AND REVIEW

The activities in this strategy will be measured against the Integrated Planning and Reporting Framework and reported in Council's Annual Report. Progressive reports will be made to the community through Council's Community Engagement processes and at the Monthly Meeting of Council as required.

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

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

Under the Framework, Broken Hill City Council uses the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four-year Council Delivery Program. To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's Annual Report. Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four-yearly review in line with Local Government Elections. The first Community Strategic Plan for Broken Hill was endorsed in 2010 and the most recent Community Strategic Plan was released in 2022, planning for the future to 2040.

POLICY AND GENERAL COMMITTEE

December 2, 2022

ITEM 3BROKEN HILL CITY COUNCIL REPORT NO. 279/22SUBJECT: DRAFT AGENCY INFORMATION GUIDED22/64389**Recommendation**

1. That Broken Hill City Council Report No. 279/22 dated December 2, 2022, be received.
2. That Council endorse the reviewed Draft Agency Information Guide for release to the Information Commissioner for its review and comment.

Executive Summary:

Council must have in place an Agency Information Guide in accordance with Section 20 of the *Government Information (Public Access) Act 2009* (the Act). The Act states:

- (1) *An agency (other than a Minister) must have a guide (its **agency information guide**) that—*
 - (a) *describes the structure and functions of the agency, and*
 - (b) *describes the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public, and*
 - (c) *specifies any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions, and*
 - (d) *identifies the various kinds of government information held by the agency, and*
 - (e) *identifies the kinds of government information held by the agency that the agency makes (or will make) publicly available, and*
 - (f) *specifies the manner in which the agency makes (or will make) government information publicly available, and*
 - (g) *identifies the kinds of information that are (or will be) made publicly available free of charge and those kinds for which a charge is (or will be) imposed.*
- (2) *An agency must make government information publicly available as provided by its agency information guide.*
- (3) *The Chief Executive of the Office of Local Government may, in consultation with the Information Commissioner, adopt mandatory provisions for inclusion in the agency information guide of local authorities. The agency information guide of a local authority must include any such mandatory provision unless the Chief Executive otherwise approves in a particular case*

Report:

In accordance with Section 21 of the *Government Information (Public Access) Act 2009* (the Act), *an agency must adopt its first agency information guide within 6 months after the commencement of this section and must review its agency information guide and adopt a new agency information guide at intervals of **not more than 12 months**. An agency may update and amend its agency information guide at any time.'*

Council's current Agency Information Guide was last reviewed and adopted by Council at its ordinary Council Meeting held on 23 February 2022.

In accordance with Section 22 of the Act Council is required, prior to adopting a new or amending a current Agency Information Guide, to notify the Information Commissioner.

Role of Information Commissioner

- (1) *An agency must notify the Information Commissioner before adopting or amending an agency information guide and must, if requested to do so by the Information Commissioner, consult with the Information Commissioner on the proposed agency information guide or amendment.*
- (2) *The Information Commissioner can issue guidelines and model agency information guides for the assistance of agencies in connection with agency information guides.*

The Agency Information Guide has been reviewed and the following changes have been made to the Draft Agency Information Guide:

Section	Changes as a result of the review
Section 2. - About the City	Information updated to make current - sourced from profile.id.com.au, Australian Bureau of Statistics (ABS) and National Institute of Economic and Industry (NIER)
Section 4. - Council Organisation Structure	Structure updated in format with executive photographs.
Section 8. – Information Held at Council	URL links checked for currency and new URL links created for informal and formal requests for information.

Community Engagement:

Council Business Paper – Council Meeting 21 December 2022.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making.
Strategy:	4.1.5	Support the organisation to operate its legal framework.

Relevant Legislation:

Government Information (Public Access) Act 2009

Financial Implications:

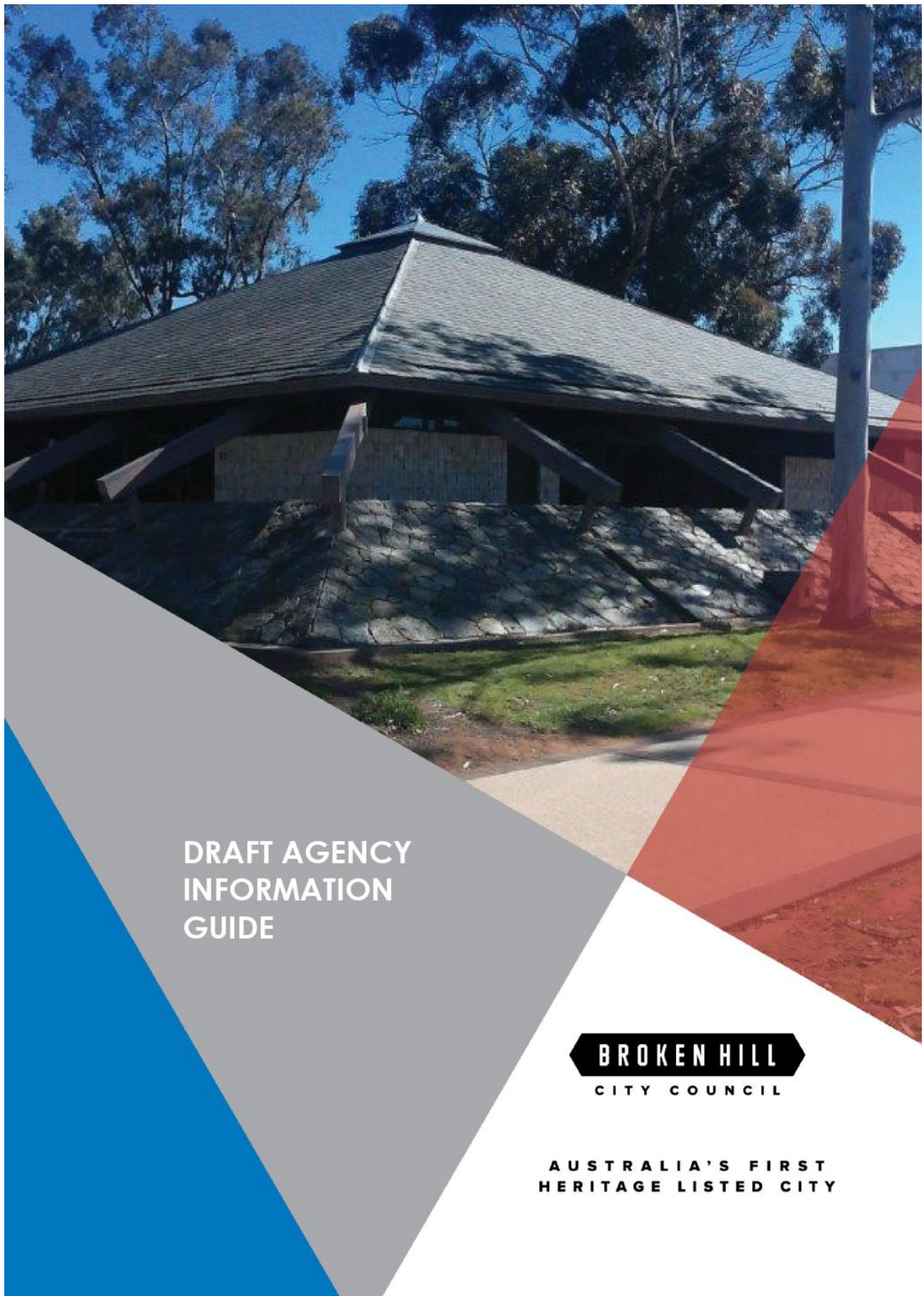
Operational costs only, no additional expenditure required.

Attachments

1. [↓](#) Draft Agency Information Guide

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER



**DRAFT AGENCY
INFORMATION
GUIDE**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL			
KEY DIRECTION	4 Our Leadership		
OBJECTIVE	4.1 Openness and Transparency in Decision Making		
FUNCTION	Corporate Support		
STRATEGY	4.1.5 Support the organisation to operate its legal framework		
FILE REFERENCE No	11/118	EDRMS No	D16/1194
RESPONSIBLE OFFICER	Public Officer		
REVIEW DATE	November 2023		
DATE	ACTION		MINUTE No
27 November 2019	Endorsed for release to Information Commissioner		46130
26 February 2020	Adopted		46181
November 2020	Document reviewed and amended		N/A
27 November 2020	Endorsed for release to Information Commissioner		46413
24 February 2021	Adopted		46442
November 2021	Document reviewed and amended		N/A
24 November 2021	Endorsed for release to Information Commissioner		
23 February 2022	Adopted		46750
30 November 2022	Document reviewed and amended		N/A
NOTES	Front cover image: Council Chamber		
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan, Long Term Financial Plan 2018-2027 Delivery Program 2019-2021 incorporating Operational Plan 2019/2020 Schedule of Fees and Charges 2019/2020, Privacy Management Plan Records Management Policy		



TABLE OF CONTENTS

1. INTRODUCTION 4

2. ABOUT THE CITY 5

3. ABOUT COUNCIL 6

4. COUNCIL ORGANISATION STRUCTURE 7

5. FUNCTIONS OF COUNCIL 9

6. HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC 10

7. PUBLIC PARTICIPATION 11

8. INFORMATION HELD AT COUNCIL AND HOW TO ACCESS 13

9. OTHER GOVERNMENT OPEN DATA 21

10. HOW DO I CONTACT COUNCIL 22

1. INTRODUCTION

1.1 What is an Agency Information Guide?

An Agency Information Guide is a guide developed in accordance with Section 20 of the *Government Information (Public Access) Act 2009* (GIPA Act).

The section of the Act clearly outlines what information must be included in an Agency Information Guide.

1.2 Why does Council need to have an Agency Information Guide?

In accordance with Section 20 of the Act, Council must have an Agency Information Guide.

Council has a strong commitment to assisting those who wish to view or obtain information under GIPA Act and encourages people who request information to contact the Public Officer.

1.3 What does the Agency Information Guide include?

In accordance with Section 20 of the Act, Council (referred to as the agency in the Act) must have an Agency Information Guide that:

- a) describes the structure and functions of the agency; and
- b) describes the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public; and
- c) specifies any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions; and
- d) identifies the various kinds of government information held by the agency; and
- e) identifies the kinds of government information held by the agency that the agency makes (or will make) publicly available; and
- f) specifies the manner in which the agency makes (or will make) government information publicly available; and
- g) identifies the kinds of information that are (or will be) made publicly available free of charge and those kinds for which a charge is (or will be) imposed.

2. ABOUT THE CITY

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

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

POPULATION	
2021	**17,661
2016	*18,114
Female population	*51.3%
Male population	*48.7%
2012	19,151

** 2021 ABS Estimated Resident Population

* 2016 ABS Estimated Resident Population

WORKFORCE	
Local Jobs	*7,575
Local Businesses	*933

* National Institute of Economic and Industry Research (NIEIR) @ 30/06/2021

INDUSTRY	\$(M)	JOBS
Mining, Construction, Manufacturing	\$233.3	2,211
Household Services*	\$216.5	2,924
Public Administration and Safety	\$51.6	490
Retail Trade	\$50.9	797
Tourism	\$99.4	516
Gross Regional Product		\$858M

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

Source: www.profile.id.com.au

3. ABOUT COUNCIL

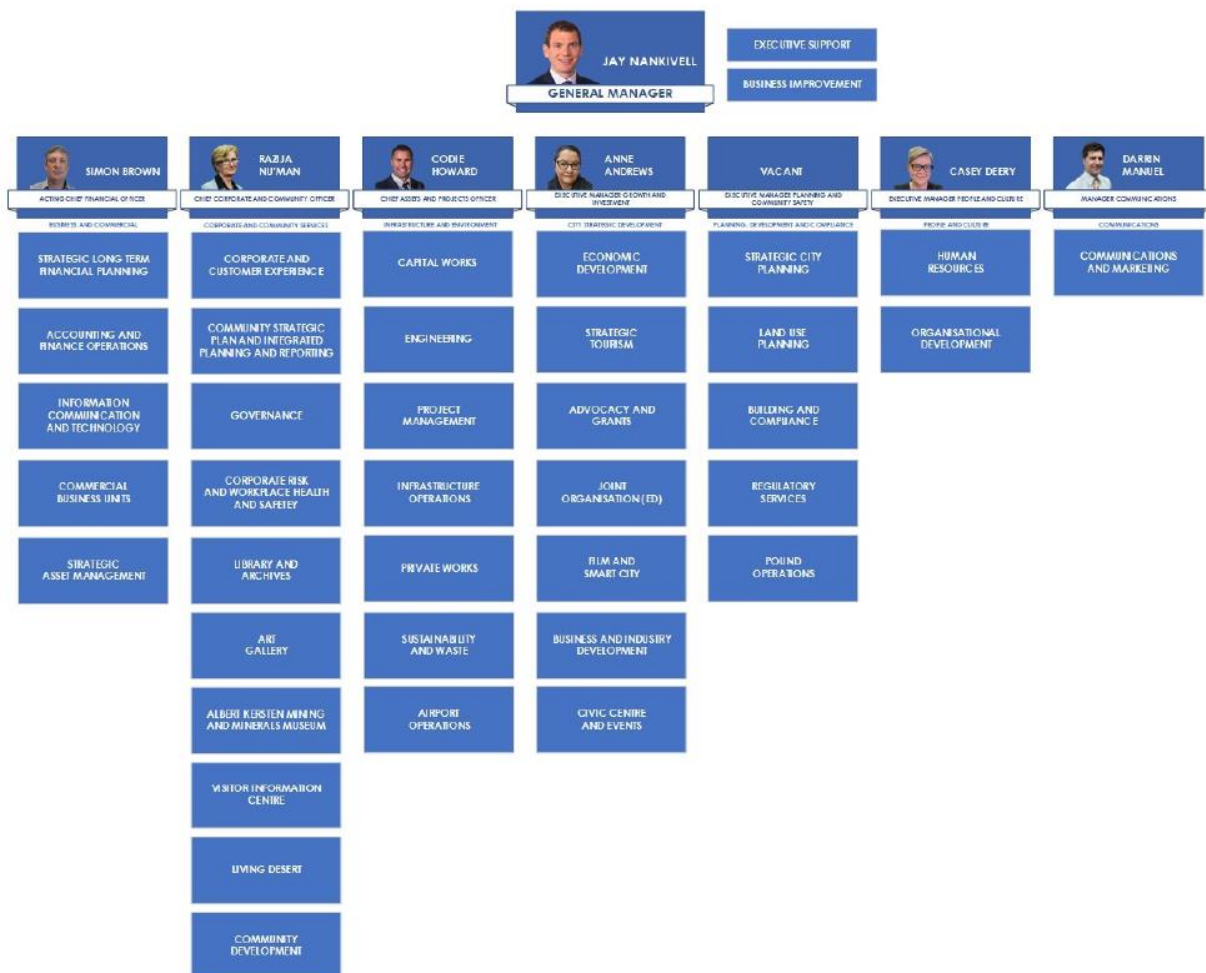
The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the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



4. COUNCIL ORGANISATION STRUCTURE

The Executive Leadership Team (ELT) provides clear and consistent leadership and decision making, which supports the delivery of the strategic priorities and direction of the operational business for the City.

This team is led by the General Manager and includes Chief Financial Officer, Chief Corporate and Community Officer, Chief Assets and Projects Officer, Executive Manager Growth and Investment, Executive Manager Planning and Community Safety, Executive Manager People and Culture and Manager Communications.



4.1 Roles and Responsibilities of Council in Decision Making

Council is made up of a body of ten Councillors whose role is to ensure Council's vision is articulated and fulfilled, to govern the Broken Hill local government area and to:

- Set the direction of the affairs of the Council in accordance with the *Local Government Act 1993*
- Play a key role in the creation and review of Council's policies, objectives and plans relating to the exercise of Council's regulatory functions
- Participate in the optimum allocation of Council's resources for the benefit of the City
- Represent the interest of the residents and ratepayers and facilitate communication between the community and the Council
- Review organisational performance.

The General Manager's role is to:

- Ensure the effective and efficient operation of the Council's organisation
- Ensure the implementation without undue delay, of decisions of the Council
- Provide the day-to-day management of the Council
- Appoint staff in an organisational structure and resources approved by the Council
- Implement the Council's Equal Opportunity Management Plan
- Carry out other functions as may be conferred or imposed by the *Local Government Act 1993*.

5. FUNCTIONS OF COUNCIL

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

6. HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC

All Council's functions effect the community, whether directly or indirectly. Council is conscious of accountability to the public for its actions and strives for open communication and community consultation to ensure maximum customer satisfaction.

Council's functions, as depicted on the previous pages, affect the public as follows:

6.1 Service Functions

The provision and maintenance of library services, community health, waste removal and disposal, recreational facilities, environmental protection, industry and tourism and development assistance.

6.2 Regulatory Functions

Approval of all building and development in the City and ensuring that all approvals and certificates are issued in accordance with the relevant Acts. Developments are made in the best interest of the public and are made in accordance with all Council's ecologically sustainable development codes and policies.

6.3 Ancillary Functions

These functions affect only a minority of Council's residents and involve matters such as the resumption of land, powers of entry and inspection over land, all of which is dealt with in the best interest of Council's residents.

6.4 Revenue Functions

Revenue functions affect the community directly as it is a function which affects the financing of services and facilities provided to residents. Revenue is obtained from rates, charges, fees, borrowings, and investments.

6.5 Administrative Functions

The administrative functions of the Council do not directly affect residents. However, functions such as employment of staff and compliance with Council's statutory obligations including management plans, financial reporting and annual reporting all have an impact on the community.

6.6 Enforcement Functions

Under the *Local Government Act 1993* and other related legislation Council has a statutory responsibility to enforce local by-laws such as alcohol-free zones and regulations delegated by other levels of government, eg food safety inspections. These are applied in the best interest of the community.

7. PUBLIC PARTICIPATION

Council wants to understand and consider community concerns about the impact of services and decisions.

In a changing local government environment, councils must ensure that services are in keeping with future opportunities and the existing needs and expectations of its community.

To achieve this aim, to increase accountability and transparency of operations, Council is committed to keeping the community informed and engaged through ongoing and quality communication.

7.1 Participation at Council Meetings

Council welcomes the public to attend Council meetings which are held on the last Wednesday of each month, commencing at 6.30pm. At this meeting, Reports of the General Manager, Mayoral Minutes, Planning Matters, Public Access and Matters Referred from Previous Council Meetings, Notices of Motions and Matters for Information are presented. Council may also consider confidential matters in Closed Session with the resolutions from these meetings announced in public prior to the close of the meeting.

Members of the public attending Council meetings have an opportunity to address Council at the meeting. For information on how to register to speak, contact Council or refer to current procedures on Council's website.

7.2 Written Submissions to Council and Councillors

Residents and ratepayers are encouraged to make written submissions, or personal representations through their elected local representative.

Written submissions to Council or to individual local Councillors may be made in writing and addressed to:

Broken Hill City Council
PO Box 448
Broken Hill NSW 2880

7.3 Council Business Papers

Council agendas are made publicly available and are usually uploaded on to Council's website the Friday prior to the Ordinary Monthly Council meeting.

Agendas can also be viewed at the Charles Rasp Memorial Library or at Council's Administrative Centre.

Minutes from previous Council meetings are also made publicly available on Council's website as soon as possible after they have been endorsed.

7.4 Community Consultation – Having Your Say

Council invites the community to have their say on the formation of Council's policy and service delivery. Council communicates with the community and encourages communication and feedback through various channels such as Council's website, Council's official Social Media channels, surveys, advertising in the local newspaper, radio stations and media releases.

7.5 Documents on Public Display

All significant plans, strategies and policies of Council are placed on exhibition in draft form so that interested members of the public may view them and make comments should they wish to.

Exhibition documents are available on Council's website, at the Charles Rasp Memorial Library or at Council's Administrative Centre and submissions should be addressed to the General Manager.

7.6 Section 355 Committees

Council also co-ordinates a range of Section 355 Asset and Advisory Committees.

A Section 355 Committee is a committee established under Section 355 of the *Local Government Act 1993*, to assist Council with the operation and maintenance of various Council facilities and services.

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

There are eight Asset Committees and three Advisory Committees. They include:

Asset Committees

1. Alma Oval Community Committee
2. BIU Band Hall Community Committee
3. ET Lamb Memorial Oval Community Committee
4. Friends of the Flora and Fauna of the Barrier Ranges Community Committee
5. Memorial Oval Community Committee
6. Norm Fox Sporting Complex Community Committee
7. Picton Sportsground Community Committee
8. Riddiford Arboretum Community Committee

Advisory Committees

1. Broken Hill Heritage Committee
2. Broken Hill Regional Art Gallery Advisory Group
3. Community Strategic Plan Round Table Committee

Members of the public are encouraged to nominate for a position on Section 355 Committees.

8. INFORMATION HELD AT COUNCIL AND HOW TO ACCESS

Council holds information in various formats in respect of the wide range of functions undertaken by it as well as information which is pertinent to different issues relating to the Broken Hill City Council Local Government Area.

There are 4 main ways in which Council provides access to information:

1. **Mandatory Proactive Release**
2. **Authorised Proactive Release**
3. **Informal Release**
4. **Formal Access Applications**

Under the *Government Information (Public Access) Act 2009*, (*GIPA Act*), there is a right of access to certain information held by Council, unless there is an overriding public interest against its disclosure. Any applications made under the *GIPA Act* will be processed in accordance with the requirements of the *GIPA Act*.

8.1 Mandatory Proactive Release - Open Access Information

Under Schedule 1 of the *Government Information (Public Access) Regulation 2018*, Council must make the following information, classified as 'open access information', publicly available unless there is an overriding public interest against disclosure.

Where possible, open access information will be made available on Council's website (www.brokenhill.nsw.gov.au). Where open access information is not made available on Council's website, it will be made available for viewing at Council's Administrative Building during normal business hours.

Fees: A fee may apply for the release of information. Fees are detailed in Council's Schedule of Fees and Charges, updated each financial year and available on Council's website. An example of when a fee may be applied includes staff searches of building/development records, copy of building plans, a bound copy of the Local Environmental Plan, or Local Environmental Plan maps.

8.1.1 Information about Council		
Document/Record Type	Description	How to Access
Agency Information Guide	This document sets out the functions of Broken Hill City Council and the type of information held by Council and how it can be accessed.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3ivY6Ju
Council Policies	Documents used to exercise Council functions.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3qt8R19
Register of Government Contracts.	A register of contracts awarded by Broken Hill City Council valued at \$150,000 or more.	Council's website www.brokenhill.nsw.gov.au – or alternatively click here https://bit.ly/3qw8YsW

8.1.1 Information about Council		
Document/Record Type	Description	How to Access
Disclosure Log of Formal (Access) Applications for Information	The <i>GIPA Act</i> requires Council to publish a Disclosure Log that records details of formal requests for information (access applications) where Council considers that the information requested may be of interest to other members of the public.	Council's website www.brokenhill.nsw.gov.au – or alternatively click here https://bit.ly/3wC7uON
The Model Code of Conduct prescribed under Section 440(1) of the <i>Local Government Act 1993</i>	Outlines the conduct obligations of Council officials.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3qrDSCB
Code of Meeting Practice	Summarises the procedures for all Council and Council Committee Meetings.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3qrDSCB
Annual Report inclusive of Annual Financial Statements	Outlines Council's performance and achievements against its key strategies and objectives.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3n7cGHa
Auditor's Reports	Outlines the financial position of Council and is included in the Annual Financial Statements.	Auditor's Reports – see Financial Statements or alternatively click here https://bit.ly/3gVNFyn
Equal Employment Opportunity Management Plan	Policy that outlines the equal employment opportunities within Council.	Informal request for information https://bit.ly/3QW1p8R
Policy concerning the Payment of Expenses incurred by and the Provision of Facilities to Councillors	A policy to ensure that Councillors receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties.	Council's website www.brokenhill.nsw.gov.au – Councillor Support Policy, alternatively click here https://bit.ly/2YF6j15
Annual Reports of bodies Exercising Functions Delegated by Council	\$355 Community Committees provide Annual Reports and are reported to Council and the community.	Council's website www.brokenhill.nsw.gov.au – Council Meeting Business Papers – click here https://bit.ly/3qsPW6r
Any Codes referred to in the <i>Local Government Act 1993</i>	The codes are referenced in Council's Code of Conduct Policy and Code of Meeting Practice Policy	Council's website www.brokenhill.nsw.gov.au – Policies or alternatively click here https://bit.ly/2YDzgh8

8.1.1 Information about Council		
Document/Record Type	Description	How to Access
Returns of Interests of Councillors, Designated Persons and Delegates	Returns of interest are reported to Council each September.	Council's website www.brokenhill.nsw.gov.au – Access to Information – click here https://bit.ly/30qKINX Council Meeting Business Papers – click here https://bit.ly/3qsPW6r
Agendas and Business papers from any meeting of Council or any Committee of Council	Monthly reports to Council Ordinary Meeting including Extraordinary Meetings.	Council's website www.brokenhill.nsw.gov.au – Meetings – click here https://bit.ly/3qsPW6r
Minutes of any meeting of Council or any Committee of Council	Minutes recording the records of any meeting of Council or any Committee of Council, inclusive of adopted recommendations by Council.	Council's website www.brokenhill.nsw.gov.au – Meetings – click here https://bit.ly/3qsPW6r
Land Register	A register of all lands vested in Council, or under its control.	Informal request for information https://bit.ly/3OW1p8R
Register of Investments	A written report setting out details of all monies that have been invested under Section 625 (2) of the <i>Local Government Act 1993</i> , and reported to Council monthly.	Council's website www.brokenhill.nsw.gov.au Council - "Meetings", "Minutes and Agendas". Click here https://bit.ly/3qsPW6r
Register of Delegations	A register of the functions delegated to the Mayor, General Manager, and to Council staff, which is adopted each term of Council.	Council's website www.brokenhill.nsw.gov.au Access to Information – Click here https://bit.ly/30qKINX
Register of Graffiti Removal Works	A register containing records of graffiti removal works that are maintained in a database.	Informal request for information https://bit.ly/3OW1p8R
Register of current Declarations of Disclosures of Political Donations	A register containing information regarding disclosures of political donations.	Informal request for information https://bit.ly/3OW1p8R
Register of Voting on Planning Matters	Documents containing information of voting on planning matters available for viewing by members of the public – Council Business Paper (Resolution of Council) or NSW Regional Planning Panel.	Council's website www.brokenhill.nsw.gov.au or alternatively Council Business Paper https://bit.ly/3qsPW6r Or NSW planning portal www.planningportal.nsw.gov.au

8.1.2 Plans and Policies		
Document/Record Type	Description	How to Access
Local Policies adopted by Council concerning approvals and orders	Provide guidance for those participating in the local approvals process and specify criteria which Council will take into consideration in determining applications for approval under the <i>Local Government Act 1993</i> . Criteria to be considered before issuing certain order under section 124 of the <i>Local Government Act</i> .	Council's website www.brokenhill.nsw.gov.au Policies - Local Approvals Policy and Local Orders Policy – Click here https://bit.ly/3F7afdR
Plans of Management for Community Land	Outlines the plans in the management of Broken Hill City Council.	Informal request for information https://bit.ly/3OW1p8R
Environmental Planning Instruments, Development Control Plans and Contribution Plans	The principal legal documents for controlling all development within Broken Hill City Council.	Council's website www.brokenhill.nsw.gov.au or click here https://bit.ly/3ol6CKr

8.1.3 Information about Development Applications		
Document/Record Type	Description	How to Access
Register of Development Applications Lodged and Determined	A register listing the full details of Development Applications lodged and determined.	Informal request for information – Development Applications after 1 July 2010 https://bit.ly/3OW1p8R Formal request for information – Development Applications prior to 1 July 2010 https://bit.ly/3ixFrNv Or Council's website www.brokenhill.nsw.gov.au - DA Tracker – Click here https://bit.ly/3F8exBF
Environmental Planning Instruments, Development Control Plans and Contribution Plans	The legal documents and frameworks for controlling all development within Broken Hill City Council municipality.	Council's website www.brokenhill.nsw.gov.au – Click here https://bit.ly/3D4ujql

8.1.3 Information about Development Applications		
Document/Record Type	Description	How to Access
Development Applications and associated documents including, but not limited to: Application Form, Determination and Conditions, Officer's Delegated Authority report, Statement of Environmental Effects, Plans (excluding floor plans), Construction and Occupation Certificates, Home Warranty Insurance documents, Acoustic Consultants' reports, Structural Certification documents, Heritage Consultants' reports, Land Contamination reports, Tree Inspection Consultants' reports	Development and Construction application files and associated documents.	<p>Informal request for information – Development Applications after 1 July 2010 https://bit.ly/3OW1p8R</p> <p>Formal request for information – Development Applications prior to 1 July 2010 https://bit.ly/3ixFrNv</p> <p>Or</p> <p>Council's website: DA Tracker - Click here https://bit.ly/3F8exBF</p>
Submissions received on Development Applications	Responses by individuals providing their comments in relation to the Development Application.	<p>Informal request for information – Development Applications after 1 July 2010 https://bit.ly/3OW1p8R</p> <p>Formal request for information – Development Applications prior to 1 July 2010 https://bit.ly/3ixFrNv</p> <p>Council's website: www.brokenhill.nsw.gov.au - DA Tracker - Click here https://bit.ly/3F8exBF</p> <p>Note: Council considers the balance test for public interest in protecting the personal information of submitters.</p>
Records of decisions on Development Applications including decisions on appeals	A record of all development applications received and determined by Council.	<p>Informal request for information – Development Applications after 1 July 2010 https://bit.ly/3OW1p8R</p> <p>Formal request for information – Development Applications prior to 1 July 2010 https://bit.ly/3ixFrNv</p> <p>Council's website: www.brokenhill.nsw.gov.au - DA Tracker - Click here https://bit.ly/3F8exBF</p>

8.1.4 Approvals, Orders and Other Documents		
Document/Record Type	Description	How to Access
Applications for approvals under section 68 of the LG Act	Applications and associated documents received for approval under Section 68 of the <i>Local Government Act</i> .	Informal request for information https://bit.ly/3OW1p8R
Applications for approvals under any other Act and any associated document	Application regarding approval other than Development Application.	Informal request for information https://bit.ly/3OW1p8R
Records of approvals granted or refused, any variation from Council Policies reasons for the variation and decisions made on appeals concerning approvals	A record of approvals granted or refused for specific approvals other than development applications.	Informal request for information https://bit.ly/3OW1p8R
Orders given under Part 2 of Chapter 7 of the <i>Local Government Act 1993</i> and any reasons given under Section 136 of the <i>Local Government Act 1993</i>	Order issued and complied with under section 124 of the <i>Local Government Act</i> .	Informal request for information https://bit.ly/3OW1p8R
Orders given under the Authority of any other Act	Order issued and complied with under the authority of other Acts.	Informal request for information https://bit.ly/3OW1p8R
Records of Building Information Certificates (Building Certificates) under the <i>Environmental Planning and Assessment Act 1979</i>	Record of Building Information Certificates (Building Certificates) issued under the <i>Environmental Planning & Assessment Act 1979</i> .	Informal request for information https://bit.ly/3OW1p8R Copies of Building Certificates are subject to a fee as per Council's Schedule of Fees and Charges
Plans of land proposed to be compulsorily acquired by Council	A plan on authority that is exercised by Council in Compulsory acquiring land.	Informal request for information https://bit.ly/3OW1p8R
Compulsory Acquisition Notices	A notice relating to a specific site which is to be compulsorily acquired.	Informal request for information https://bit.ly/3OW1p8R
Leases and Licenses for use of Public Land classified as Community Land.	Leases and Licenses for use of Public Land classified as Community Land.	Informal request for information https://bit.ly/3OW1p8R

8.2 Authorised Proactive Release Information

The *GIPA Act* encourages Council to go beyond the minimum mandatory disclosure requirement, unless there is an overriding public interest against disclosure. This is a discretionary power to release information in any manner considered appropriate, free of charge or at the lowest reasonable cost.

Council will make the following information of public interest available on the website where possible, as part of authorised proactive release.

8.2.1 Administration and Governance		
Document/Record Type	Description	How to Access
Community Strategic Plan (CSP)	Plan outlines the community's aspirations and main priorities for the future.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3H99Fy9
Delivery Program inclusive of Operational Plan	Details the principal activities to be undertaken by Council to implement the strategies in the Community Strategic Plan.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3Dd58Zc
Progress reports on Delivery Program	Reports on progress of the activities and actions detailed in the Delivery Program.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3F70uMK
Long Term Financial Plan	Inclusion in Resourcing Strategy for the provision of resources required to implement the CSP.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3DlAhu
Workforce Management Plan	Inclusion in Resourcing Strategy for the provision of resources required to implement the CSP.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3n9EFGm
Approved Council strategies and plans	Plans/documents used in connection with the functions.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3wRMvYt
Disability Inclusion Action Plan (DIAP)	Outlines Council's commitment to improving opportunities for people with a disability of all ages to access the full range of services and activities available in the community.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3oswAfo
Progress report on Disability Inclusion Action Plan	Reports on progress of the activities and actions detailed in the Disability Inclusion Action Plan.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3oswAfo

8.2.1 Administration and Governance		
Document/Record Type	Description	How to Access
Reconciliation Action Plan (RAP)	Council looks to have a greater relationship with Aboriginal and Torres Strait Islander people, enhance our connections and encourage influence within the scope of the RAP.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3wDJYAQ
State of the Environment Reports (SOE)	Report on environmental activities and indicators undertaken to enhance and protect the local environment.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3oogH9G
End of Term Report	Report on Council's achievements in implementing the CSP over the term of the Council (4 years).	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3CcrDfg
Community Management Committees	Delegated authority to manage some of Council facilities and functions.	Council's website: www.brokenhill.nsw.gov.au – Section 355 Community Committees – or alternatively click here https://bit.ly/3F71kJo
Schedule of Fees and Charges	Pricing policy – fees and charges for the current financial year.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3op1OUq

8.3 Informal Release

Access to information that is not available as mandatory or authorised proactive release may be provided through discretionary release.

Council is authorised to release information unless there is an overriding public interest against disclosure. Informal release can enable the release of as much information as possible, however Council is also authorised to redact content from information released, if its inclusion would otherwise result in an overriding public interest against disclosure.

Applications can be made to Council by submitting an Informal Request for Information. The *GIPA Act* does not set a limit for the processing of informal requests for information, therefore these requests are balanced against the other duties for which the Governance team is responsible and can take up to 20 working days to finalise.

8.4 Formal Access Applications

A formal access application is required to be submitted if the information being sought:

- Is not available via proactive or informal release;
- Is of a sensitive nature that requires careful weighing of the considerations in favour of, and against, disclosure;
- Contains personal or confidential information about a third party that may require consultation; or
- Would involve an unreasonable amount of time and resources to produce.

Applications must be made to Council by:

- Submitting the Formal Request for Information Form, together with the application fee (\$30). Additional processing charges may be applicable at a rate of \$30 per hour;
- Specify clearly that it is made under the *GIPA Act*;
- Provide sufficient detail to enable Council to identify the information requested; and
- Include an Australian postal address

Note: An application will be invalid if it seeks access to excluded information of Council or does not meet the formal requirements for an access application.

Council will advise the applicant within 20 working days of receipt of the request of its decision to provide information and in cases where the applicant is aggrieved by Council's determination, an appeal may be lodged. Information on how this may be done will be included with Council's determination notice.

9. OTHER GOVERNMENT OPEN DATA

In Australia, there are many other open data initiatives. Open data are large datasets available to anyone with an internet connection.

The **federal government** open data portal can be accessed via data.gov.au

Data.gov.au is a centralised source of Australian open government data. In addition to government data, publicly funded research data and datasets from private institutions that are of public interest can also be found here.

The **NSW government** portal can be accessed via data.nsw.gov.au

Data. NSW aims to increase the safe use of data across NSW government, to support better customer service, policy development, responsiveness, and innovation.

10. HOW DO I CONTACT COUNCIL

HOW?	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300
FAX	08 8088 3424
EMAIL	council@brokenhill.nsw.gov.au
OPENING HOURS	9.00 am to 4pm Monday to Friday

10.1 Contact

For specific information or enquiries regarding access to information at Broken Hill City Council, please contact:

The Public Officer
PO Box 448
Broken Hill NSW 2880
Phone: 08 8080 3300
Email: council@brokenhill.nsw.gov.au

If you wish to learn more about your right to information, please contact the Information and Privacy Commission at www.ipc.nsw.gov.au

BROKEN HILL
CITY COUNCIL

www.brokenhill.nsw.gov.au



www.brokenhill.nsw.gov.au