



BUSINESS PAPER

Policy and General
Committee Meeting

Council Chambers
22 March 2023

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, 22 March 2023** 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, February 15, 2023.

**MINUTES OF THE POLICY AND GENERAL COMMITTEE MEETING HELD
WEDNESDAY, FEBRUARY 15, 2023 (5.30PM)**

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

Councillor A. Chandler.

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

Media (nil), Members of the Public (nil)

APOLOGIES: Nil.

LEAVE OF ABSENCE

APPLICATIONS: Councillor J. Hickey (Deputy Mayor) has pre-approved leave of
absence due to travel to attend the Australian Mining Cities Alliance
Meeting in Canberra, as per Council Resolution Minute No. 47070.

Procedural Motion

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

That the Committee notes Councillor Hickey's pre-approved leave of absence

CARRIED UNANIMOUSLY

PRAYER

Councillor Boland delivered the Prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Jewitt delivered the Acknowledgement of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

Councillor Browne delivered the Acknowledgement of Broken Hill's Mining History.

MINUTES FOR CONFIRMATION

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Hayley Jewitt

That the Minutes of the Policy and General Committee meeting held Wednesday December 14, 2022 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Mayor Kennedy declared a non-pecuniary interest in Confidential Report No. 22/23 as he is a friend of the applicant, and advised that he will leave the Council Chambers whilst the item is considered.

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 19/23 - DATED FEBRUARY 02, 2023 - 2022-2026 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 31 DECEMBER 2022, INCLUSIVE OF OPERATIONAL PLAN 2022/2023 OUTCOMES D23/5534

After moving the motion and during discussion of Item 1, Councillor Jewitt left the Council Chambers temporarily at 5:42pm and returned at 5:44pm during which time the motion was put to the vote and carried.

Councillor Jewitt was absent for the vote of Item 1.

Recommendation

Moved Councillor Hayley Jewitt, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 19/23 dated February 2, 2023, be received.
2. That Council receive the 2022-2026 Delivery Program inclusive of 2022/2023 Operational Plan outcomes Key Performance Indicators Progress Report for period ending 31 December 2022.
3. That the 2022-2026 Delivery Program inclusive of 2022/2023 Operational Plan outcomes Key Performance Indicators Progress Report for period ending 31 December 2022 be placed on Council's website.

CARRIED UNANIMOUSLY

2. BROKEN HILL CITY COUNCIL REPORT NO. 20/23 - DATED FEBRUARY 02, 2023 - QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED DECEMBER 2022 D23/5496

Recommendation

Moved Councillor Michael Boland, Seconded Councillor Hayley Jewitt

1. That Broken Hill City Council Report No. 20/23 dated February 2, 2023, be received.
2. That the 2nd Quarterly Budget Review Statement and recommendations be adopted.
3. That Council note the projected 2022/23 operating deficit (before capital) of \$2,125,000.
4. That Council note the 2021/22 projected net capital budget expenditure of \$22,823,000.

CARRIED UNANIMOUSLY

MATTER OF URGENCY

Mayor Kennedy sought a motion from the Committee to consider an urgent matter regarding the Valuer General's land valuations that have recently been delivered to property owners in the City.

Matter of Urgency

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

That a matter of urgency regarding the Valuer General's land valuations for properties in the City be heard.

CARRIED UNANIMOUSLY

3. GENERAL BUSINESS NO. /23 - DATED FEBRUARY 16, 2023 - MATTER OR URGENCY - VALUER GENERAL'S LAND VALUATIONS FOR PROPERTIES IN THE CITY D23/8709

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

1. That General Business No. /23 dated February 16, 2023, be received.
2. That correspondence be sent to the Valuer General's Office, Roy Butler MP, the appropriate Minister and Shadow Minister objecting to the City's latest valuations and pointing out the grave mistakes made and the implications the inconsistencies will cause to rate disparity.

3. That the General Manager provides a report to the February Council Meeting regarding rates disparity across the City.

CARRIED UNANIMOUSLY

Procedural Motion

Moved Councillor Marion Browne, Seconded Mayor Tom Kennedy

That the meeting be closed to the public in accordance with *Section 10A(2) of the Local Government Act 1993* in order for the Committee to consider the confidential reports in closed session.

CARRIED UNANIMOUSLY

The livestream of the meeting ceased at 5:59pm (no members of the public or media were present).

CONFIDENTIAL MATTERS

4. BROKEN HILL CITY COUNCIL REPORT NO. 21/23 - DATED FEBRUARY 01, 2023 - REQUEST FOR TENDER T22/15 - ADMINISTRATION OF THE 2024 BROKEN HILL LOCAL GOVERNMENT ELECTION - CONFIDENTIAL

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

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Hayley Jewitt

1. That Broken Hill City Council Report No. 21/23 dated February 1, 2023, be received.
2. That Council notes the advice received from the Office of Local Government regarding the administration of the 2024 Local Government elections and that Council must make a decision by 13 March 2023 on how their ordinary elections in September 2024 are to be administered.
3. That Council award Tender T22/15 for the administration of the 2024 Local Government elections to the NSW Electoral Commissioner for total cost of \$207,113 ex GST
4. Pursuant to s.296(2) and (3) of the *Local Government Act 1993* (NSW) ("the Act") that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council.
5. Pursuant to s. 296(2) and (3) of the Act, as applied and modified by s.18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council.
6. Pursuant to s. 296(2) and (3) of the Act, as applied and modified by s.18, that a constitutional referendum arrangement be entered into by contract for the

Electoral Commissioner to administer all constitutional referenda of the Council.

CARRIED UNANIMOUSLY

5. BROKEN HILL CITY COUNCIL REPORT NO. 22/23 - DATED FEBRUARY 07, 2023 - CEMETERY OPERATIONS - CLAIM OF INTERMENT RIGHT OWNERSHIP - CONFIDENTIAL

(General Manager's Note: This report considers personal details around financial management of an interment right and is deemed confidential under Section 10A(2) (b) of the Local Government Act, 1993 which contains matters that will involve the discussion of the personal hardship of any resident or rate payer).

The Mayor declared an interest in item 5 and left the Council Chambers at 6:01pm.

Motion

Moved Councillor Marion Browne

1. That Broken Hill City Council Report No. 22/23 dated February 7, 2023, be received.
2. That Broken Hill City Council notes and acknowledges that records are missing from this time and that there is no clear evidence supporting or denying Mr William Dewsberry purchased the Interment Right; therefore, granting the Interment Right to Mr Dewsberry following the provision of a Statutory Declaration that states that the Exclusive Rights Certificate could not be found by Mr Dewsberry and the relationship between the deceased and Mr Dewsberry.

LAPSED
(No Seconder)

Prior to the motion being put to the vote, Councillor Boland foreshadowed a motion should the motion on the table be lost, to grant Mr Dewsberry a waiver of the Interment Right fee of \$833.00, after a twenty-eight (28) day public exhibition period as per Section 356 of the Local Government Act 1993.

Recommendation

Moved Councillor Michael Boland, Seconded Councillor Hayley Jewitt

1. That Broken Hill City Council Report No. 22/23 dated February 7, 2023, be received.
2. That Broken Hill City Council grants Mr Dewsberry a waiver of the Interment Right fee of \$833.00, after a twenty-eight (28) day public exhibition period as per Section 356 of the *Local Government Act 1993*.

CARRIED

FOR: Councillors Boland, Jewitt and Algate
AGAINST: Councillor Browne

Procedural Motion

Moved Councillor Michael Boland, Seconded Councillor Hayley Jewitt

That the meeting resumes in open session.

CARRIED UNANIMOUSLY

Mayor Kennedy returned to the Council Chambers at 6:11pm.

CONCLUSION OF THE MEETING

There being no further business for the Committee to consider, the meeting was declared closed at 6:11pm.

The foregoing minutes were read and confirmed at the Policy and General Committee meeting held on 22 March 2023.

Chairperson

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 46/23 - DATED MARCH 08, 2023 - DELEGATION OF FUNCTIONS - TEMPORARY TRAFFIC MANAGEMENT AND TEMPORARY PEDESTRIAN WORKS DELEGATION AND AUTHORISATION TO COUNCIL FROM TRANSPORT FOR NSW (D23/12798)..... 11
2. BROKEN HILL CITY COUNCIL REPORT NO. 47/23 - DATED MARCH 14, 2023 - ADOPTION OF THE DRAFT REVISED CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY (D23/14049) 22
3. BROKEN HILL CITY COUNCIL REPORT NO. 48/23 - DATED MARCH 04, 2023 - ADOPTION OF DRAFT AGENCY INFORMATION GUIDE (D23/12227) 29
4. BROKEN HILL CITY COUNCIL REPORT NO. 49/23 - DATED FEBRUARY 16, 2023 - ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION (D23/8692) 59
5. BROKEN HILL CITY COUNCIL REPORT NO. 50/23 - DATED FEBRUARY 24, 2023 - PROMOTION OF BROKEN HILL AT CARAVAN AND CAMPING SHOWS (D23/10224) 134
6. BROKEN HILL CITY COUNCIL REPORT NO. 51/23 - DATED FEBRUARY 17, 2023 - DRAFT BROKEN HILL LIVEABILITY STRATEGY FOR PUBLIC EXHIBITION (D23/9150) 138
7. BROKEN HILL CITY COUNCIL REPORT NO. 52/23 - DATED MARCH 09, 2023 - INVESTMENT REPORT FOR FEBRUARY 2023 (D23/13012) 228
8. BROKEN HILL CITY COUNCIL REPORT NO. 53/23 - DATED FEBRUARY 28, 2023 - RE-ESTABLISH CENTRAL BUSINESS DISTRICT ALCOHOL-FREE ZONE (D22/68213) 244
9. BROKEN HILL CITY COUNCIL REPORT NO. 54/23 - DATED FEBRUARY 13, 2023 - NOMINATION FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVE TO SECTION 355 COMMUNITY COMMITTEE (D23/8213) 251
10. BROKEN HILL CITY COUNCIL REPORT NO. 55/23 - DATED MARCH 04, 2023 - MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 15 FEBRUARY 2023 (D23/12231) 255

Report:

Councils have certain functions and duties which they must perform, and certain powers which they may exercise, pursuant to *the Local Government Act 1993* as well as a range of other Acts. In most cases the relevant Acts grant those obligations and powers directly on the Council as a body. It is not practical or efficient for the Council as a body of elected members to perform the many functions or undertake the many duties and activities that are required in the day-to-day administration of the Council's roles and functions.

Delegations are the way in which the Council enables its Officers to undertake these duties on its behalf. Therefore, it is necessary for the Council to take formal steps to delegate the authority to make decisions, perform functions or undertake duties and activities on behalf of Council to the General Manager (this is pursuant to section 377 of the *Local Government Act 1993*).

There are a number of functions under the *Local Government Act 1993 Section 377* that Council cannot delegate. These are matters that Council must determine by resolution.

Sections 377 and 378 read as follows:

377 General power of the council to delegate

- (1) *A Council may, by resolution, delegate to the general manager or any other person to body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:*
- a) The appointment of a General Manager,*
 - b) The making of a rate,*
 - c) A determination under section 549 as to the levying of a rate,*
 - d) The making of a charge,*
 - e) The fixing of a fee,*
 - f) The borrowing of money,*
 - g) The voting of money for expenditure on its works, services or operations,*
 - h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),*
 - i) The acceptance of tenders to provide services currently provided by members of staff of the council,*
 - j) The adoption of an operational plan under section 405,*
 - k) The adoption of a financial statement included in an annual financial report,*
 - l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,*
 - m) The fixing of an amount or rate for the carrying out by the Council of work on private land,*
 - n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the Council for the carrying out of any such work,*
 - o) The review of a determination made by the Council, and not by a delegate of the Council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,*
 - p) The power of the Council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,*

- q) *A decision under section 356 to contribute money of otherwise grant financial assistance to persons,*
 - r) *A decision under section 234 to grant leave of absence to the holder of a civic office,*
 - s) *The making of an application, or the giving of a notice, to the Governor or Minister,*
 - t) *This power of delegation,*
 - u) *Any function under this or any other Act that is expressly required to be exercised by resolution of the Council.*
- (1A) *Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:*
- (a) *The financial assistance is part of a specified program, and*
 - (b) *The program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and*
 - (c) *The program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and*
 - (d) *The program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.*
- (2) *A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.*
- (3) *A council may delegate functions to a joint organisation only with the approval, by resolution, of the board of the joint organisation.*

378 Delegations by the general manager

- (1) *The general manager may delegate any of the functions of the general manager, other than this power of delegation.*
- (2) *The general manager may sub-delegate a function delegated to the general manager by the council to any person or body (including another employee of the council).*
- (3) *Subsection (2) extends to a function sub-delegated to the general manager by the council under section 377(2).*

Under sections 377 and 378 of the *Local Government Act 1993*, Council cannot delegate functions directly to an employee of Council. Rather, this must be done by first delegating to the General Manager who in turn sub-delegates to an employee. The General Manager therefore must be delegated the necessary functions to be able to sub-delegate those functions to an employee.

Temporary Delegations and Authorisations from Transport for NSW to all NSW Councils

Transport for NSW has issued a temporary delegation of its powers under the *Roads Act 1993*, and an authorisation under the *Road Transport Act 2013*, to facilitate more efficient and localised decision making for minor pedestrian and streetscape improvements. The

changes give Councils an alternative approval pathway that is in addition to the existing Local Traffic Committee.

Subject to the conditions set out in the new delegation, Council will be able to design and implement the following:

- Works to enable alfresco dining on a road (where there is no change to the number of continuous travel lanes)
- Continuous footpaths
- Converting existing pedestrian (zebra) crossings to raised pedestrian ('wombat') crossings
- Mid-block treatments to manage vehicle speed including road humps, road cushions, chicanes and slow points
- Pedestrian crossings
- Pedestrian refuges
- No Stopping controls at intersections
- Kerb buildouts to reduce intersection crossing distance or manage vehicle speed (where there is no change to the number of continuous travel lanes)
- Kerb modifications for footpath improvements or tree planting (where there is no change to the number of continuous travel lanes)
- Associated changes to kerbside parking necessary to implement the proposal and to offset any parking impacts.

Novel designs and works are excluded under the delegation. Any novel works, where there are no Transport for NSW standards, technical directions or Austroads guidance available, will be subject to the main delegation, and hence require referral to the Local Traffic Committee.

After exercising the temporary delegation, Council must provide Transport for NSW and NSW Police with a description of the pedestrian work, a copy of the as-built design plans and a copy of the road safety audit if they have established a new pedestrian crossing.

These new temporary delegations and authorisations will assist Council to undertake minor road and pedestrian works without the need for referral to the Local Traffic Committee or Transport for NSW.

Attached to this report is correspondence from the Secretary to Transport for NSW, Mr Rob Sharp; a Guideline to Councils regarding the Temporary Delegation; and the Instrument of Delegation and Authorisation – Traffic Management and Pedestrian Works Temporary Delegation to Councils under the *Roads Act 1993* and the *Road Transport Act 2013*.

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:

Local Government Act 1993, Sections 377-381.

Transport Administration Act 1988, Section 31

Road Transport Act 2013, Section 122

Roads Act 1993, Section 115

Financial Implications:

Annual subscription to Local Government Legal's Delegations Database is \$6,050.00. This expenditure is included in the 2022/2023 Budget.

Attachments

1. Correspondence from Transport for NSW
[↓](#)
2. Transport for NSW Guide to Councils - Traffic Management and Pedestrian Works
[↓](#) Temporary Delegation
3. Transport for NSW Instrument of Delegation and Authorisation - Traffic
[↓](#) Managemet and Pedestrian Works Temporary Delegation

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

Transport for NSW



Mr Jay Nankivell
General Manager
Broken Hill Shire Council

Re: Traffic Management and Pedestrian Works Temporary Delegation

Dear Mr Nankivell

Transport for NSW (TfNSW) is committed to working with local government to improve the prosperity, safety and liveability of our neighbourhoods.

In response to the COVID pandemic, the NSW Government simplified approvals processes for outdoor dining with a range of regulatory changes. Among these changes were regulations allowing rapid creation of on-road space for outdoor dining, and a temporary delegation issued by TfNSW to facilitate temporary pedestrian and cycling areas and lanes.

I have now resolved to delegate further powers to local government to exercise Transport's functions with respect to outdoor dining and a number of low-impact improvements to pedestrian conditions on local roads. The revised instrument of delegation, valid until 2026, is enclosed alongside a guide to explain its use.

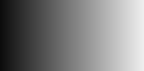
The delegation means all local councils will have the option of carrying out works on local roads without requiring referral to the Local Traffic Committee or TfNSW. This option is contingent on the proposed improvements meeting a number of important safeguards relating to location, design compliance and notification according to well established TfNSW standards, specifications and technical directions, Australian Standards and the Austroads guidelines.

TfNSW continues to provide training, advice and coordination for local government in a range of capacities, including the operation of the Local Traffic Committee. Councils remain welcome to submit any item to the Committee and where the delegation requires to consult with NSW Police and their local TfNSW representatives.

TfNSW will monitor this delegation closely as a trial of changed responsibilities and evaluate the reform with input from local government.

If you have any further questions regarding this delegation, please contact delegated_works@transport.nsw.gov.au.

Sincerely,



Rob Sharp
Secretary
24 February 2023

231 Elizabeth Street, Sydney NSW 2000
PO Box K659, Haymarket NSW 1240

(02) 8202 2200
transport.nsw.gov.au

1



Guide to Councils

Traffic Management and Pedestrian Works Temporary Delegation

The intent of the pedestrian works temporary delegation is to facilitate more efficient and localised decision making.

The pedestrian works selected for this delegation have been identified as opportunities for councils to exercise their understanding of local needs and implement appropriate designs according to well established [Transport for NSW \(TfNSW\) standards, specifications and technical directions](#), Australian Standards and the [Austroads guidelines](#).

The delegation is a trial to help Transport for NSW (TfNSW) evaluate expanded localised decision-making. The information gathered from councils exercising the delegation will inform TfNSW as to whether the delegation requires refinement and will assist shaping longer term traffic management strategies.

The delegation may be revised or revoked at any time.

How to use the delegation

The delegation allows councils to approve and implement selected pedestrian works without needing to seek concurrence, approval or input from TfNSW. Councils do not need to seek the advice of their Local Traffic Committee (LTC).

That said, the delegation does not stop councils seeking additional advice from TfNSW or LTC to implement the selected pedestrian works. It is designed to offer a more streamlined process for decision making.

TfNSW and LTC actively welcome Councils to seek advice or assistance if it is considered useful.

What is being delegated?

Subject to the conditions set out in the delegation, councils will be able to design and implement the following:

- Works to enable alfresco dining on a road (where there is no change to the number of continuous travel lanes)
- Continuous footpaths
- Converting existing pedestrian (zebra) crossings to raised pedestrian ('wombat') crossings
- Mid-block treatments to manage vehicle speed including road humps, road cushions, chicanes and slow points
- Pedestrian crossings (i.e. not at signals)
- Pedestrian refuges

OFFICIAL

- No Stopping controls at intersections
- Kerb buildouts to reduce intersection crossing distance or manage vehicle speed (where there is no change to the number of continuous travel lanes)
- Kerb modifications for footpath improvements or tree planting (where there is no change to the number of continuous travel lanes)
- Associated changes to kerbside parking necessary to implement the proposal and to offset any parking impacts.

Novel designs and works are excluded under the delegation. Any novel works, where there are no TfNSW standards, technical directions or Austroads guidance available, will be subject to existing processes.

Reporting Requirements

The delegation will assist in evaluating whether localised decision making for certain works is a more sustainable and effective model for councils.

The reporting requirement will assist TfNSW to respond to any issues, provide support to councils and evaluate the efficacy of the temporary delegation for long term local traffic management strategy.

When exercising the delegation, council must provide TfNSW and NSW Police:

1. A description of the pedestrian work;
2. A copy of the as-built design plans; and
3. A copy of the road safety audit if establishing a new pedestrian crossing

The information is to be sent to delegated_works@transport.nsw.gov.au.

Further Enquiries

For further questions or information on the delegation please email delegated_works@transport.nsw.gov.au.



INSTRUMENT OF DELEGATION AND AUTHORISATION

TRAFFIC MANAGEMENT AND PEDESTRIAN WORKS TEMPORARY DELEGATION TO COUNCILS

*Roads Act 1993
Road Transport Act 2013*

On behalf of Transport for NSW, I, Rob Sharp, Secretary of the Department of Transport:

- a) **DELEGATE** under section 31(1) of the *Transport Administration Act 1988* (the 'Act') and all other enabling powers, the functions set out in **Schedule 1** to the councils set out in **Schedule 2**, and
- b) **AUTHORISE** those delegates, under section 31(2) of the Act, to sub-delegate the functions set out in **Schedule 1** to the persons set out in **Schedule 3**,

subject to the conditions set out in **Schedule 4**.

A failure to comply with the conditions set out in **Schedule 4** renders the delegation inoperative with respect to the works being undertaken.

In addition, I **AUTHORISE** under section 122(b) of the *Road Transport Act 2013*, the councils set out in **Schedule 2**, to install or display (or interfere with, alter or remove) any prescribed traffic control device as set out in the TfNSW "*Traffic Signs Database*" and indicated as "*Delegated to Council for Authorisation – Yes*", required to give effect to this delegation, including any portable traffic control lights, but NOT any internally illuminated traffic control device.

This delegation and authorisation commences on the date it is made and will continue in force until 30 June 2026 unless revoked earlier.



Rob Sharp
Secretary
Department of Transport

Date: 24 February 2023

SCHEDULE 1 - FUNCTIONS

The functions and powers of Transport for NSW under section 115(2) of the *Roads Act 1993* to regulate traffic on a public road for purposes other than those set out in section 115(3), being the following types of pedestrian works:

- Works to enable alfresco dining on a road (where there is no change to the number of continuous travel lanes)
- Continuous footpaths
- Converting existing pedestrian (zebra) crossings to raised pedestrian ('wombat') crossings
- Mid-block treatments to manage vehicle speed including road humps, road cushions, chicanes and slow points
- Pedestrian crossings
- Pedestrian refuges
- No Stopping controls at intersections
- Kerb buildouts to reduce intersection crossing distance or manage vehicle speed (where there is no change to the number of continuous travel lanes)
- Kerb modifications for footpath improvements or tree planting (where there is no change to the number of continuous travel lanes)
- Associated changes to kerbside parking necessary to implement the proposal and to offset any parking impacts.

SCHEDULE 2 - DELEGATES

A council constituted under the *Local Government Act 1993*.

SCHEDULE 3 – SUB-DELEGATES

The general manager of a council, or an employee of the council.

SCHEDULE 4 - CONDITIONS

1. A delegate or its sub-delegates may only exercise the functions in schedule 1:
 - (a) On public roads within the local government area under the *Local Government Act 1993* for which the delegate is the roads authority;
 - (b) On unclassified roads with a speed limit of 50km/h or less;
 - (c) Not on or within 50 metres of a directly adjacent road on which a regular light rail service operates;
 - (d) Not on a road or intersection, or within 10 metres of a road or intersection, on or through which a regular bus service operates;
 - (e) Not within 100 metres of traffic lights; and
 - (f) Not on a road to which a clearway applies.
2. Delegates must use any relevant Transport for NSW established standards, specifications and Technical Directions, and the relevant Austroads guidelines and Australian Standards when designing and implementing the selected pedestrian works. Any novel designs or works where there are no established standards, technical directions or guidelines are to be dealt with under existing processes and are not subject to this delegation.

3. Delegates must submit a record of the works undertaken to TfNSW and NSW Police for information and reporting purposes. In the case of a new pedestrian crossing the record of works must include a copy of a road safety audit.

POLICY AND GENERAL COMMITTEE

March 14, 2023

ITEM 2**BROKEN HILL CITY COUNCIL REPORT NO. 47/23**

SUBJECT: **ADOPTION OF THE DRAFT REVISED CIVIC AND CEREMONIAL
FUNCTIONS AND REPRESENTATION POLICY** **D23/14049**

Recommendation

1. That Broken Hill City Council Report No. 47/23 dated March 14, 2023, be received.
2. That Council adopts the draft revised Civic and Ceremonial Functions and Representation Policy as a Policy of Council.
3. That Council notes that the adoption of the draft revised Civic and Ceremonial Functions and Representation Policy will supersede the 2017 Civic and Ceremonial Functions and Representation Policy.

Executive Summary:

Council's Civic and Ceremonial Functions and Representation Policy was adopted by Council in 2017 and has been reviewed as part of an organisation wide review of Council's Policy Register, currently underway to ensure that all Council strategic policies are updated to comply with current legislation and industry model codes, guidelines and best practice and also reflect any changes in technology or service delivery.

Report:

Council's Executive Leadership Team has commenced a review of Council's Policy Register to ensure strategic policies comply with current legislation and align with the Office of Local Government's (OLG) model codes, guidelines and best practice for Local Government and reflect any changes in technology or service delivery.

Council's Civic and Ceremonial Functions and Representation Policy (last adopted in 2017) which outlines the various type of events hosted by Broken Hill City Council and the protocols and procedures involved, along with the role of the Mayor/Deputy Mayor and elected representatives at these functions and events as well as at external events held within the Broken Hill Local Government area where representation from Council is required.

The policy also provides clear direction and guidance for Council's communication and engagement processes.

The following amendments have been made to the Policy:

- Include the reference to "Civic Receptions" as an event type.
- Update staff titles throughout the Policy.
- Update the Acknowledgement of Country to the wording adopted by Council for use at the commencement of Council and Standing Committee Meetings and other Council events.

- Provide a link to the online application form for the Mayor's attendance at external functions and remove the previous hard copy form.

The draft revised Civic and Ceremonial Functions and Representation Policy is now presented to Council for consideration of adoption, which if adopted will supersede the 2017 Civic and Ceremonial Functions and Representation Policy.

Community Engagement:

Due to the amendments being of a minor nature and which reflect current adopted practice, it is recommended that the Policy be adopted as per Section 335(d) of the *Local Government Act 1993*.

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:

Local Government Act 1993 Sections 226, 231 and 335(d)
Australian Citizenship Act 2007 (Cth)
Australian Citizenship Regulations 2007(Cth)

Financial Implications:

Nil.

Attachments

1. [↓](#) draft revised Civic and Ceremonial Functions and Representation Policy

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER



DRAFT CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY

QUALITY CONTROL		
TRIM REFERENCES	12/14 – D17/35399	
RESPONSIBLE POSITION	General Manager	
APPROVED BY	Council resolution	
REVIEW DATE	March 2025	REVISION NUMBER 2
EFFECTIVE DATE	ACTION	MINUTE NUMBER
26 July 2017	Public Exhibition	45585
27 September 2017	Adopted	45637

1. INTRODUCTION

This policy outlines the civic and ceremonial functions and events hosted by Broken Hill City Council and the protocols and procedures that surround them. The policy details the role of the Mayor and elected representatives at these functions and events as well as at external events held within the Broken Hill Local Government Area where representation from Council is required.

This policy aims to provide clear direction and guidance for Council's communication and engagement processes.

2. POLICY OBJECTIVE

Civic and ceremonial functions and events foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride and spirit.

This policy identifies considerations in the management of Council functions and receptions or when requesting the presence of the Mayor or a Councillor representative at an external function or event.

3. POLICY SCOPE

This policy applies to all events organised by Broken Hill City Council staff and its representatives.

4. DEFINITIONS

Civic and ceremonial functions - official events/functions that are held for celebratory, ritual, recognition or commemorative purposes.

Mayoral representation - occasions when the Mayor represents, or is requested to represent, Council at events and functions.

5. POLICY STATEMENT

Throughout the year, Council hosts a number of civic and ceremonial functions, as well as other functions and receptions as the need arises. These occasions seek to foster strong relationships between the community and Council, recognise and celebrate individual and community achievements and promote community pride and connection.

Council's General Manager has the delegated authority to determine the format of the functions and all other arrangements for functions, receptions and ceremonies in liaison with the Mayor or the Mayor's delegated representative.

Broken Hill City Council's Civic Reception program includes, but is not limited to, the following:

- **Citizenship** will be conducted on three times per year, January (Australia Day), May and September (Citizenship Day) (or as required) in accordance with the Australian Citizenship Ceremonies Code.
- **Australia Day** celebrations and activities include a Citizenship Ceremony and the Australia Day Civic Awards. The Australia Day Awards recognise individuals and organisations in the Broken Hill Local Government Area that have made outstanding contributions to the community and/or have had significant achievements.
- **Broken Hill City Council Awards** are part of the Community Assistance Grants Policy and is provided to all local schools to put towards presentation night academic awards. The Mayor and/or Deputy Mayor are invited to present these awards.
- **Flag Raising Ceremonies** are held to acknowledge and show respect to either a country's national day or to a nationality on a significant day relevant to them.
- **Ministerial and other Official Government Delegations** Council may host visits to the Broken Hill Local Government Area by State and Federal Government Ministers. The Mayor, in consultation with the General Manager, may decide to host a Ministerial visit. The Mayor in consultation with the General Manager will approve a program that fulfils the objective of the visit.
- **Civic Receptions, Official Openings and Launches** will be hosted by the Mayor to commemorate openings and launches of Council services, parks, facilities, exhibitions and other activities as determined by the Mayor in consultation with the General Manager. The invitation list shall be at the discretion of the Mayor and General Manager.

Council functions and events are organised by Council's Events Team and it is standard protocol for them to issue invitations to Federal and State Members of Parliament, the Mayor, General Manager, Councillors and Executive Leadership Team. The nature, purpose and size of the occasion will indicate the categories of persons who should be included on the guest list. The Mayor and General Manager will have final approval.

Invitations should, ideally, be sent at least three weeks before the event. Invitations generally include partners when the function/event is outside normal business hours, or involves guests accompanied by partners.

Council's Event Plan is available from Council's Events Team.

8.6. CEREMONIAL REQUESTS TO THE MAYORAL OFFICE

From time to time, requests are received for the Mayor to preside, or represent the Council, at public ceremonial functions and events. The Mayor will review all requests in consultation with the General Manager.

To request the Mayor's attendance, the Broken Hill City Council Mayoral Request Form is to be completed and submitted to the Executive Support [Officer Team](#). The Mayoral Request Form is available from the Executive Support [Officer Team](#) or Council's website. The form should be received at least one month before the event to allow for sufficient preparation.

9.7. MAYORAL REPRESENTATION

It is the role of the Mayor to carry out the civic and ceremonial functions of the Mayoral Office. The Mayor may choose to wear the Mayoral chain when representing the Office of the Mayor. Acceptance of invitations is at the Mayor's discretion.

The Mayor can request that another Councillor undertake the civic and ceremonial functions of the Mayoral Office as his/her representative.

The Mayoral chain is not to be worn by other elected Councillors, Council staff or citizens, with the exception of the Deputy Mayor, if standing in for the Mayor and the Mayor for the Day nominated student.

The Mayoral chain will be stored in a secure location at the direction of, and as determined by the General Manager.

The General Manager will be responsible for ensuring the maintenance of the Mayoral chain and for arranging the necessary delivery to, and collection from the Mayor promptly after use.

The Mayoral chain must not be left unattended when not stored in a secure Council location.

10.8. SPEECHES

The Mayor should be given the opportunity to be the first speaker. An indication of the time available and the subject matter should be noted on the Mayoral Request Form, which includes a section dedicated to speech requirements. If the Mayor is not expected to speak, the speaker(s) should acknowledge his/her presence.

All speech requests must be submitted via the Broken Hill City Council Mayoral Request Form at least one month prior to the event to Council's Executive Support Officer team. The event/function running order and a list of attending dignitaries will be required one week before the event. Speech writing, distribution and approvals are coordinated through the General Manager's Office.

11.9. PRECEDENCE OF THE MAYOR

The Office of the Mayor is that of the First Citizen of Broken Hill and representative of the people of the area. In recognition of that role, where applicable, the Mayor should be included in the official party and official seating.

The Mayor of the area in which the function is being held takes precedence over both Federal and State Members of Parliament. At such an event, the Mayor presents both Members to visitors to the area. However, the Mayor may take lower precedence where the function is not a formal event.

12.10. ABORIGINAL CEREMONIES AND ACKNOWLEDGEMENTS

Local Government acknowledges Aboriginal and Torres Strait Islander people as the traditional owners of their lands by including Aboriginal people in official Council ceremonies using local customary protocols such as 'Welcome to Country' and by encouraging the flying of the Aboriginal and Torres Strait Islander flags.

The traditional custodians of the land of the Broken Hill Local Government Area are the Wilyakali People of the Barkindji Nation.

Where possible, **Welcome to Country** should be included at official events attended by members of the public, representatives of governments and/or the media, including (but not limited to): commemorations and major festivals, major launches of Government policies and programs, conferences held or sponsored by government agencies, international events held in Australia of which a government agency is an organiser or sponsor, Citizenship ceremonies and major and international sporting events.

A Welcome to Country occurs at the beginning of a formal event and can take many forms including singing, dancing, smoking ceremonies or a speech in traditional language or English. A Welcome to Country is delivered by Traditional Owners, or Aboriginal and Torres Strait Islander people who have been given permission from Traditional Owners, to welcome visitors to their Country.

Acknowledgement of Country is where other people acknowledge, and show respect for, the Traditional Custodians of the land on which the event is taking place. This acknowledgement is a sign of respect and should be conducted at the beginning of a meeting, event or ceremony. Acknowledgement of Country may also take place when traditional Elders are not available to provide an official Welcome to Country. ~~The~~For appropriate wording ~~to for use is~~; ~~seek advice from the General Manager's Office~~.

"We acknowledge the traditional owners of the land upon which we meet today, the land of the Wilyakali People, and pay our respects to their elders; past ~~and~~ present and emerging".

The **Smoking Ceremony** is to be conducted by Aboriginal people with specialised cultural knowledge. The ceremony aims to cleanse the space in which the ceremony takes place. Given the significant nature of the ceremony, smoking ceremonies are usually only performed at major events.

13.11. RELEVANT LEGISLATION :

- *Australian Citizenship Act 2007 (Cth)*
- *Australian Citizenship Regulations 2007 (Cth)*
- *Section 226, Local Government Act 1993*
- *Section 231, Local Government Act 1993*

14.12. RELATED POLICIES AND PROCEDURES:

- *Media Relations Policy*
- *Community Assistance Grants Policy*
- *Special Request for the Mayor's Attendance – Online Application Form (D19/6273)*
<https://www.brokenhill.nsw.gov.au/Council/Forms/Special-Request-for-the-Mayors-Attendance>

POLICY AND GENERAL COMMITTEE

March 4, 2023

ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 48/23****SUBJECT: ADOPTION OF DRAFT AGENCY INFORMATION GUIDED23/12227****Recommendation**

1. That Broken Hill City Council Report No. 48/23 dated March 4, 2023, be received.
2. That Council adopt the Draft Agency Information Guide.

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

Council resolved at its ordinary meeting held 14 December 2022 to release the reviewed Draft Agency Information Guide to the Information Commissioner for review and comment.

A response has now been received (attached) and the feedback attached is intended to assist Council when it next reviews its Agency Information Guide.

Council takes initiative for proactive release of information unless there is an overriding public interest against disclosure. As per the Information and Privacy Commission's advice, it is recommended to develop a strategy to inform members of the public the process for ensuring information is proactively released.

Accordingly, Council's current Operational Plan 2022/2023 includes the following action to be completed by 30 June 2023.

Key Direction 4: Our Leadership

Strategy: 4.1.5 Support the organisation to operate within its legal framework

Acton: 4.1.5.2 Develop and implement a Proactive Release Strategy to assist in

Council's approach to authorized proactive release and promotion of open government

It is recommended that Council adopt the Draft Agency Information Guide as presented and that any future guidance and comment received from the Information Commissioner be considered during future reviews of the Agency Information Guide. The next review is scheduled for November 2023, or earlier in the event of any significant changes occurring.

Community Engagement:

Council Business Paper – Council Meeting 21 December 2022

Council Business paper – Council Meeting 29 March 2023

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

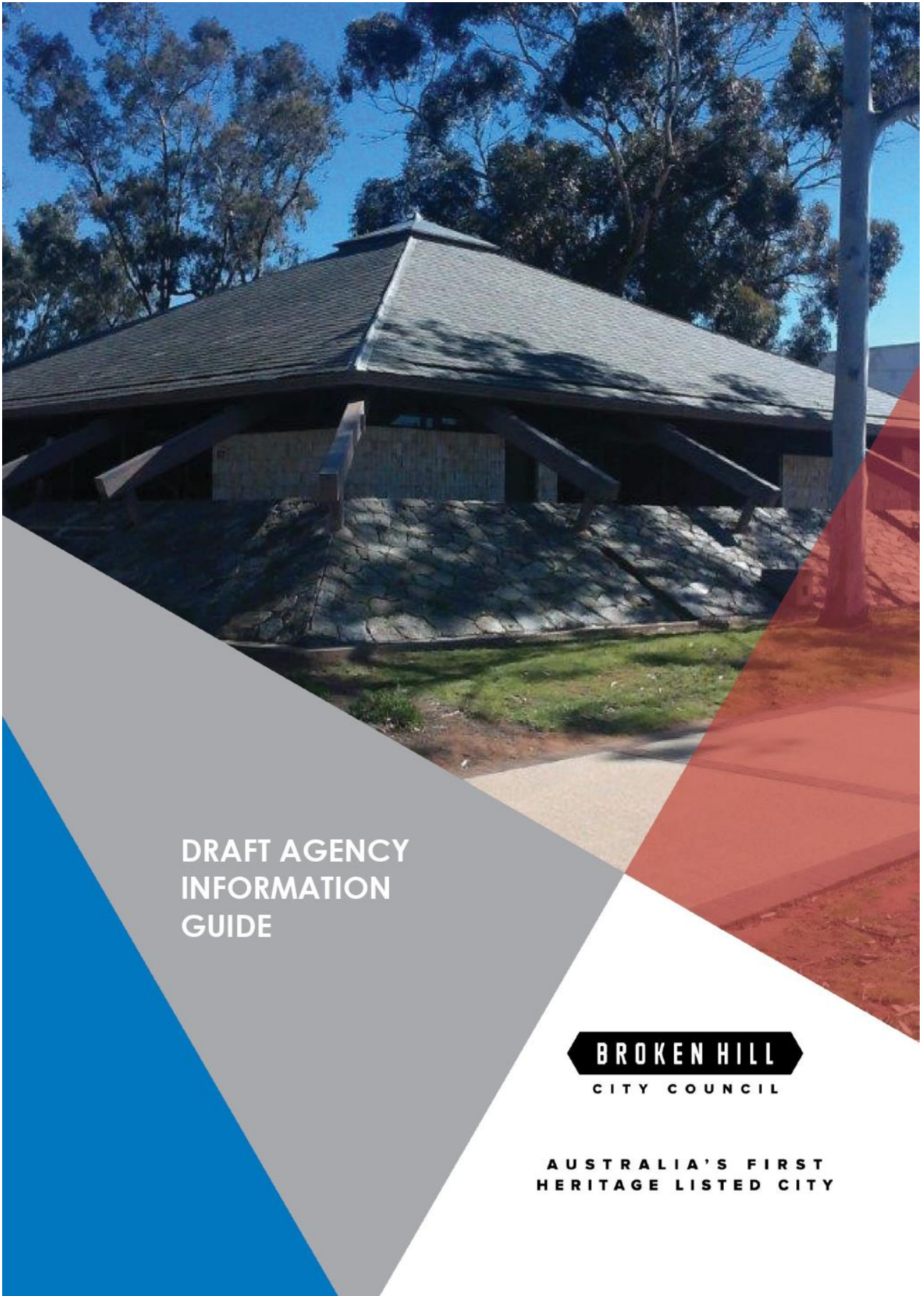
1. [↓](#) Draft Agency Information Guide
2. [↓](#) Draft Agency Information Guide Feedback Letter - Information Privacy Commission

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		



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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

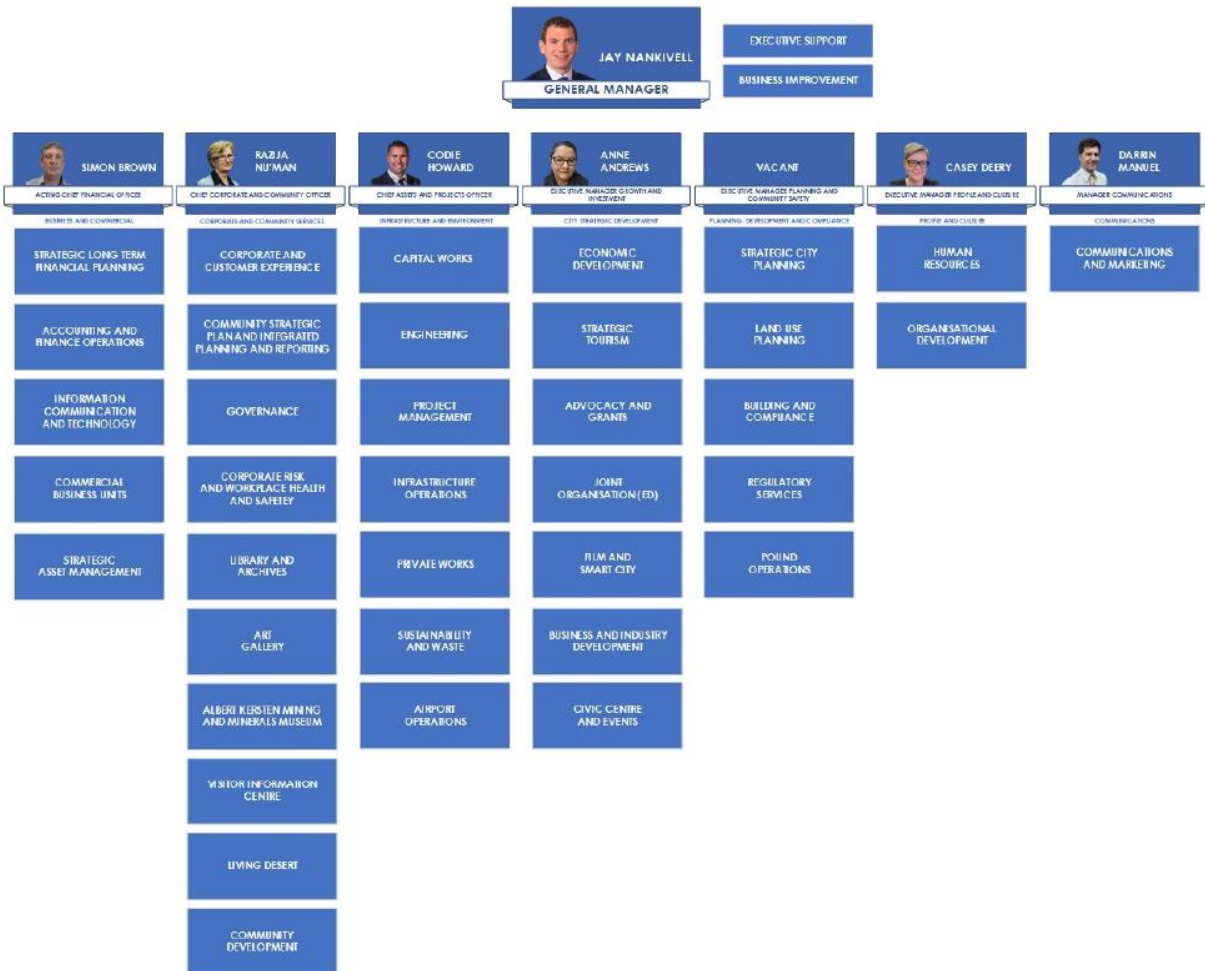
The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the 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/3OW1p8R
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/2YF6j5
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 fro 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/3D4ujqI

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/3DljAhu
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

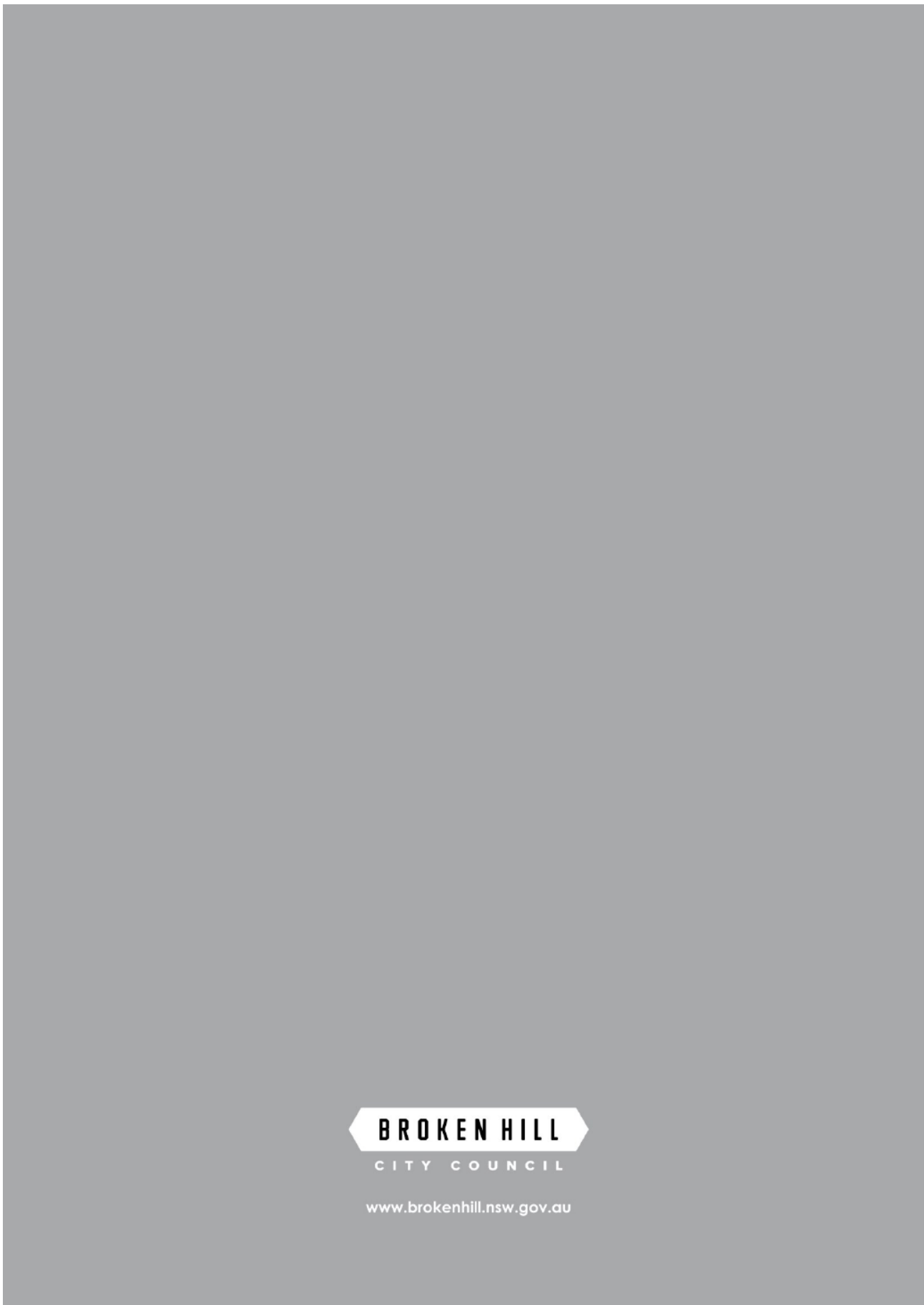
HOW?	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300
FAX	08 8088 3424
EMAIL	council@brokenhill.nsw.gov.au
OPENING HOURS	9.00 am to 4pm Monday to Friday

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





Enquiries: Janerose Okello
Telephone: 1800 472 679
Our reference: IPC23/A000002

2 March 2023

Ms Michelle Rolton
Corporate Services Coordinator
Broken Hill City Council

By email: CorporateServices@brokenhill.nsw.gov.au

Dear Ms Rolton

Feedback on Broken Hill City Council's Draft Revised Agency Information Guide

I refer to your email received by the Information and Privacy Commission NSW (IPC) on 10 January 2023, confirming the revision and amendment to the Draft Agency Information Guide (AIG) for Broken Hill City Council (the Agency). It is my understanding that the Agency is seeking the Information Commissioner's review of the Draft Revised AIG in accordance with section 22 of the *Government Information (Public Access) Act 2009* (NSW) (GIPA Act).

AIGs provide a mechanism to make government information accessible, promote currency of information and appropriate release, and support the management of government information as a strategic asset.

The Information Commissioner has published AIG guidance materials on the IPC's website, including Guideline 6: Agency Information Guides, a self-assessment checklist for agencies, and a fact sheet on AIGs and the public. The IPC's AIG resources can be found at <http://www.ipc.nsw.gov.au/agency-information-guide>.

I have assessed the Agency's Draft Revised AIG against the requirements of sections 20 to 22 of the GIPA Act and guidance published by the IPC. In relation to certain questions that form part of my assessment, I have also considered the Agency's AIG dated 23 February 2022 that is currently in-force and publicly available on the Agency's website [here](#).

My overall feedback is **enclosed** with this letter and is intended to assist the Agency when it next reviews its AIG in accordance with section 21 of the GIPA Act, at an interval of not more than 12 months.

I kindly request that the Agency please notify the IPC when it formally adopts and publishes its Draft Revised AIG on the Agency's website.

Please do not hesitate to contact me on 1800 472 679 or by email to ipcinfo@ipc.nsw.gov.au if you have any questions about the feedback.

Yours sincerely



Janerose Okello

Regulatory Support Officer

Assessment Results for Broken Hill City Council's Draft Revised AIG

We conducted the assessment using the questions in the IPC's self-assessment checklist for agencies, which is published on the IPC's website at <https://www.ipc.nsw.gov.au/information-access/information-access-resources-public-sector-agencies>. The self-assessment checklist reflects the requirements of the GIPA Act and provides additional guidance. The checklist does not prescribe the structure and format that an AIG should follow. Rather, it is a practical tool for an agency to assess the content of its AIG once it has been prepared.

For practical guidance on how to prepare an AIG, please refer to the [Guideline for Agency Information Guides](#).

Mandatory Practice questions relate to the mandatory elements of the GIPA Act and agencies are strongly encouraged to complete them. Recommended Practice questions in the checklist have been included in italics to assist and guide an agency on how they may satisfy or demonstrate the requirements under the GIPA Act, or how to best promote and enhance Open Government, Open Data, and public participation. While these elements are not mandatory, they may assist agencies to assess their maturity in the utilisation of AIGs.

Assessment questions	Status	Comments
Open access information (Sections 6(2) & 18(a) of the GIPA Act)		
1	Mandatory Practice: Has the agency made its AIG publicly available on its website?	The Agency's current and publicly available AIG can be found on the Agency's website here .
	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
	Recommended Practice: <i>Is it easily accessible on the agency's website, such as on its 'access to information' page?</i>	
	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Adoption and review of AIGs (Section 21 of the GIPA Act)		
2	Mandatory Practice: Has the agency reviewed its AIG and adopted a new AIG at an interval of not more than 12 months?	30 November 2022
	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
	Recommended Practice: <i>Does the AIG include the date it was last reviewed/adopted/amended?</i>	
	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
AIG requirements (Section 20(1) of the GIPA Act)		
3	Mandatory Practice: Does the AIG describe the structure of the agency?	
	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
	Recommended Practice: <i>Does the AIG describe the multiple divisions of the agency if applicable?</i>	
	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
	Recommended Practice: <i>Does the AIG describe how the agency operates in a cluster arrangement if applicable?</i>	
	<input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> N/A	
	Recommended Practice: <i>Does it link to other agency AIGs where appropriate?</i>	
	<input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> N/A	

Assessment questions	Status	Comments
4 Mandatory Practice: Does the AIG describe the functions of the agency?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
5 Mandatory Practice: Does the AIG describe the way in which the functions, especially decision-making functions, of the agency affect members of the public?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
6 Mandatory Practice: Does the AIG specify any arrangements that exist to enable members of the public to participate in the formulation of the agency's policies?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	Through various for a, including council meetings written submissions, and committees
7 Mandatory Practice: Does the AIG specify any arrangements that exist to enable members of the public to participate in the exercise of the agency's functions?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
8 Mandatory Practice: Does the AIG identify the various kinds of government information held by the agency?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
9 Mandatory Practice: Does the AIG identify the kinds of government information held by the agency that the agency makes or <u>will make</u> publicly available?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
10 Mandatory Practice: Does the AIG specify the manner in which the agency makes or will make government information publicly available?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
11 Mandatory Practice: Does the AIG identify the kinds of information that are made publicly available free of charge?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
12 Mandatory Practice: Does the AIG identify the kinds of information that will be made publicly available free of charge?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
13 Mandatory Practice: Does the AIG identify the kinds of information for which a charge is imposed?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
14 Mandatory Practice: Does the AIG identify the kinds of information for which a charge will be imposed?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
AIG Government Information (Section 20(2) of the GIPA Act)		
15 Mandatory Practice: Has the agency made government information publicly available as provided by its AIG?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART	

Assessment questions	Status	Comments
	<input type="checkbox"/> NO	While the Agency's Draft Revised AIG mentions the existence of a proactive release mechanism, this has not been outlined. Members of the public would benefit from knowing how this is conducted.
Recommended Practice: Is there a process for ensuring information is released, such as through a pro-active release strategy or committee?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> PART <input type="checkbox"/> NO	
Local authorities (Section 20(3) of the GIPA Act)		
16	Mandatory Practice: Where the Director General of the Department of Local Government (now the Chief Executive of the Office of Local Government), in consultation with the Information Commissioner, has adopted mandatory provisions for inclusion in the AIGs of local authorities – has the AIG (of a local authority) included the mandatory provision, unless otherwise approved by the Director General in a particular case? [Note references to the Director General of the Department of Local Government should be read as the Chief Executive Officer, Office of Local Government]	<input type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO <input checked="" type="checkbox"/> N/A
Role of the Information Commissioner (Section 22(1) of the GIPA Act)		
17	Mandatory Practice: Has the agency notified the Information Commissioner before adopting or amending its AIG?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO In January 2023.
Open Government, Open Data & public participation		
18	Recommended Practice: Does the AIG adopt a core set of headings in line with the Guideline for AIGs to promote consistency across the government sectors and make it easier for the public to find the information that they seek?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO
19	Recommended Practice: Generally consider – How does the AIG promote Open Government?	The Agency's Draft Revised AIG identifies the many options available to the members of the public to access council information, encouraging public participation in government functions through the various forums noted within.
	Recommended Practice: Does the AIG provide a public resource that informs citizens about the information that the agency holds, the agency's engagement channels, and its decision-making processes?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO The information is provided in the Agency's Draft Revised AIG and on the Agency's website.

	Assessment questions	Status	Comments
20	<p>Recommended Practice: Generally consider – How does the AIG identify any data held by the agency and detail the way the agency will make the data open to citizens?</p> <p>Recommended Practice: Does the AIG link to other open data initiatives such as data.nsw.gov.au?</p>	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<p>The Agency's Draft Revised AIG lists the various data types, access type and provides direct links to the dataset</p> <ul style="list-style-type: none"> • Data.gov.au • data.nsw.gov.au
21	<p>Recommended Practice: Generally consider – How does the AIG inform the public about how the agency engages with citizens and stakeholders on the formulation of policy and service delivery?</p>		<p>The Agency's Draft Revised AIG AIG informs the public on how they can participate in the council functions and policy formulation events and encourages them to have a say in the issues that matter to them.</p>

Assessment conducted by: Janerose Okello

Date conducted: 2 March 2023

POLICY AND GENERAL COMMITTEE

February 16, 2023

ITEM 4**BROKEN HILL CITY COUNCIL REPORT NO. 49/23**

SUBJECT: **ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION**
D23/8692

Recommendation

1. That Broken Hill City Council Report No. 49/23 dated February 16, 2023, be received.
2. That the General Manager develop a proposal and business case to establish a member based not-for-profit company limited by guarantee for the purposes of a tourism organisation.
3. That the proposal, including associated documentation required by the Office of Local Government, deliverables, and proposed budget, be presented to Council for consideration prior to being submitted to the Minister via the Office for Local Government as required under Section 358 of the *Local Government Act 1993*.

Executive Summary:

At the January 2022 Extra Ordinary Council Meeting, Council resolved: "That the General Manager be invited to provide a report to March 2022 Ordinary Council Meeting that details the structure and operations of the former 355 committee known as "The Regional Tourism Association" with a view to re-establish the committee. The goal of the committee will be to market tourism and encourage migration to the city." Minute No. 46690.

Following the presentation of the report, Council resolved at the February 2022 meeting:

1. That Council notes the Tourism Taskforce recommendations of 2014 that resulted in unanimous support from tourism operators for the development of an industry driven tourism organisation for the Far West NSW region which resulted in the formation of Destination Broken Hill.
2. That Council continues to collaborate with the tourism industry.
3. That the appropriate Standing Committee investigate a tourism management structure and possibly set up an organisation based on the same principles as the former Broken Hill Regional Tourism Association Section 355 Committee. Minute No. 46752.

The formation of a visitor economy representative organisation was also endorsed in the Broken Hill Economic Development Strategy 2022-2027 at the December 2022 meeting of Council.

The content of this report details the history, recommendations of an industry led tourism body, the failings of such bodies and an alternate way forward through the potential to establish a member-based not-for-profit company limited by guarantee. This model is designed to provide a strong foundation for an organisation with strong governance and industry representation and has proved successful in other regions of NSW.

Report:

Broken Hill has experienced several iterations of tourism organisations with limited industry-led representation since 2015.

In March 2002, the Broken Hill Regional Tourist Association (BHRTA) was formed as a Section 355 Committee under the *Local Government Act, 1993*. Until 2007, the BHRTA was a hybrid BHCC committee and semi-incorporated body, charged with overseeing the Broken Hill Visitor Information Centre (BHVIC). A copy of the Constitution is attached to this report.

In 2007, concerns were raised by the Department of Local Government (DLG) about the Association's structure and delegations. The DLG stated that the arrangements set out in the constitution suggested that it was a separate entity to Council, rather than a committee constituted under *Section 355 of the Local Government Act, 1993*.

Combined with a decline in the strength of its membership and its conflicting roles and responsibilities, a review of the committee produced two alternative options:

1. the formation of an industry association
2. the formation of a Section 355 committee of Council.

Option 1 failed due to lack of industry support.

Option 2 was adopted, and the Broken Hill Tourism Advisory Group (BHTAG) as a Section 355 Committee was endorsed by Council in November 2007. A copy of the Constitution is attached to this report.

In 2014, following a tourism industry taskforce, there was unanimous support from tourism operators for the development of an industry driven tourism organisation for the Far West NSW region and a transitional committee was established in early 2015. A copy of the Taskforce Report is attached to this report. At this time, the BHTAG was disbanded, and Council endorsed the continuance of the former Inland NSW Tourism as the peak tourism body for the region.

While several attempts were made by industry to establish the local tourism organisation, it wasn't until May 2018, that Destination Broken Hill was touted to play the role of the peak industry body for the City.

At the Ordinary Meeting of Council held June 27, 2018, Council approved \$100,000 for the group to invest in a destination marketing campaign and \$20,000 to support an administrative position for Destination Broken Hill in the 2018/19 budget on the proviso that industry matched Council funding dollar for dollar.

Council sent the initial funding offer to the interim committee on August 2, 2018. The funding offer was to:

1. Be matched dollar for dollar by industry and;
2. Joint Council and industry marketing funds were to be used to approach Destination NSW for a larger marketing campaign in 2018/19.

Funding would be provided on evidence of matching funding, Incorporation and a governance structure that included Council representation on Board.

Once confirmed, Council would work with Destination Broken Hill to establish a Memorandum of Understanding and reporting milestones. Council's contribution and involvement would be predicated around deliverables that value added to the City.

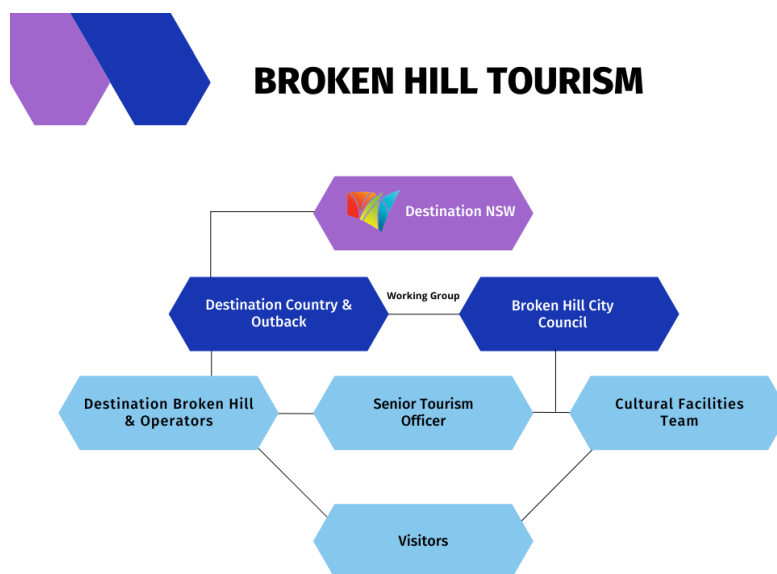
In January 2019, ongoing emails between the operators, copied to Council, demonstrated that there was still work to do on the structure of the organisation and that matching funding

would not be achieved in the financial year. The communication demonstrated that Destination Broken Hill was unable to coordinate the industry to match Council funding and at the February 2019 meeting of Council, Council endorsed a repurposing of the budget for Council to work directly with Destination NSW to develop a matching dollar for dollar partnership to invest in a marketing campaign for Broken Hill.

Council further invested \$200,000 across the two budget years of 2019/20 and 2020/21 to extend the campaign. In total, Council and Destination NSW invested \$610,000 into marketing activity overall. Public relations activity extended audience reach and engagement, and coverage was valued at more than \$1.7m.

Council further collaborated with Destination NSW in 2022 and invested \$40,000 on the Feel New Campaign and the NSW Government through Destination NSW has invested a further \$250,000 in marketing Broken Hill in 2023.

While Council has taken the leadership role since 2019, there has been minimal input from industry into a unified approach to advocating for product and experience development and promotion. Business Far West was established in 2022 incorporating a tourism pillar as one of its priorities but has not yet established its membership base to streamline these activities. Broken Hill is currently represented by a Council working group and collaborates closely with Destination NSW and Destination Country and Outback. Liaison with the industry is through the Visitor Information Centre team.



This collaborative model to managing the visitor economy has evolved out of the long history of alternative approaches to managing tourism in Broken Hill.

The marketing campaigns have now consolidated Broken Hill as a destination in the minds of travellers and has been successful meeting a key indicator of shifting the target age group to 45-54 from the traditional market 55-64. This traction provides Council with the opportunity to evolve the role played by Council in tourism to one of facilitation and transition its input on destination marketing, event attraction, product and experience development and industry advocacy and to being predominantly industry-led.

A Public Company Limited by Guarantee provides Council and the industry the opportunity to develop a tourism-focused, industry-led, membership-based organisation comprising

individuals and businesses that have an active interest in the promotion of a sustainable tourism industry.

The term ‘company limited by guarantee’ refers to a specialised entity formed by a non-profit organisation and designed to limit financial liability and companies limited by guarantee are subject to the [*Corporations Act 2001 (Cth)*]¹ and administered by the Australian Securities and Investments Commission (ASIC) ².

Examples of such member based organisations include Orange 360, Destination Wollongong, and the Mildura Tourism and Economic Development Limited.

In terms of governance, a limited by guarantee company must have at least three directors and one secretary on its Board, register a minimum of one member, be internally managed by a constitution or replaceable rules and have Ministerial approval under Section 358 of the *Local Government Act 1993* which restricts councils in forming or participating in the formation of a corporation or other entity without first obtaining the consent of the Minister for Local Government. The Office of Local Government guidelines are attached to this report.

As part of the Department’s assessment of a council’s application, Council will need to demonstrate:

1. Is the proposal consistent with the functions of the council or an existing service that the council provides?
2. Will the proposed entity be legally separated from the council?
3. Is the council currently financially viable?
4. What is the impact of the proposal on existing council staff?

A Self-Assessment Questionnaire and accompanying documents must be submitted to Office of Local Government as part of an application for approval to form a new corporation.

It is recommended that the proposal, including the above-mentioned documentation and associated budget be returned to Council prior to seeking ministerial approval through the Office of Local Government.

Community Engagement:

Council has continued to consult with the tourism industry since the Tourism Taskforce determination in 2014 to assist the industry to develop a representative body and since 2019 the Tourism Working Group has managed the community engagement between Council, industry, DNCO, DNSW and the Department of Regional NSW. This is ongoing and has included tourism industry meetings in the development of campaigns as outlined in this report, regular attendance at meetings by Regional NSW, DNSW and the DNCO and industry updates at the business meetings coordinated by Council.

Strategic Direction:

Key Direction:	2	Our Economy
Objective:	2.4	We are a destination of choice and provide a unique experience that encourages increased visitation
Strategy:	2.4.1	Engage government, business, and community stakeholders in supporting the management of tourism

Relevant Legislation:

Section 358 of the Local Government Act 1993

Circular 07-49 – Criteria for applications under Section 358 of the Local Government Act 1993 – formation of corporations or other entities

Local Government (General) Regulations 2021

[*Corporations Act 2001 (Cth)*]¹

Financial Implications:

If endorsed, a report will be returned to Council outlining the financial implications of establishing a Company Limited by Guarantee.

Attachments

1. Formation of Corporations and Entities (Section 358) Guidelines Office of Local Government
[↓](#)
2. Broken Hill Regional Tourist Association Constitution
[↓](#)
3. Broken Hill Tourism Advisory Group Constitution
[↓](#)
4. Regional Development Australia Tourism Taskforce Report
[↓](#)

ANNE ANDREWS
EXECUTIVE MANAGER GROWTH AND INVESTMENT

JAY NANKIVELL
GENERAL MANAGER

Office of Local Government

Formation of Corporations and Entities (Section 358) Guideline

January 2022

Strengthening local government



Access to services

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(Special arrangements may be made
if these hours are unsuitable)
All offices are wheelchair accessible.

Alternative media publications

Special arrangements can be made for our publications
to be provided in large print or an alternative media
format. If you need this service, please contact us on
02 4428 4100.

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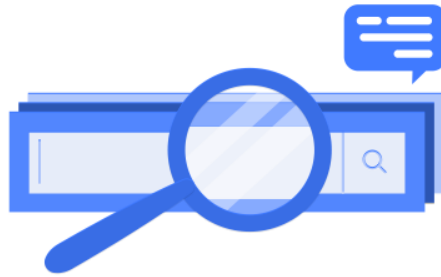
Produced by the Office of Local Government

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Part A – Overview





1. How to use these Guidelines

These guidelines are issued pursuant to section 23A of the *Local Government Act 1993* (the Act). They form part of a suite of Office of Local Government (OLG) guideline documents available for use by council staff involved in the management of council projects. These guidelines set out procedures and processes to be followed when councils are considering making an application to the Minister for consent to the creation of or involvement in a separate entity outside of the council structure. These guidelines outline matters that councils will need to address when making an application to the Minister. The Minister will then determine whether to approve the application to form an entity under section 358 of the Act.

The Guideline is divided into four parts to aid the user in quickly finding the information required:

Part A provides a general overview and background information on the formation of corporations or other entities.

Part B outlines the review process for applications to form a corporation or other entity separate to the council including the documents required to be submitted to OLG.

Part C covers specific complex scenarios that might be encountered by the council during the Section 358 application process.

Part D provides templates and flowcharts detailing the process.

1.1 Introduction: Purpose of Guidelines

Section 358 was included in the Act as a means of clarifying the ways that a council may carry out trading or similar functions. However, the options available to councils were restricted so that councils could not be seen to be risking ratepayer's money and public assets in unrestricted business activities. In more recent years, experience in NSW and other states has confirmed that there are risks associated with the lack of oversight and transparency into entities which are not amenable to regulation under the Act.

Since 1993 the risks of allowing councils to operate through entities have become better understood. In more recent years, experience in this, and other states, has confirmed that the creation of separate entities outside the structures of the Act has risk. A particular risk is the lack of oversight and transparency into the workings and operations of separate entities which are not amenable to regulation under the Act. The entities are often 'gifted' council assets (including land) and these assets are then held and operate under a special purpose corporate vehicle (SPV). The oversight and operation of this SPV is then not subject to the usual oversight mechanisms which apply to councils and Joint Organisations (JOs).

This has relevance in the context of the council's decision to create an entity. In terms of oversight, directors of council entities are able to make decisions about the expenditure of funds at their own discretion. While the directors may be subject to obligations imposed by the Corporations Law or the Associations Incorporation Act 2009, the entity will not be subject to internal council procedures or typical local government oversight mechanisms, such as procurement processes and gifts and benefits registers.



Councils should always explore options to carry out their project within existing structures first before considering forming an entity outside of the local government framework

Under the Act, the role of the Governing Body (the elected representatives of the council) is to direct and control the affairs of the council in accordance with the Act (s. 223). Even though incorporated associations and corporations are subject to regulatory oversight by other agencies, that does not mean that council-created entities should not be accountable within the regulatory framework set out in the Act. For this reason, the Act imposes restrictions on the formation of entities which fall outside the normal council structure.

The central focus of section 358 of the Act is the public interest. Having regard to the Guiding Principles in Chapter 3 of the Act, the public interest is best served by encouraging councils to explore the use of available mechanisms within the Act before resorting to the creation of an entity, particularly one regulated outside the Act.

The Formation of Corporations and Entities (Section 358) Guidelines are part of a suite of Office of Local Government (OLG) guideline documents available for staff involved in the management of council projects and outline what councils must do to comply with the requirements of the Act in relation to the formation of corporations or other entities to manage projects and/or council related business.

Mere compliance with these guidelines is not the test for determining whether approval is 'in the public interest.' In making an application to the Minister the council needs to understand that it carries the onus to 'demonstrate, to the Minister's satisfaction' that the formation of the corporation "is in the public interest" (section 358(3)).

In determining whether the granting of consent is in the public interest the Minister may:

- take into account matters, other than the guidelines, which the Minister considers are relevant to the application.
- disregard any of the matters in the guidelines where the Minister considers there is good reason why they should not apply in the circumstances of that application.

The Minister has an unfettered discretion to consent to an application but in circumstances where the intent of a council can be achieved without the complexity or necessity to create a separate entity or it is open to the council to achieve the desired outcome by other available means, the council should anticipate it will be asked to first consider those alternative approaches and provide a cogent explanation as to why those alternative approaches are not in the public interest.

2. Where to send applications

All correspondence to and communications with the Coordinator General – Planning Delivery and Local Government and the Minister for Local Government in relation to a proposed Section 358 Application should be made through OLG’s Head Office in Nowra. Preferably, they should be in writing. No direct contact should be made with the Minister or the Minister’s staff.

The address of OLG’s Nowra Office is:

Director Legal – Office of Local Government
Level 2
5 O’Keefe Ave
Nowra NSW 2540

The postal address for OLG is:

Locked Bag 3015
Nowra NSW 2540

The telephone number is:

(02) 4428 4100

The facsimile number is:

(02) 4428 4199

Email:

olg@olg.nsw.gov.au

3. Glossary

3.1 Acronyms

The following acronyms are used throughout the document:

Act	The Local Government Act 1993
CE	Chief Executive
GM	General Manager
IPR	Integrated Planning and Reporting
OLG	Office of Local Government
PPP	Public Private Partnership
TCorp	Treasury Corporation

3.2 Definitions

The following definitions may assist in understanding the Guidelines:

Act

An **Act** is legislation passed by the Parliament. Acts, (not including Schedules to Acts) can only be amended by another Act of Parliament. Acts set out the broad legal/policy principles.

Regulation

Regulations are commonly known as “subsidiary legislation” and require publishing in the Government Gazette to become legal. These are the guidelines that dictate how the provisions of the Act are applied. They may also contain pro forma official forms that are required under the Act. Regulations and schedules to Acts can only be amended by a notice published in the Government Gazette.

The definitions in the Dictionary section of the Act are also applicable.

4. Legislative framework for corporations and entities under section 358

The formation of new corporations or entities separate from the council are regulated by two main sources of legislation, the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2005* (the Regulation).

Local Government Act 1993 (the Act), Chapter 12, Part 1, Section 358

The Act contains requirements for all councils in NSW, including county councils, to comply with when considering the formation of a corporation or other entity, or acquiring a controlling interest in a corporation or other entity.

The Act provides that the Departmental Chief Executive (CE) of OLG may from time to time prepare, adopt or vary guidelines relating to the exercise by a council of any of its functions. Pursuant to section 23A of the Act, a council must take any relevant guidelines issued under section 23A into consideration before exercising any of its functions. These Guidelines are issued under section 23A of the Act.

The Act also contains other relevant provisions that specify the overarching principles which it is expected councils will refer to when dealing with any project, regardless of the delivery mechanism, including:

- Section 8A, **Guiding principles for councils**, which sets out principles to follow in the exercise of functions generally, in decision making and in community consultation.
- Section 8B, **Principles of sound financial management**, which provides guidance for investment in responsible and sustainable infrastructure, sound policies and processes as well as funding decisions and risk management practices.
- Section 8C, **Integrated planning and reporting principles** that apply to councils.
- Section 55, **Tendering requirements**.
- Section 358, **Restrictions on the formation of corporations and other entities**.
- Part 12, **Loans**, which regulates council borrowing.

Councils should refer to OLG Publications for other relevant guidelines, circulars and publications www.olg.nsw.gov.au/publications.

Local Government (General) Regulation 2005, Part 13, Division 7, Clause 410

The Regulations outline entities which are excluded from the restrictions under section 358 of the Act.



The S358 guidelines are issued under section 23A of the act

5. What is a Corporation or Entity?

Section 358 of the Act restricts councils in forming or participating in the formation of a corporation or other entity without first obtaining the consent of the Minister for Local Government. This restriction also extends to acquiring a controlling interest in a corporation or other entity.

For the purposes of section 358 of the Act 'entity' is defined broadly to mean any partnership, trust, joint venture, syndicate or other body (whether or not incorporated). It does not include any such entity that is of a class prescribed by the Regulation as not being within this definition.

Whether an entity is a 'corporation' will depend on the nature of the entity and whether it has been incorporated. Associations may be incorporated under the provisions of the Associations Incorporation Act 2009 (NSW), whilst companies may be incorporated under the provisions of the Corporations Act 2001 (Cth).

The restrictions on the formation of corporations and other entities does not prevent a council from being a member of a co-operative society or a company limited by guarantee and licensed not to use the word "limited" in its name.

6. Alternatives to section 358 entity or corporation

Prior to making an application under section 358 councils must give full consideration to and analyse options that are available under the Act to carry out the intended project. If a council proceeds with an application, it is a requirement that the council provide an analysis undertaken to demonstrate that it has given full consideration to other options, and the basis upon which it has determined those options are not suitable.

The following are some examples of alternatives that are available under the Act. Councils are not limited to these specific examples:

6.1 Direct management by council

Pursuant to section 355 of the Act a function of a council may be exercised by the council itself by means of the councillors or employees, or by its agents or contractors. In circumstances where a council has the funding and skills available to undertake a project or service delivery, direct management of the project by a council has the benefit of complete oversight and control by the council.



“Entity” means any partnership, trust, joint venture, syndicate or other body

6.2 Business Units

A council may establish a separate business unit within its existing structure in order to provide projects or services either to the council or the community. A business unit is distinguishable from the council structure as it is created for a defined purpose and in order to undertake a specific activity for commercial purposes. The services provided by a business unit are available on a commercial basis to both the council and potentially other organisations such as other councils, private businesses, government departments etc. A business unit operates with the council being the owner of the business, specifying the level and type of service provided by the business, whilst also being a customer of the business. The business unit itself is the service provider and the owner and manager of any assets used to provide those services. At all times the business unit operates within the local government legislative framework.

Some examples of successful business units operated by NSW councils include business units that provides waste services, airports, laboratory services, and certification services.

6.3 Operating through a council committee

Pursuant to section 355 of the Act, a council may exercise its functions by way of a committee of the council. In forming a committee, councils can determine the functions, powers, membership and voting rights of that committee. Membership is not restricted to councillors and therefore can incorporate other individuals or business representatives.

A committee can be delegated any decision-making powers other than those outlined in section 377 of the Act. However a committee can only exercise a council's regulatory function under chapter 7 of the Act if all members are councillors or council employees. At all times the committee and the activities carried out by the committee operate within the local government legislative framework.

6.4 Joint Organisation

Pursuant to section 355 of the Act, a council may exercise its functions jointly with other council/s, that is by way of a joint organisation. A joint organisation operates as a way for councils, state agencies and other interested groups to collaborate on short and long term projects, by pooling resources and focusing on the strengths that each member organisation can bring to the project. Joint organisations are particularly beneficial for the delivery of infrastructure and investment that will service a region as opposed to one individual council area. More information about joint organisations can be found on OLG's website – www.olg.nsw.gov.au/joint-organisations-strengthen-regional-nsw.

7. Relationship with PPP Requirements

In the event that the Minister's approval is obtained under section 358 and a new corporation or entity is formed for the purpose of carrying out a Public Private Partnership (PPP) Project, councils must also adhere to OLG's PPP Guidelines in respect of the PPP. These guidelines are available on OLG's website www.olg.nsw.gov.au/publications.

8. Integrated Planning and Reporting (IP&R)

The Act provides that Integrated Planning and Reporting (IP&R) must be at the centre of all council plans, activities, resourcing decisions and improvement strategies. As such, any project or works considered by a council as having potential to be undertaken by a corporation or other entity must have undergone a clear planning process that links it to the council's Local Strategic Planning Statement made under section 3.9 of the *Environmental Planning and Assessment Act 1979*, Community Strategic Plan, the Delivery Program and the Operational Plan which are powered by the *Resourcing Strategy (Integrated Planning and Reporting Guidelines for Local Government in NSW, 2018)*.



Integrated Planning and reporting must be at the centre of all council plans and activities

Fundamentally, the identification of a project which requires, for its viability, the quarantining of a significant council asset (especially land) is a policy decision that will have an on-going impact. The principles of sound financial management require that such decisions should be made after careful consideration with an eye to financial effects on future generations. The starting point is the incorporation of the IP&R principles into council's decision-making so that council can readily demonstrate that it has consulted with its community and identified strategic goals to meet those expressed needs and aspirations in a fashion that enables the council to deliver them within council resources.

9. Council Responsibilities

Having regard to provisions of the Act, in particular the Guiding Principles set out in Chapter 3 of the Act, councils have responsibilities that go beyond the responsibilities of a private sector entity or corporation. For example, land owned and controlled by a council is a public asset which is required to be held, administered and used for the benefit of the public and to assist the council in providing the services and facilities it is

charged to provide for the community. Similarly, all rates, charges and fees paid to and collected by a council are public assets. Separate corporations or entities do not fall within the control of the Act and as such may evolve to serve a more businessoriented purpose that ultimately is not in the best interest of the public.

A project undertaken by a separate corporation or entity may entail the provision or contribution by the council of public land or funds to initialise works. Once transferred however, financial and governance information may not be easily visible to the council, OLG and the public, and as such processes may not be as transparent to the public as they would be under traditional council arrangements.

It is the primary role and responsibility of council to ensure that a rigorous assessment of all available options in accordance with these guidelines and giving consideration to the Guiding Principles is undertaken before an application is submitted to the Minister or arrangements are otherwise entered.



Council's responsibilities to act in the best interest of the public go far beyond those of a private sector entity

Part B – Section 358 Application Process



10. Documents required for submission to OLG

In order to comply with the requirements under the Act, a council must submit any proposal to form a corporation or entity to the Minister for approval prior to forming an entity

A checklist of documents required for submission to OLG and/or the Minister for assessment can be found in Part D, Form 2.

The following provides more detailed information on each of the required items.

10.1 Council Resolution and Council Self-Assessment Questionnaire (pre-EOI)

Council must pass a resolution to make the necessary application to the Minister for approval to create the entity. This step signals the council's intention to deliver a project or service via a separate entity. It is vital at this early stage that the council determines what it expects delivery of the project via this mechanism will deliver to the community in terms of the public interest. It is expected that at this step council will have before it the material it is intending to submit to the Minister via OLG for assessment under these guidelines and that a resolution is passed on the basis of that material.

A copy of the minutes showing that the council resolved to make an application to the Minister for approval pursuant to section 358 and a copy of the relevant council reports is required.

Council should also complete the self-assessment questionnaire (see Part D, Form 1). The questionnaire aims to draw attention to certain characteristics of an application that may require further attention.

The completed questionnaire is to be submitted to OLG together with the required documents for the initial assessment.

The General Manager(s) of the council(s) involved must certify that the self-assessment and other documents have been prepared in accordance with these Guidelines. This will need to be attached to each submission made to OLG.

10.2 Justification Documents

10.2.1 Clear statement of proposed function or service deliverables for the proposed new entity

Council must provide a clear statement of proposed service deliverables including easily measured key performance indicators for the new entity.

Council must satisfy itself that undertaking delivery of the proposed functions and service delivery will be appropriate having regard to the broad range of council functions expressed in the Act. The council already has power under the Act *to deliver the provision of goods, services and facilities and [to carry out] activities that are appropriate to the current and future needs within its local community and of the wider public, subject to the Act, the regulations and the law generally.*



A Self-Assessment Questionnaire and accompanying documents must be submitted to OLG as part of an application for approval to form a new Corporation

10.2.2 Statement of how the proposed function or service deliverables fit with Council's Strategic Planning Documents

The proposal must have an overall positive effect regarding public or community interest. Council can demonstrate this by providing evidence on how the proposal meets the requirements of the integrated planning and reporting framework. OLG's IP&R guidelines include requirements for councils to prepare a community strategic plan, a resourcing strategy, delivery program and operational plan. Council must comply with all appropriate and relevant steps and provisions in those guidelines and show how the proposed formation of a new entity fits with the above plans. Council is advised to provide relevant excerpts from the plans and to demonstrate how the project relates to each of them.

10.2.3 Statement of how the proposal is consistent with the functions of the council or an existing service that the council provides.

To demonstrate that provision of a service and/or facility is in the public interest the following should be provided in support of the application:

- Evidence supporting the need for the creation of the proposed entity and the delivery of community or public needs
- Detail on the general appropriateness of the council's involvement in the corporation (or other entity) especially if other options are available
- An explanation as to how corporatisation or involvement in the entity would improve the council's economic performance and the ability of the council to carry out its responsibilities
- An explanation of what measures will be employed to ensure that the activities of the corporation or entity will be fully accountable to the community in a manner similar to the requirements imposed on the council under the Act.

10.2.4 Clear analysis of all available options to deliver the proposed functions or services.

The report considered by council prior to passing a resolution to make a section 358 application to the Minister should detail all possible delivery vehicles considered for the proposed functions or services. The report must outline pros and cons of each option and must include an analysis of options to keep the functions within existing council arrangements under the Act.

In making an application, the council is required to identify which alternative options were considered by the council and, in respect to each alternative option, analyse those options and address why that alternative solution would not be in the public interest. If the council has received separate and independent advice on the options it would be beneficial to an application to include that information.

10.2.5 Justification of why the intent/purpose of the proposed new entity cannot be achieved within the existing Local Government Structure

The council needs to demonstrate why the intent/purpose of the entity cannot be attained within the existing local government structure and why an external entity is required. This should be addressed and explained in the application by also making reference to the analysis made under item 9.2.4 and commentary as to why an option within existing arrangements is not available. It is not sufficient to simply state, for example, that the proposed option is more tax effective or that it is for the purpose of obtaining Deductible Gift Recipient (DGR) status from the Tax Office.

10.3 Governance Arrangements

10.3.1 Outline of the proposed governance arrangement for the new entity and how it will be separated from council

Different projects or service delivery ventures present different challenges and require individually tailored management and governance structures. While the most appropriate governance structure will ultimately be the subject of negotiation between the parties, it is appropriate that councils decide, at an early stage, why a section 358 entity is the preferred management structure for the proposal and what the eventual governance and legal structure should look like.

Applications must also demonstrate that the provision of initial capital (including working capital) of the corporation/entity can be funded without impacting the council's current program. Where the creation of the entity is necessary to protect council from legal risk, the application must indicate how the council (both as a corporate body and its members personally) will be protected from any liability that might arise as a result of the activities of the corporation/entity (including the activities of other partners). Any profit or loss sharing arrangements must be fully explained so that the risk to the council can be understood.

Where the creation of the entity is necessary to provide legal separation, the application should address three main areas or activities of the proposed corporation or entity. These are:

- Legal structure (including liability of the council, councillors and council staff)
- Financial separation (confirmation that the accounting for the corporation or other entity is separate to the council's accounts)
- Management separation (details of the management structure of the corporation or other entity).

The appropriate structures and processes will depend on (among other things) the type and complexity of the project and the stakeholders involved.

10.3.2 Mandated provisions for governance documents of new entity

Council should provide a copy of the proposed governance documents for the entity (Eg. constitution for a company, trust deed for a Trust) including mandated provisions requiring directors of the new entity to remain subject to internal council procedures. The governance documents must include clauses which replicate local government oversight mechanisms which would otherwise apply to a council operating under the Act. This includes, but is not limited to:

- Provision that the governance document may not be amended without first obtaining the consent of the Minister for Local Government
- Provision that the company or entity may not become a member of another corporation
- Provision clearly specifying the objects of the entity, which must be consistent with both the functions of council and any existing service that council provides
- In the instance of a company, provision that the company has the powers set out in the *Corporations Act 2001 (Cwlth)* only to the extent conducive or incidental to carrying out the company's objects
- Provision that council and OLG will have access to the accounting records and all other documents of the entity at all reasonable times
- Provision that the entity will take adequate insurance policies to minimise the risks in the areas of property, public liability, workers compensation, professional indemnity and directors and officer's insurance
- Provision that the entity will be required to appoint an auditor and to publish and submit to council an annual report incorporating audited annual financial reports on the business operations of the entity.
- Provision that separate accounts will be kept meeting the requirements of both the Local Government Act and the Corporations Act (where relevant)
- Provision that the entity and its officers will be subject to local government oversight mechanisms including procurement processes and the gifts and benefits register.



Beware of potential loss of assets and land through the S.358 Process!

In order to retain full transparency of financial and non-financial reporting in relation to activities undertaken by the new entity, council must provide a proposed reporting framework to be mandated in the governance documents of the new entity.

As the governance documents must include an express provision that any changes to the governance documents are subject to the Minister's consent prior to further approval, a separate section 358 application will have to be submitted to the Minister together with the necessary resolution and all supporting documents, as applicable, under these guidelines justifying the amendments sought.

10.3.3 Clear outline of any provision of public assets and council funds to the new corporation or entity

A detailed breakdown of contributions by council to the new entity must be provided. This must include the value of all cash, labour, staff time, materials, assets and land.

Careful thought should be given to requirements that the council could put in place to reduce the risk of losing assets and/or land through the process of forming a new entity (see 9.3.4).

10.3.4 Risk Assessment and Risk Management Plan as per the relevant AS/NZS

It is essential that, at an early stage in the evolution of a proposed formation of a new entity, council develops and puts into operation an appropriate risk management plan for the proposal.

One major consideration in the formation of a separate entity is the potential transfer of risk from the new entity onto the council. This is highly undesirable, and any such risk transfer must be carefully analysed by the council. This analysis should take the form of a Risk Allocation Table or a similar risk analysis tool which identifies risks including actual and preferred risk allocation.

Before risk can be appropriately treated, all potential risks must be identified and analysed. For this purpose, a council should identify, and appropriately document, all actual or potential risk elements associated, or likely to be associated, with the project in accordance with the relevant Australian Standard.

The allocation of any identified risk to the council related parties (such as directors, elected officials, chief executive officers, senior executives, line managers and staff) as well as any mitigation strategies (such as treatment and control options) should also be included. The risk assessment should include sensitivity testing to identify best and worst-case scenarios.



Beware of potential risk transfers from the new entity onto Council!

Depending on the nature of the proposed new entity and its proposed purpose, a number of risk categories may need to be included in the risk matrix or allocation table. More general guidance for the preparation of a risk management plan appropriate to the nature and size of the proposal can be obtained from the relevant Australian Standard.

The following provides example risk elements to consider (other elements may need to be considered depending on the situation):

Financial risks: such risks would include the availability of funds, chances of missing out on required grant funding, the conditions attaching to any loans and/or debt, prospects for re-financing the new entity project should it become necessary, taxation matters and interest rates.

Operational risks: matters for consideration in this context would be issues such as the possible escalation in input costs, projected maintenance/refurbishment costs, failure (financial or technical) of subcontractors, and products/services remaining contemporary/competitive in terms of technology and cost to the public.

Market risks: such risks would include general economic downturn, the effects of competition or downturn in any market segment the project relies on in any way, demographic issues and their effect on demand for services/facilities to be provided by the project and any inflationary consequences.

Network/interface risks: such issues would include the effect of withdrawal or varying (either in provision or price) of a complementary or support network/service, and the interaction between any core service of council/government and contracted services under the agreement.

Industrial relations risk: the possible effects on the project of strikes or other forms of industrial action.

Legislative/government or sovereign risk: this should include any risks associated with exposure to changes in law or regulations that may affect the delivery of works and services by the new entity.

Risks associated with asset ownership: Considerations must include the risk of losing land and/or public assets by providing such assets to the new entity without adequate contractual protection to ensure council will receive back its fair share of land or stratum entitlements via appropriate channels.

Force majeure: the risk that the inability to meet contracted outcomes is caused by major external events either pre or post completion.

Political risk: this should include considerations of the political climate and whether or not the proposal will cause significant political upheaval.

Compensation claims risk: this should provide insights into any potential for compensation claims to council due directly or indirectly to the proposal.

10.3.5 Statement of impacts on existing council staff

Council should undertake an analysis of potential impacts on existing staff and must provide that analysis together with strategies to mitigate negative impacts. Council must address the following:

- Will the proposal result in existing council staff being transferred to the employment of the entity and if so, will the staff be employed on terms and conditions consistent with their previous employment with the council?
- Will the entity guarantee the continued employment of transferred staff for a period of at least 3 years?

Will the entity adopt an agreement to refer any industrial disputes to the NSW Industrial Relations Tribunal?
Will the proposal result in existing council staff being made redundant?



There is no fee for the assessment of a section 358 application

10.3.6 Statement of impacts on council's financial position

A careful analysis of potential impacts of the proposal on the council's short-term and long-term financial position must be undertaken. It will be at the Minister's discretion whether the scale of impacts will be acceptable. An assessment of the council's overall financial viability will be made on the basis of data that the council is routinely required to supply to OLG. However, the council should also provide details about the costs expected to be incurred, and revenues expected to be received, by the council as a result of being involved in the corporation or other entity.

10.3.7 Other

OLG may request other independent specialist consultant reports on certain aspects of the proposal, which will need to be funded and commissioned by council.

11. Assessment of Application

Following assessment of the application, OLG will make a recommendation to the Minister on the council's proposal. As part of OLG's assessment of a council's application, we will have regard to the information provided in accordance with Part B section 9.

Advice will be issued as to whether the council can proceed with the formation of the proposed corporation or entity and if approved, whether conditions are attached to the approval.

The Minister has discretion to consent to an application. Councils should note that compliance with these guidelines does not guarantee that an application will be approved.

11.1 Review Timeframe

The time it takes OLG and the Minister to assess a section 358 application will depend on the nature of the proposal and the clarity of the material provided. Council should ensure that generous assessment timeframes are built into critical project timelines where necessary.

11.2 Fees

Whilst there is no fee charged for the review of section 358 applications, OLG and/or the Minister may request the council to provide additional independent specialist or consultant reports on contentious issues in relation to the proposed arrangements, such as financial management, governance issues, risk management or similar. Any fees for such specialist advice are to be borne by the council.

11.3 Withdrawing a Section 358 Application

Council may withdraw a section 358 application at any time. This must be done in writing to OLG. Withdrawing a section 358 application does not preclude the council from re-submitting the application for assessment at a future point in time.

11.4 No Appeal against Minister's decision

The sole purpose of the requirement to gain the Minister's approval for the formation of a corporation or entity that is separate to council is to protect the public interest and the need for financial transparency for the use of public money. There is no appeal to the Minister against the Minister's decision. However there is no limit to the number of times an application can be re-submitted to the Minister.



Part C – Specific Scenarios





Additional Approvals from the Minister may be required for loans or special rates variations

12. Treatment of Multi-Council Applications

If a section 358 application involves multiple councils, a combined application must be submitted to OLG. However all required documents, certifications and council resolutions must be provided for each council involved.

13. Unsolicited Proposals

Many councils receive unsolicited proposals from the private sector concerning developments. Such proposals can provide great opportunity for council to bring forward developments that may otherwise not have been considered. Unsolicited proposals still need to be market tested to ensure they achieve value for money. Any potential project evolving from an unsolicited proposal must also undergo rigorous testing against the councils strategic planning documents to ensure consistency with the council's and the community's long-term strategic direction.

14. Financing and Borrowing approvals

Where some of the funds to finance the project are to be borrowed, the council will need to establish an appropriate case for such borrowings, given the need for the council to comply with the provisions of Part 12 of Chapter 15 (see section 621 and following sections) of the Act. The intention to borrow must also be outlined in the council's draft Operational Plan.

The approval of the Minister may be needed under sections 622 and 624 of the Act. The council should have regard to any relevant OLG publications, available on OLG's website www.olg.nsw.gov.au/publications.

Section 410(3) of the Act will also need to be complied with, and appropriate approvals obtained from the Minister for Local Government, in respect to a proposal to access any internal loans, that is, the movement of moneys out of a restricted fund, such as a water or sewerage fund.

Where some of the council sourced funds are to be raised by way of increased rates or charges over and above those allowed under the rate pegging provisions of the Act, approval from the Minister for a special rate variation will also be needed pursuant to Part 2 of Chapter 15 of the Act.



Unsolicited proposals must still undergo rigorous testing against IP&R

Part D – Appendices



Form 1: Section 358 Application – Council Self-Assessment Questionnaire

Council Name:

Proposed new corporation or entity:

Purpose of the proposed new corporation or entity: (1 paragraph)

QUESTION	YES	NO
Is there a viable option to provide the proposed functions or services without the need for a separate entity or corporation?		
Is council intending to provide land or another asset to the new corporation or entity?		
Is there likely to be a risk of council losing money or asset/land value if the corporation/entity fails to deliver the proposed services?		
Is there likely to be a transfer of risk from the newly formed entity to council?		
Is the proposed service/function of the new entity consistent with council's community responsibilities?		
Has the delivery of the service/function/project via a new corporation or entity been planned for as per council's IPR documentation?		
Is the application to form a new entity related to a Public Private Partnership (PPP) proposal?		
Does the formation of the new entity involve other agencies or councils?		
Is the success of the new entity reliant on external grant funding?		
Does the delivery of services or functions via the new entity require borrowings (please specify whether TCorp or bank borrowings will be used)?		
Will council ensure that the new entity conforms to the same reporting and governance mechanisms that councils are subject to under the Local Government Act?		
Will existing council staff be negatively impacted by the proposal?		

✓ **Please note:** If any of your answers fall within the red, your proposal may involve significant risk and become unviable.

✓ **Please note:** If any of your answers fall into the blue, OLG may request further information.

Form 2: Required Documents Checklist – S.358 Application

	Text Section	Required Documentation	Provided?	OLG check
1	Form 1 and section 9.1	S.358 Application Council Self-Assessment Questionnaire		
2	9.1	GM Certification that the information provided to OLG is correct		
3	9.1	Council Resolution to make a Section 358 Application to Minister and submit material to OLG for assessment		
4	9.2.1	Clear statement of proposed function or service deliverables for the proposed new entity		
5	9.2.2	Statement of how the proposed function or service deliverables fit with Council's Strategic Planning Documents		
6	9.2.3	Statement of how the proposal is consistent with the functions of the council or an existing service the council provides		
7	9.2.4	Clear analysis of all available options to deliver the proposed functions or services. This must include options to keep the functions within existing council arrangements under the Local Government Act		
8	9.2.5	Justification of why the intent/purpose of the proposed new entity cannot be achieved within the existing Local Government Structure		
9	9.3.1	Outline of the proposed Governance Arrangements for the new entity and how it will be separated from council		
10	9.3.2	Proposed governance documents including mandated provisions for directors of the new entity to remain subject to internal council procedures and typical local government oversight mechanisms		
11	9.3.2	Proposed financial and non-financial reporting framework for the new entity		
12	9.3.3	Clear outline of any provision of public assets and council funds to the new corporation or entity		
13	9.3.3	Proposed structure of profit/loss sharing between council and the new entity		
14	9.3.4	Risk Assessment and Risk Management Plan as per the relevant AS/NZS		
15	9.3.5	Statement of impacts on existing council staff		
16	9.3.6	Statement of impacts on council's financial position		
17	9.3.7	In some cases, OLG may request independent specialist consultant reports on certain issues, which will need to be funded and commissioned by council.		OLG will notify council of any need of special reports if and when required
18		Notification to OLG of any major variation in the proposed arrangements.		OLG and/or the Minister may request updated versions of any of the above documents

References and Further Reading

ANZSOG Institute for Governance at the University of Canberra. (n.d.). *Arm's length Entities in Local Government*.

Department of Treasury and Finance, Tasmania. (2008). *Guidelines for Tasmanian Government Businesses, Subsidiary Companies and Joint Ventures*.

ICAC. (2018). *Direct Negotiations: Guideline for Managing Risk*.

NSW Government. (n.d.). *NSW Government Procurement Policy*.

NSW Government Website. (2014). *Guide for Submission and Assessment of Unsolicited Proposals*.

NSW Legislation. (1993). *Local Government Act No 30*.

NSW Legislation. (2005). *Local Government (General) Regulation*.

Office of Local Government. (2018). *Integrated Planning and Reporting Guidelines for Local Government in NSW. Edition 2 – Planning for a sustainable future*.

Queensland Government Treasury. (2009). *Corporate Governance Guidelines for Government Owned Corporations*.

Office of Local Government



**CONSTITUTION OF THE
BROKEN HILL REGIONAL TOURIST ASSOCIATION**

A Section 355 Committee under the Local Government Act, 1993. All references to 'the Council' to mean the Council of the City of Broken Hill.

1. NAME

The Committee shall be called the Broken Hill Regional Tourist Association, hereinafter referred to as 'the Association'.

2. ADDRESS

The address of the Association will be PO Box 286, BROKEN HILL NSW 2880.

The Secretary of the Association will be based at the Council's Tourist and Travellers' Information Centre, hereinafter referred to as the 'Visitors Information Centre'.

3. OBJECTIVES

- 3.1 To provide information to tourists and potential tourists to Broken Hill and the Outback Region.
- 3.2 To liaise with industry, and assist commercial organisations, community bodies, and individuals, involved in any way with tourism in the area.
- 3.3 To assist the Council's Manager, Tourism and Economic Development to co-ordinate tourism planning and activity within the area of NSW bounded by Cockburn to Coombah, Gum Lake to Wilcannia and through 91 Mile Bore to the Queensland border.
- 3.4 To assist in the inspiration and creation of additional and varied tourist attractions, including annual events, festivals, major sporting events, conventions and entertainment.
- 3.5 To produce printed and other graphic tourist and promotional information booklets, brochures and pamphlets either for sale or free distribution.
- 3.6 To plan, implement, and service marketing programs designed to encourage visitation and increase length of stay and visitor spending to and within the area.
- 3.7 To oversee the management of the Tourist and Travellers Centre for the benefit of tourists and the citizens of Broken Hill in such a manner as to create a source of income for the Association.

- 3.8 To raise funds and expend them in furthering the objectives of the Association.
- 3.9 To take actions deemed necessary or expedient to promote tourism and any of the above said objectives.

4. MEMBERSHIP

Membership will be open to all persons or organisations interested in the objectives of the Association.

- 4.1 The Council of the City of Broken Hill shall appoint 3 Councillors as full members of the Management Committee.
- 4.2 Members shall pay a scale of Annual Fees which will be decided annually by the Management Committee ratified at January General Meeting.
- 4.3 Membership fees shall be payable annually in advance for each financial year. If a member is not financial at October 1st in any year, such membership will be terminated.
- 4.4 Each member shall receive annually a Certificate or other Official Document which shall be displayed by a member at their place of business. This certificate shall remain the property of the Association.
- 4.5 Members of the Association are required to comply with the provisions of the Association's Constitution and to support the Association in its promotion and development of tourism in Broken Hill and its surrounding region, as that region is defined in the Constitution.
- 4.6 Members of the Association
- : refusing to comply with the Association's Constitution,
 - or
 - : specifically and/or regularly neglecting reasonable standards of service to tourists and visitors to Broken Hill and its region and who are the subject of proven complaints of such action
- shall be asked by the Executive of the Association to show reason why their membership of the Association should not be terminated or alternatively, where applicable, assist the Association in preparing appropriate correspondence to the complainant.
- 4.7 Members of the Association who persistently and wilfully act in a manner prejudicial to the interests of the Association
- : shall, in the first instance, be advised in writing of the Management Committee's concern and asked to respond to those concerns in writing - all such advice to members shall be given in writing under the hand of the President of the Association.

: shall, in the case of a proven second or further occurrence, by resolution of the Management Committee at a formally constituted meeting of the Association, either have their membership suspended for a period determined by the Committee, or be expelled from membership of the Association, - all such advices shall be given in writing under the hand of the President of the Association.

- 4.8** The provisions of sections 4.6 and 4.7 notwithstanding, all such disputes within the membership of the Association or between the membership of the Association and the Management Committee, may be first subject to discussion and mediation with a view to resolution.
- 4.9** Non-members of the Association may attend as observers, without voting rights, at Annual General Meetings or Special General Meetings.

5. COMMITTEES

Committees comprising the Association shall be:

- 5.1** Management Committee with Sub-Committees as required by the Association from time to time and shall include a Promotions Sub-Committee, all of which shall report to the Management Committee on a regular basis.

6. STRUCTURE OF MANAGEMENT COMMITTEE

The Committee will consist of:

- 6.1** Three (3) Councillors appointed by Council
- 6.2** The Manager Tourism and Economic Development or nominee.
- 6.3** Six (6) members to be elected by financial members of the Association. In the event of a ballot being necessary to determine these representatives, the General Manager or nominee will conduct such ballot on a preferential voting system. If, on any count of votes, in the election the number of votes cast for two or more members are equal and there is only one representative position to be filled – the member whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected. Such election to be finalised prior to the Annual General Meeting.
- 6.4** Chamber of Commerce and National Parks and Wildlife Service to each appoint one representative for a term of one (1) year annually.
- 6.5** The President and Vice President of the Association will be selected by the Committee at its first meeting from within the Committee - the Manager Tourism and Economic Development will not be eligible for either position.
- 6.6** The Tourism Services Manager will be Secretary/Treasurer of the Association.

- 6.7 The first meeting of the Committee shall be held within 48 hours of its Annual General Meeting.
- 6.8 In the event of there being insufficient nominations for the six (6) elected positions, the Management Committee shall have the power to invite interested persons to nominate for appointment to the Management Committee.
- 6.9 The Management Committee shall recommend nominees to Council to fill any casual vacancies on the subject Committee.
- 6.10 Members elected to the Management Committee shall serve for a period of two (2) years, except for the first year when three (3) delegates will stand down to enable half change every twelve (12) months thereafter. (Members standing down will be selected by ballot within the Committee but shall be eligible for renomination.)
- 6.11 If any member of the Management Committee fails to attend three (3) consecutive meetings without leave of absence being granted by the Committee, their positions shall be declared vacant.
- 6.12 Meetings of the Management Committee shall be held monthly on a date to be decided by the Committee.
- 6.13 A Special Meeting of the Management Committee shall be called within seven (7) days at the written request of not less than five (5) members of the Committee.
- 6.14 The term of Presidency shall not exceed four (4) consecutive years.

7. MEETING PROCEDURE

Meeting procedure at all meetings shall be as set out in Council policy No. 01.002 'Code of Meeting Practice'.

- 7.1 No business shall be transacted at any Annual General Meeting or Special General Meeting unless there is a Quorum of twelve (12) financial members of the Association present.
- 7.2 No business shall be transacted at any Ordinary Management Committee Meeting or at a Special Meeting called by the Management Committee unless there is a majority of members of the Management Committee present.
- 7.3 When there is an equality of voting on any matter before a meeting of any Committee, the President/Chairman shall have a casting vote in addition to his/her deliberate vote.
- 7.4 If a quorum is not present at the official starting time of any meeting, a period of fifteen (15) minutes shall be allowed before the meeting is adjourned. Should such meeting lapse, any urgent business of that meeting shall be conducted by the Executive.

- 7.5 The Management Committee shall abide by Council policy on disclosure of interests and declare such interests at meetings of the Management Committee and absent themselves from the meeting during discussion of the particular matters concerned in accordance with the requirements of Council's policy No. 01.002 (Code of Meeting Practice).
- 7.6 The Executive of the Management Committee shall be the President, Vice President and Manager Tourism and Economic Development.
- 7.7 At all meetings of the Association there shall be one vote per member present with the President/Chairman having a casting vote if required, in addition to his/her deliberate vote.

8. TOURISM SERVICES MANAGER AND STAFF

- 8.1 All staff employed at the Visitor Information Centre shall be employees of the Council.
- 8.2 All staff shall be directed by the Manager, Tourism and Economic Development, who shall be accountable to the General Manager.
- 8.3 All staff employed at the Visitor Information Centre shall be directly supervised by the Tourism Services Manager.
- 8.4 The Tourism Services Manager shall be a full time employee of Council and be appointed through Council's usual recruitment processes, with the President of the Broken Hill Regional Tourist Association being a member of the selection panel.
- 8.5 Vacancies in positions within Council's operations at the Visitor Information Centre, that is vacancies within the tourism counter and office staff; will be filled through Council's usual recruitment processes, with the President of the Broken Hill Regional Tourist Association being a member of the selection panel.
- 8.6 All employees shall be required to abide by all administrative and human resource related policies of Council
- 8.7 The Tourism Services Manager shall attend all meetings convened by the Association and shall have no voting rights.

9. FINANCE

The Association will obtain funding in the following manner:

- 9.1 Council will provide annually, an amount equal to the combined salaries and benefits of the Tourism Services Manager and other staff employed at the Visitor Information Centre, provided such amount does not exceed the approved budgeted figure of any one (1) year.

- 9.2 The Association will receive monies from the lease of facilities at the Tourist and Traveller's Centre.
- 9.3 Monies received from the sale of souvenirs, publications , commissions and other saleable commodities.
- 9.4 Grants from Federal, State and Local Governments.
- 9.5 Subscriptions and/or donations from the private sector.
- 9.6 Any other form of funding the Management Committee from time to time may consider necessary, providing that such funding does not contravene any section of the Local Government Act 1993.
- 9.7 The Management Committee will endorse the budget for submission to Council by the end of February each year.
- 9.8 All expenditure shall be approved by the Management Committee.
- 9.9 All disbursements shall be made by cheque request or goods received advice approved by the Tourism Services Manager or Manager Tourism and Economic Development and subsequently forwarded to Council's Manager Financial Services, for processing and issuing of Council cheques in payment through Council's usual creditors procedures.
- 9.10 The whole of the revenue and expenditure of the Association shall be the responsibility of the Association.
- 9.11 All such revenue shall be devoted to the promotion and development of the tourism industry for the benefit of Broken Hill and the nominated region.
- 9.12 The services and operations of the Association shall be conducted within the sums voted for its annual budget for both income and expenditure.
- 9.13 An annual financial statement shall be prepared for submission to the Annual General Meeting of the Association. The audit of the Association's financial records shall be carried out in conjunction with the annual audit of the Broken Hill City Council.
- 9.14 The funds of the Association shall not revert to members but to the Council under Section 355 of the Local Government Act 1993.

10. POLICIES AND PROCEDURES

- 10.1 The Management Committee of the Association may develop formal policies and procedures in respect of its day to day operations based at the Visitors' Information Centre – such policies and procedures to be endorsed at a properly constituted meeting of the Management Committee.
- 10.2 All policies and procedures endorsed by the Management Committee shall be referred to Council for approval before implementation.

- 10.3** The Secretary shall ensure that a policy and procedures manual is held available for access at the Visitors' Information Centre and that full copies are held by the current membership of the Management Committee.
- 10.4** The Secretary shall provide copies of new and revised policies and procedures to members of the Management Committee for manual update; and also copies to all financial members of the Association for information.

11. ACCESS TO INFORMATION

11.1 Promotional/Attraction Brochures/Publications and Associated Documents

All promotional publications prepared by or on behalf of the Broken Hill Regional Tourist Association and all leaflet/brochure material held by the Association for the information of the general public and visitors to the City of Broken Hill, shall be readily available to those persons requesting it.

11.2 Records Held by the Broken Hill Regional Tourist Association

11.2.1 All other records held by the Broken Hill Regional Tourist Association including minutes, financial statements, reports, correspondence and similar, shall be held within a records management system in a format determined in conjunction with Council Management.

11.2.2 Financial members of the Broken Hill Regional Tourist Association are entitled to access to the meeting minutes and financial statements of the Association, other than

* where considered at 'closed', that is, non public, meetings of the Association for reasons of confidentiality clearly stated at that meeting,

* where release of the information would infringe the requirements of other legislation.

11.2.3 Requests by members of the Association for access to the Association's records must be made in writing to either the Secretary or the President of the Association.

11.2.4 Members of the Management Committee shall have access to all necessary records of the Association (provided they have no pecuniary interest in same); with the exception of employee records held by the Council.

11.3 Public access to the records of the Association shall be in accordance with the requirements of the Local Government Act. 1993, as amended and Regulations made thereunder, the Privacy and Personal Information and Protection Act 1998 and the Freedom of Information Act, 1989.

- 11.3.1** Requests made under the Freedom of Information Act for public access to the records held by the Association, will be determined in accordance with the relevant legislation and Broken Hill City Council's policy No. 01.004 – 'Freedom of Information'.
- 11.3.2** All members of the Association, the Management Committee, the Executive and also all Council staff employed at the Visitors' Information Centre shall not disclose any information which infringes the requirements of the Local Government Act, 1993, the Privacy and Personal Information Protection Act, 1998, or the Freedom of Information Act 1989, Council's Privacy Management Plan or any relevant policy or procedure of Council.
- 11.3.3** Members of the Association should seek clarification from the Executive if they have any uncertainty about disclosure of information.
- 11.3.4** Council staff should seek clarification from their supervisor if they have any uncertainty about disclosure of information. Assistance can also be sought from Council's Public Officer.

12. VISITORS' INFORMATION CENTRE

The management of the Centre shall be vested in the Association and Council shall ensure that this management is being performed adequately. Should there be contention on this matter it will be conveyed to the Association by correspondence in the first instance.

Council will be responsible for the maintenance and supervision of the cleanliness of the Centre.

13. ANNUAL GENERAL MEETING

The Annual General Meeting of the Broken Hill Regional Tourist Association shall be held not later than October 31st each year.

14. TERM OF COMMITTEE

The Broken Hill Regional Tourist Association Committee shall cease to hold office at the expiration of three (3) months after the general election following upon the appointment of the new Committee but shall be eligible for re-appointment vide Section 355 of the Local Government Act 1993.

15. CONSTITUTION

This Constitution was endorsed by the Broken Hill Regional Tourist Association at its meeting on March 12, 2002 and adopted by Council at its meeting held on March 27, 2002.

CONSTITUTION**BROKEN HILL TOURISM ADVISORY GROUP**

A Section 355 Committee under the Local Government Act, 1993. All references to 'the Council' to mean the Council of the City of Broken Hill.

1. NAME

The Committee shall be called the Broken Hill Tourism Advisory Group, hereinafter referred to as 'BHTAG'. All reference to 'the Committee' to mean BHTAG.

2. ADDRESS

The address of BHTAG will be PO Box 448, BROKEN HILL NSW 2880.

The Secretary of BHTAG will be based at the Council's 'Visitor Information Centre'.

3. VISION, MISSION AND OBJECTIVES**3.1 Vision**

Lead and Grow Outback Tourism.

3.2 Mission

Sustain the responsible economic growth of Outback Tourism.

3.3 Objectives

- 3.3.1** To implement and participate in marketing strategies determined to increase the region's tourism income in partnership with the Community, State / Local Government and Industry stakeholders.
- 3.3.2** To co-ordinate tourism promotion and services within the region in partnership with Industry and Local Government.
- 3.3.3** To develop community understanding of the value of tourism in the region in partnership with Industry and Local Government.
- 3.3.4** To advise and promote industry development, employment and training to benefit tourism in conjunction with key organisations.
- 3.3.5** To maximise the region's available funding.
- 3.3.6** To provide industry input to assist in the development of current, quality information to visitors and stakeholders.
- 3.3.7** To recognise and promote excellence within the regional tourism industry.

4. STRUCTURE AND MEMBERSHIP

Membership will be open to all persons or organisations interested in the objectives of BHTAG and that use the services of the Broken Hill Visitor Information Centre on a fee for service basis.

The Committee shall consist of seven (7) members. The seven members shall be appointed by the Council and shall be nominated as follows;

- 4.1 1 Councillor (currently Community representative) appointed by Council.
- 4.2 4 Tourism Industry representatives
- 4.3 1 National Parks & Wildlife Service representative
- 4.4 1 Broken Hill Chamber of Commerce representative

In addition Council will appoint two (2) Council employees as ex-officio members of the Committee. The role of Secretary will be undertaken by one employee (Tourism Services Manager) and Council's Manager Community Development will provide technical support and advice to the Committee.

Nomination for Committee appointments as tourism industry representatives and any vacancies therein will be publicly advertised and interested parties will apply for membership in writing, providing names and other necessary details for consideration by a panel consisting of the General Manager, Manager Community Development and an independent member from Tourism NSW. Selection will be based on the skills and experience offered to the committee. The panel will recommend appointment to Council.

Council reserves the right to amend the number of Committee members and category of representation.

5. TERM OF APPOINTMENT

Members appointed to BHTAG shall serve for a period of four (4) years, except for the first term when three (3) members will stand down to enable half change every two years (2) years thereafter. (Members standing down will be selected by ballot within the Committee but shall be eligible for reappointment.)

6. VACANCIES ON COMMITTEE

- 6.1 Committee members will be appointed for a period of four (4) years.
- 6.2 Membership shall cease in the following cases:
 - Upon the death of the Member;
 - If he/she becomes bankrupt or makes any arrangement or composition with their creditors generally;
 - If he/she becomes mentally ill or a person whose person or estate is liable to be dealt with in any way under the law relating to mental health;

- A member ceasing to meet the criteria for membership and a motion declaring his/her position vacant being carried at an Ordinary meeting of the Committee;
- A member having failed to attend three (3) consecutive ordinary meetings of the Committee without leave of absence having been granted;
- A member resigning his/her position on the Committee by notice in writing addressed to the Secretary, such notice having effect upon receipt by the Secretary;
- Upon a resolution of Council to remove him/her from office;
- Upon conviction for any criminal offence past or present, unless a free pardon has been granted or the sentence served.

6.3 It shall be the duty of the Chairperson, if any extraordinary vacancy occurs, to declare the fact to the next ensuing ordinary meeting and to ensure that the necessary steps are taken to fill the vacancy in accordance with this Constitution.

7. MEETINGS

Meeting procedure at all meetings shall be as per Council policy and Council's adopted Code of Meeting Practice

- 7.1** A minimum of six (6) Ordinary General Meetings of the Committee shall be held annually on a date to be decided by the Committee.
- 7.2** A Special Meeting of the Committee shall be called within seven (7) days at the written request of not less than four (4) members of the Committee.
- 7.3** No business shall be transacted at any Annual General Meeting or Special General Meeting or Ordinary General Meeting unless there is a Quorum of four (4) members present, excepting any ex officio members.
- 7.4** Should within half hour of the time set down for a meeting to commence, a quorum be not present, then the meeting shall be adjourned to the same time and place seven days later or to a place and time within one month of the date of such meeting, to be determined thereat. If at such adjournment meeting, a quorum be not present, then those members attending shall be deemed to be a quorum, provided the number of such members is not less than three (3).
- 7.5** At all meetings of the Committee there shall be one vote per member present with the Chairperson having a casting vote if required, in addition to his/her deliberate vote.

8. EXECUTIVE

- 8.1** The Executive shall be the Chairperson and Deputy Chairperson with both elected by the Committee from the Tourism Industry representatives. The term of the Executive shall not exceed four (4) consecutive years.
- 8.2** The Chairperson shall chair and maintain order at all meetings of the Committee at which he/she is present.
- 8.3** The Deputy Chairperson shall have and may exercise all the powers of the Chairperson during the absence of the Chairperson or during the period of an extraordinary vacancy in the position of Chairperson.

- 8.4 The positions of Chairperson and Deputy Chairperson shall be filled at an Annual General Meeting to be held no later than October each year.
- 8.5 Under normal circumstances only the Chairperson shall speak for the Committee, but individual members may be delegated powers of public comment by the Committee should circumstances warrant it.
- 8.6 The Secretary (as delegated by Council's General Manager) shall have the duty of performing all work of a secretarial nature. In particular, the Secretary shall keep minutes of all meetings of the Committee in permanent form.

9. DELEGATIONS TO COMMITTEE

- 9.1 To recommend to Council through the General Manager or his/her delegate annual allocation of grants sourced by the Committee.
- 9.2 To co-opt additional members from time to time, at its discretion, to provide specialist advice or assistance, but such co-opted members shall only serve on the Committee for the period of time required, and will not, whilst serving in the position of co-opted member, have any voting rights.
- 9.3 To bring to Council's attention by way of recommendation through the General Manager or his/her delegate any item requiring a policy decision outside the authorised delegation of the Committee.

10. CONSTITUTION

This Constitution was adopted by Broken Hill City Council at its meeting held on November 28, 2007 (Minute Number 42450).

FINAL REPORT

REVIEW AND RECOMMENDATION OF GOVERNANCE MODEL FOR TOURISM IN FAR WEST NSW



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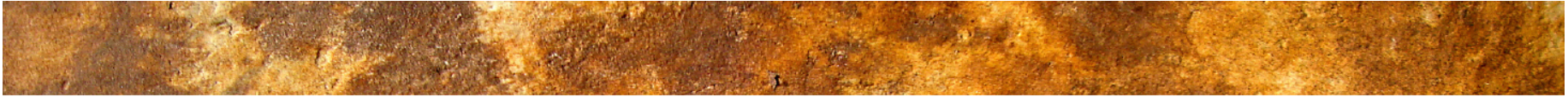
Date: November 2014

Disclaimer:

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INTRODUCTION

The purpose of this report is to provide background information and strategic options for the development of a tourism structure, which best serves the needs of the Broken Hill and Surrounds Tourism Region.

Regional Development Australia (RDA Far West) initiated the commissioning of this report, after identifying a need to review existing tourism structures in the region.

As part of this review process, the RDA Far West developed a Tourism Taskforce who in turn contracted Lightfoot Marketing to undertake the entire project.

The report has been developed following extensive consultation within Far Western NSW and surrounding regions. The consultation phase of the project has included industry operators, the general community, Local Government, Destination New South Wales, Outback NSW Tourism and Inland NSW Tourism. The paper is designed to identify the future tourism structure and outline a path the region can take as it moves towards the preferred tourism governance model.

In addition to the development of the future structure, the report also looks at current structures and funding, current management and destination plans, industry consultation findings and other best practice models.

Far West Tourism Taskforce would like to acknowledge the contribution made by a range of agencies, organisations and communities in the development of this report.

These are; Broken Hill City Council, Inland Tourism, Destination NSW, Outback Regional Tourism, NSW National Parks & Wildlife Service, Central Darling Shire, Broken Hill Chamber of Commerce and RDA Far West.

INDUSTRY CONSULTATION AND ENGAGEMENT

A total of seven industry consultation and engagement sessions were held in Broken Hill on 21, 22, 23rd May, 2014 at the Musicians Club in Broken Hill. More than 120 people attended the sessions over the three days, with each session running for between 2.5 and 3 hours and producing high level discussions and a general consensus and direction for the future of tourism in Broken Hill.

In addition to Broken Hill, RDA Far West undertook sessions in Packsaddle, Tibooburra, White Cliffs, Wilcannia and Menindee. 33 people attended five sessions over four days in these surrounding areas of Broken Hill.

Far West RDA undertook newspaper and radio advertising to encourage attendance at the sessions and ensure access for all that were interested and would be potentially impacted by the recommendations and outcomes. Electronic direct mail (EDM's) was also developed and distributed along with flyers that were distributed around Broken Hill.

People from the following sections of community and industry were in attendance; local and regional tourism industry operators, representatives from local and regional business organisations, representatives from local, state and federal government and interested residents.



KEY FINDINGS

The review of related research, plans, industry consultation and engagement sessions and online surveys aligned thinking during the project with common issues, themes and patterns arising.

This report has drawn from these in the development of its findings, models and recommendations.

The **key findings** of the project are:

- There was unanimous support from industry and government bodies for the development of an industry driven tourism body for Far West NSW region.
- This body needs to be the peak tourism body for the region and sustainable over time.
- The industry is disengaged and fractured, they do not feel connected to the overarching tourism strategy, plans and implementation activities being delivered at a state, regional or local level.
- Industry is looking for solutions they can manage and control that will attract more visitors and increase length of stay in the region and contribute to overall tourism growth.
- Transport and access issues are ongoing – limited and expensive airline service routes, reduced train and bus services and non visitor friendly arrival and departure times,
- New product revival and redevelopment are high on the agenda along with the creation of new events as a tourism economic driver for the region.
- Service levels provided across the region need to be lifted.

The **key product strengths** of the region have been further identified as;

- History & Heritage - Mining, Heritage Townships, Streetscapes, National Heritage Status (pending).
- Arts & Culture – Galleries, Film, Indigenous Culture.
- Outback – National Parks, Desert Landscapes, Outback Characters and Personalities (proud, independent, resilient).

(The TRA Visitor Profile and Satisfaction Report - July 2006 support these findings).

A summary table of key discussions from consultation and engagement sessions and Far West Tourism Structures 2014, online survey can be found in Appendix B.





RELATED RESEARCH, PLANS & RECOMMENDATIONS

Throughout the desktop review phase of this project the following plans and documents were reviewed:

- Broken Hill Strategic Plan 2012 – 2020 (BHCC).
- Outback NSW – Regional Destination Management Plan, October 2013 - (Inland NSW Tourism).
- RDA Far West NSW Regional Plan 2013 - 2023.
- Far West Regional Action Plan 2012 (NSW State Government).
- Community Road Map – Outback NSW Sept 2013 (Inland NSW Tourism).
- Community Road Map – Balranald, Broken Hill, Central Darling, Corner Country, Hay, Unincorporated Sept 2013 (Inland NSW Tourism).
- SA Outback Destination Action Plan 2012 – 2015 (as updated July 2013).
- Flinders Ranges and Outback SA Region – Integrated Strategic Tourism Plan (2008 - 2014).
- Proposed Plan for Far West NSW Tourism Task Force.
- Far West Regional Economic Updates (RDA Far West).

The plans that have been researched and developed for the region in the past few years are sound in their content, however we have found through this project that the issue seems to lie in distribution, understanding and implementation of these plans.

A key outcome of the industry consultation and engagement sessions was a sense that all are aware of the plans however are unsure who and how they are implemented. If they are being implemented, the progress and status is unclear.

This further highlighted a need to ensure ongoing and consistent engagement and communication around tourism activities being undertaken for and on behalf of industry.

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VISITATION

VISITORS TO OUTBACK NSW

Travel to Outback NSW (year ended Dec 2013) *Source NVS YE Dec13

In the year ended March 2014, 18.2 million **domestic overnight visitors** traveled to regional NSW. Outback NSW received 352,000 **domestic overnight visitors** for year end Dec 2013– up 24.8% on year end Dec 2012. The region receives 2% of visitors and 1.9% of visitor nights from those traveling to regional NSW.

The main purpose of visit to the region is ‘Holiday or Leisure’ at 47.7%, followed by ‘Business’ at 21.9% and ‘Visiting Friends and Relatives’ at 20.7%. Not surprisingly ‘Holiday and Leisure’ is also the largest purpose of visitor in terms of visitor nights, however this is followed by ‘Visiting Friends and Relatives’ at 26.9% and then ‘Business’ at 12.9%. In the past few years Holiday and Leisure and Visiting Friends and Relatives has grown as the purpose of visitor nights.

Caravan park or commercial camping grounds are the most popular accommodation at 28.5%, followed by standard hotel or motor inn below 4 star at 23.2% and friends and relatives at 22.1%.

Regional NSW is the largest source market at 38.9%, followed by South Australia at 17.6% and Queensland at 15.3%. All visitor source markets have increased in the past few years.

In terms of visitor nights Regional NSW continues to be the largest source market at 33.8%, however it declined by 7.8% for the year end Dec 2013, as did Sydney by 20%. South Australia and Queensland follow at 19.3% and 16.6% respectively – a growth of 137% for South Australia and 132% for Queensland. Victoria produces 15.9% of the visitor nights which translates to healthy growth of 128% for the year-end Dec 2013.



Private or company vehicle is the most predominate mode of transport at 76.4% followed by air transport at 7.7% and rented or hire vehicle at 5.1%. 40.1% of visitors stated that eating out at restaurants as the most popular activity followed by visiting friends and relatives at 31.3% and pubs, clubs, discos at 24.4%.

29.3% of visitors traveled alone followed by 26.7% that traveled as an adult couple and 21.3% who traveled as a family group.

Outback NSW receives 180,000 **domestic day-trip visitors**, which is 0.6% of all day-trips to regional NSW. Business is the main reason for travel at 45.6% followed by holiday and leisure at 35.6%. Visiting friends and relatives is the main activity at 22.8% followed by eating out at restaurants at 18.9% and general sightseeing at 18.3% and fishing at 16.1%.

Outback NSW receives low visitation from **international** markets with 10,600 international visitor nights for year-end Dec 13', the majority of these visitors are from Western markets.



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VISITORS TO BROKEN HILL

According to the **Broken Hill Visitor Profile and Satisfaction Report (July 2006)**, the top two reasons people visit Broken Hill is to visit the city of Broken Hill (76%) and to experience the scenery (48%). More than 65% of these visitors expect the opportunity to tour around and explore, experience the nation's history, have the opportunity to discover something new and experience wide open spaces as well as having a nature based experience.

When they arrive at the destination they are; going to the Visitor Information Centre, eating out, shopping for food and clothing, visiting Silverton, shopping for gifts and souvenirs, visiting history and heritage buildings, sites or monuments and visiting retail art galleries.

A large 85% of visitors were satisfied with their visit and the experiences they had and state the key strengths of Broken Hill as being:

- Desert landscapes
- Information services
- Personal safety and security
- A variety of things to see and do
- The history of the city
- Friendliness of the locals

Broken Hill is seen, as a destination in its own right and not surprisingly is the most visited city in the region with 76% of visitors claiming they wanted to 'visit Broken Hill'. Visitors to Broken Hill visit or pass through other regional destinations on their journey to the city - the top four being Silverton at 59%, Wilcannia at 39%, Cobar at 36% and Peterborough at 30%.



As shown in the National Visitor Survey, year end Sept 13', the Local Government area of Broken Hill attracted 146,00 overnight visitors for the year ending Sept 13' and total nights of 490,000. 61% of these overnight visitors travel for the purpose of a holiday whilst only 16% travel to visit friends and relative and 16% travel for business.

The highest percentage of overnight visitors reside in regional NSW (23%) and also Victoria (23%) with total interstate visitors making up 69% of all visitors. 64% travel in a private or company vehicle, 11% travel by air and 7% by rail.

Activities visitors undertake are in line with those of visitors to Outback NSW with 50% eating out at restaurants, 38% undertaking general sightseeing, 30% visiting museums and galleries, 24% going to pubs, clubs and discos and 21% visiting friends and relatives (which was higher at 31% for those visiting Outback NSW).

34% stay in a hotel, motel or motor inn, followed by 25% who stay at a caravan park or commercial camping ground and 20% stay at a friend or relatives property which is in line with the purpose of visit to Broken Hill.

The highest percentage of visitors is traveling as an adult couple (36%) or with friends and relatives (21%), followed by those traveling without children (19%) and those traveling alone (18%).

27% of visitors to Broken Hill are in the age group of 55 – 64 years, compared to NSW, which sits at 17%; this is followed by 25% of visitors who fall into the 65 years and over category.

It can be concluded that the majority of visitors to Broken Hill are 55 years and over, from Victoria and regional NSW, staying in hotels, motels, caravan park and commercial camping grounds and participating in a range of activities including; eating out, visiting galleries and museums and undertaking general sightseeing.



CURRENT STRUCTURES AND FUNDING

STRUCTURE

Broken Hill City Council, Central Darling Shire and the large unincorporated area all sit within the RDA Far West region in NSW. In addition, there are other landowners in the area including NSW National Park and Wildlife.

Broken Hill is the undisputed destination and tourism hook for the region – it is integral to any visitor’s tourism experience and the hub from which a tourism and touring holiday, visit or business trip is undertaken.

The key product strengths and tourism offer of Broken Hill and the surrounding regions are identified as; History & Heritage, Arts & Culture and Outback.

Until 2007, the Broken Hill Regional Tourism Association (BHRTA) was a hybrid BHCC Committee and semi-incorporated body, charged with the oversight of the Broken Hill Visitor Centre.

As a result of a decline in the strength of its membership and the Committees’ conflicting roles and responsibilities, two alternative options were approached:

- The formation of the Broken Hill Tourism Association, which was disbanded at a council meeting held on November 28th, 2007 and where it was also agreed to establish Broken Hill Tourism Advisory Group as a section 355 Committee of Council.
- The section 355 Committee of Council was disbanded due to BHCC’s decision to implement an alternative to a 355. As a result FWTF was formed.

In 2011, the Outback NSW regional model as established by Tourism NSW (now Destination NSW), was folded into a broader Inland regional tourism structure – now Inland Tourism NSW. This organisation takes in a geographic area that includes parts of Central NSW, the New England North West Region and Corner Country.

Inland Tourism NSW has developed 4 Destination Management Plans (DMP) incorporating 8 Community Road Maps (CMP) across inland NSW - including 1 DMP for Outback which incorporates 2 CMP’s. The Region that Broken Hill and Surrounds falls within is termed Outback NSW (Outback NSW Regional Destination Management Plan).

Outback NSW extends west to the NSW and SA border, encompassing Broken Hill and the Unincorporated Far West, south to Balranald and Hay; east to Central Darling; and north to the Queensland border, capturing Cobar, Bogan, Brewarrina, Bourke, Walgett and Lightning Ridge.



With a region this size and stakeholders involved, two sub regional destination working groups were formed by Inland NSW for this broader Outback NSW area.

The cities and areas of; Balranald, Central Darling, Broken Hill, Corner Country and Unincorporated Far West form one of these two sub regional destinations and is termed Far West Outback NSW.

Inland Tourism published a Community Road Map Plan for this area in September 2013. A Destination Management Working Group was to be set up to manage and implement key priorities as outlined in the DMP’s.

Essentially the CMPs are the activation plans for the delivery of the strategic and targeted industry and product development and marketing of the region.

It is understood that the Destination Management Working Group for this area, is not set up at this time.

Both the BHCC and RDA agree on the need to foster cooperation between the broader tourism industry structures as well as more locally with government, industry, business and the community.

BHCC has increasingly played a role managing and leading the delivery of tourism and tourism services for the industry and within Broken Hill. They are currently responsible for the provision, management and delivery of industry development, product development, marketing and visitor services.

This has left 'grass roots' operators without a collective voice or an independent body that works with industry, for industry and for the region's future development.

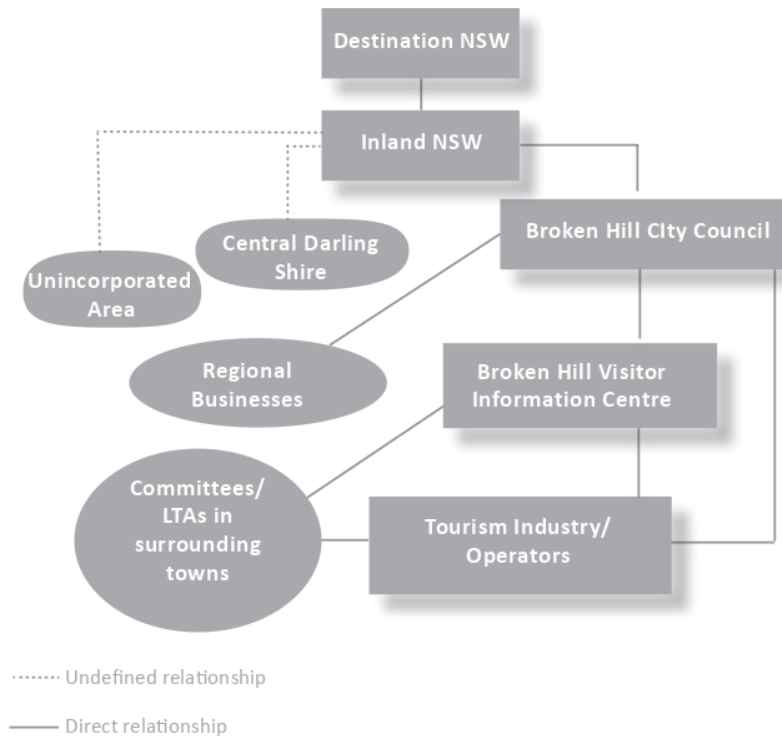
The Broken Hill Visitor Information Centre is currently run by BHCC and all staff are employees of BHCC. The centre runs with restricted operating hours.

BHCC has participated for more than 30 years in the growth and development of tourism within the far west region. The Council recognises tourism as being important to the community and the economy as Broken Hill moves towards the end of mine life. While local government performs an important range of functions to support the sustainable growth and development of the sector, BHCC understand that a holistically developed tourism industry requires partnership between government and business to succeed.

As stated by the Mayor, BHCC are not in a position to continue to manage and fund tourism services, at current levels in the future. FWTF require a governance structure and body that is guided, owned and supported by industry. This body should have an integrated destination management focus and a structure that can professionally and effectively engage, lead and manage tourism within the context of the broader visitor economy.

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Diagram of current tourism structure in far west NSW





Committees and Local Tourism Associations (LTA's) that also operate in the region include:

- **Tibooburra Village Committee** – small village committee that produces basic visitor information collateral
- **White Cliffs Tourism Association** - operating at an LTA level with nominal membership fees, produces some basic collateral and runs networking for members.
- **Wilcannia Tourism Association** – part of the unincorporated region and have their own small tourism committee who meet regularly, are engaged and interested.
- **Menindee Tourism Committee** – part of the unincorporated region, a proactive group
- **Silverton Village Committee** - small village committee
- **Sunset Strip Progress Association** - small passionate committee



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FUNDING

Indicative figures supplied by BHCC, indicate the **current income and expenses** that can be attributed to the Visitor Information Centre are:

CURRENT INCOME	REVENUE
Industry fees & charges (membership)	\$45,000
Visitors Guide	\$120,000
VIC - Rental of spaces	\$35,000
VIC - Souvenir sales	\$200,000
VIC - Signage sales	\$20,000
VIC - Booking commissions	\$20,000
TOTAL	\$440,000

* Potential to obtain matching funds via Inland NSW/ Destination for campaigns and activity (e.g. up to \$120,000 for Visitors Guide)

CURRENT EXPENSES	EXPENSE
Employee costs	\$420,000
Office admin	\$40,000
Computer/ IT	\$2,000
Office equipment & furniture	\$6,000
Bank charges	\$4,000
Security	\$10,000
Training (including famils)	\$5,000
Souvenir Stock	\$110,000
Tourism Campaign	\$45,000
Visitors Guide	\$120,000
Rates/ Cleaning/ Compliance	\$150,000
Marketing budget (BHCC)	undetermined
TOTAL	\$912,000

Funds spent by BHCC on industry and product development and marketing activities, independent of what is shown in the tables above, is not included.



FUTURE STRUCTURES – A NEW WAY FORWARD

Regional tourism structures are often the impediment to tourism growth rather than the facilitator of growth.

Often tourism in regional areas is fragmented resulting in a duplication of effort and poor communication and linkages within the industry. Such a situation leads to a blame game scenario and a downward spiral of industry confidence.

Any future structure must address these issues and provide:

- A destination and coordinated approach to tourism development
- An opportunity to remove duplication of effort
- Role clarity and determination of responsibilities
- A representative voice on tourism issues
- Genuine leadership
- Strong corporate governance
- Improved coordination between like organisations
- A central point of contact for governments and stakeholders at all levels
- Improved communication
- Regional ownership
- Transparency and accountability

Paramount in any future structure is the development of a structure which is truly owned by the region, is funded as a true partnership between the industry and key shareholders and a structure which is truly linked to regional and state-wide tourism organisations.

Failure to achieve this will result in continued fragmentation and blame game.

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THE ROLE OF THE LOCAL GOVERNMENT

Local Governments role in tourism has been the subject of debate ever since the first Local Government Authority opted to “play” in the tourism space. Local Government have basically three options when it comes to tourism.

1. Total Control (Hands On)

Under this model Local Government has total control over the tourism industry and provides Visitor Services, Marketing and Industry Development. Whilst this model ensures delivery of appropriate services, it does have the potential to alienate the industry and create a hand out mentality.

2. No Involvement (Hands Off)

This model sees tourism totally managed and funded by the tourism industry. Whilst this model provides industry ownership, it often lacks sufficient funds, consistent leadership and the necessary coordination to effectively manage and grow the tourism industry.

3. Partnership Approach (Holding Hands)

The partnership approach sees Local Government working with the tourism industry to manage and grow tourism. Local Government often fund Visitor Services and the Tourism Industry fund the Marketing and Industry Development.

A Board made up of Directors from the Industry and Local Government usually manages the Industry. Under this model, the Industry has real ownership and there is greater equity in funding.

The most successful regional structures operate under this partnership approach.



STRUCTURAL OPTIONS

As part of the structural review, consultation and development process; the following 3 potential models were presented for consideration. Whilst the FWTF identified Model 2 as the preferred model, it was deemed important by FWTF to seek input from industry to determine their views before fully developing the preferred model.

MODEL Option 1.

Destination Far West NSW Regional Tourism Board

STRUCTURE

Based on industry consultation and best practice models elsewhere in Australia and discussion with Inland NSW Tourism and Destination New South Wales, the following model is considered a viable option for the Broken Hill Region.

- The new board would be the peak tourism organisation for the Far West NSW region.
- The board would be focused on strategy and policy and meet 6-8 times per year.
- Broken Hill City Council, Central Darling Shire, Inland NSW Tourism and RDA Far West would hold a seat on the board as shareholders and contributions.
- The establishment of MOU's would outline terms, conditions and KPI's between relevant organisations.

FUNCTIONS

The board would be responsible for the holistic development of tourism in the Far West NSW region. Functions would include; industry development, product development and marketing.

MODEL 1



STRATEGIC PLAN

- The board would operate under a 3 year strategic plan developed in consultation with all key stakeholders.
- The board would develop one year business plans with clearly defined key performance indicators.

BOARD MEMBERS

- The board would operate as an incorporated association.
- An independent panel following a public call for expression of interest would appoint the independent chair and skills based board directors.



MODEL Option 1 (cont)

- The independent appointment panel could consist of:
 - 1 Industry Representative
 - 1 Local Government Representative
 - 1 Inland Tourism Representative
 - 1 RDA Far West Representative
- Local Government and Inland NSW Tourism would directly appoint their directors.
- The new board may operate distinct sub committees with a capacity to involve non board members.

MOUs

The Board would develop formal MOUs with;

- Broken Hill City Council
- Central Darling Shire
- Inland NSW Tourism

to set down roles, functions, funding (where appropriate) and reporting.

The formal MOUs would also detail stakeholder reporting requirements and annual review processes. The board would operate under a formal charter endorsed by all stakeholders.

INDUSTRY ENGAGEMENT

The board would engage on a bi monthly basis with the tourism industry via an industry forum. The industry forum would update the industry on activities and programs as well as provide the industry with an opportunity to give the Board feedback.

STAFFING

As a minimum, the board would operate with a manager, supported by a tourism officer plus administration support.

FUNDING

The Board would require funds to;

- Employ the above staff
- Finance operational requirements (e.g. office)
- Conduct industry development programs and product development activities

Funds would need to be considered as a true partnership between industry and local government.

Corporate sponsorship can be considered as part of the funding mix. The official visitor guide should be seen as a revenue opportunity.

Whilst further analysis would be required on the financial model a minimum of \$500,000 revenue is likely required to run this organisation.

VISITOR INFORMATION CENTRE

Under this model the Visitor Information Centre would continue to be operated by the Broken Hill City Council.

The official visitors guide (OVG) and tourism campaigns, which are currently managed by the VIC, should be transferred to the new Destination Far West NSW Regional Tourism Board.



MODEL Option 2.

Destination Far West NSW Regional Tourism Board – Operating the VIC

STRUCTURE

The Model 2 is predominantly the same as Model 1; however under this model the Far West Regional Tourism Board would also be responsible for the operation of the Visitor Centre.

- The new board would be the peak tourism organisation for the region.
- The board would be focused on strategy and policy meeting 6-8 times per year.
- Broken Hill City Council, Central Darling Shire, Inland Tourism and RDA Far West would hold a seat on the board as shareholders.
- The establishment of MOU’s would outline terms, conditions and KPI’s between relevant organisations.

FUNCTIONS

The board functions would be as outlined in Model 1 with the addition of visitor servicing. Functions would therefore include; **Industry Development, Product Development, Marketing and Visitor Servicing**

The board would operate under a strategic plan and one year business plan as detailed in Model 1.

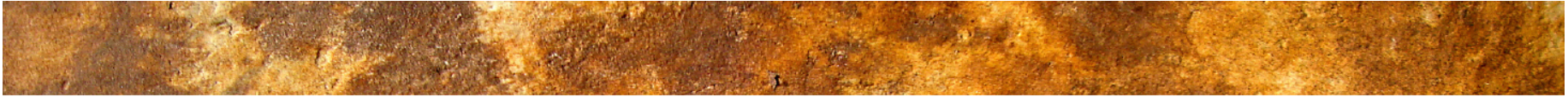
Detail in relation to board composition, appointment processes, MOU’s and industry engagement would be as set down for Model 1.

MODEL 2



STAFFING

- The Staffing structure under this model would include a Manager, supported by a Tourism officer plus Administration Support.
- In addition to this structure, the VIC would operate with 2 full time staff, 2 part time staff plus Ambassadors/Volunteers.



FUNDING

The Board would require funds to;

- Employ staff
- Run the office and outgoings
- Deliver Industry Development, Product Development and Marketing Services

VISITOR INFORMATION CENTRE

Under Model 2, the Destination Far West NSW Regional Tourism Board would officially run the Visitor Information Centre.

It is proposed that the Destination Far West NSW Regional Tourism Board would operate the VIC under a contract with BHCC. The acquisition of the VIC would be staged over a period of time, which would be determined and negotiated between the involved parties.

Under the contract BHCC would pay a fee to the Destination Far West NSW Tourism Board for the Board to provide all Visitor Servicing. The contract could specify;

- A minimum level of service to be offered (opening hours).
- That all revenue streams generated by the VIC be retained by Far West NSW Regional Tourism Board for product development and marketing.
- The Board could negotiate with BHCC to consider locating the VIC at an existing Council or privately operated tourist attraction.
- Far West Regional Tourism Board would be the employers of Visitor Centre Staff.

The Board could also consider the use of Volunteers to assist in the delivery of Visitor Services.

A COMPARABLE MODEL

- The Echuca Moama Tourism Board located on the Murray River provides an excellent comparable model to one proposed under option 2.
- Echuca Moama Tourism (EMT) is an Incorporated Association run by a skills based Independent Board.
- EMT is responsible for Marketing, Industry Development, Product Development and Visitor Services.
- EMT receives annual funding from 2 Local Government Authorities to run the Visitor Information Centre, with a smaller amount provided for marketing.
- The Industry, via annual membership, contributes approximately \$220,000 with further revenue coming from booking commissions, sponsorships and grants.
- EMT operates on an annual expense budget of \$835,000, which includes a CEO, Marketing Officer, a VIC Manager, VIC Officer and 3 casual part time VIC Officers.
- One of the Local Government authorities provides the building where the VIC and EMT offices are located; however the organisation is responsible for all outgoings.

MODEL Option 3.

Inland NSW Tourism Area Tourism Manager Model STRUCTURE

Under this option, BHCC and industry funds would be channeled through to the Inland NSW Tourism Board who, in turn would provide an Area Tourism Manager (ATM) to operate out of Broken Hill/ Far West NSW.

- The ATM Model would see a full time permanent staff member employed by Inland Tourism operating out of Broken Hill/ Far West RDA.
- The role of the ATM would be to deliver Inland NSW Tourism programs in the Far West NSW region.
- Under this model Local Government authorities and industry funds would be directly managed by Inland NSW Tourism to fund the employment of the ATM and to deliver programs.
- The Broken Hill VIC would continue to be run by BHCC.
- Inland NSW Tourism could establish a local advisory committee to support tourism growth in the region provide industry with a link into the management structure.



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MODEL EVALUATION

In consultation with the FWTF, an assessment of the optional models against the criteria (identified in an earlier section of this paper), was undertaken. FWTF concluding that the models met criteria as follows;

CRITERIA	Model 1	Model 2	Model 3
Coordinated approach	✓	✓	✗
Removal of duplication	✗	✓	✗
Role clarity	✗	✓	✗
Representative industry voice for tourism	✗	✓	✗
Genuine leadership	✓	✓	✓
Central point of contact	✗	✓	✓
Improved communication	✓	✓	✓
Regional industry ownership	✗	✓	✗

Based on the above analysis, Model 2 meets all the key criteria. Whilst Models 1 and 3 have important attributes and would also provide excellent outcomes for the region, Model 2 is the one which provides;

- True regional ownership.
- The clearest voice for the regional tourism industry.

Model 2 is the one most likely to provide engagement with industry and also has the greatest potential to generate the funds from industry to ensure the long-term sustainability of the structure and organisation. Model 2 presents less of a financial risk in terms of taking on the operation of the VIC and Model 3 provides the least financial risk, for what will essentially be a start up tourism body.



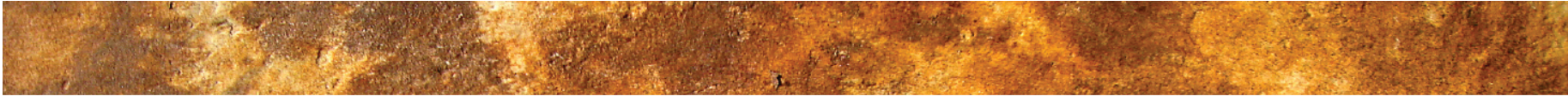
FWTTF INPUT AND EVALUATION

A discussion paper outlining three possible tourism model structures was presented to the Far West TTF in mid July 2014.

After a period of review, feedback and comments were received and reviewed, the top line outcomes of this were:

- Model 2 was seen as the preferred option, however Model 1 could be a good starting point.
- More detailed costing's were required on the potential model before a final decision on the preferred model could occur.
- The model needed to include strategic alliance and engagement with Inland NSW Tourism and Destination NSW.
- There is some dispute around who and what organisations should hold a seat on the Board and under what terms and conditions (this would be debated and decided during the implementation phase).
- The establishment of an Implementation Committee with industry and stakeholders is favoured as a means to guide, discuss, develop and finalise all governance and structure elements of the establishment of the Regional Tourism Board.
- Implementation of the chosen model should be staged over a period of time and as determined by the Implementation Committee.





THE PREFERRED MODEL

Following input from FWTF, the consultants were requested to provide further detail around Model 2 - the preferred model as identified by FWTF. The detail is as follows:

DESTINATION FAR WEST NSW REGIONAL TOURISM

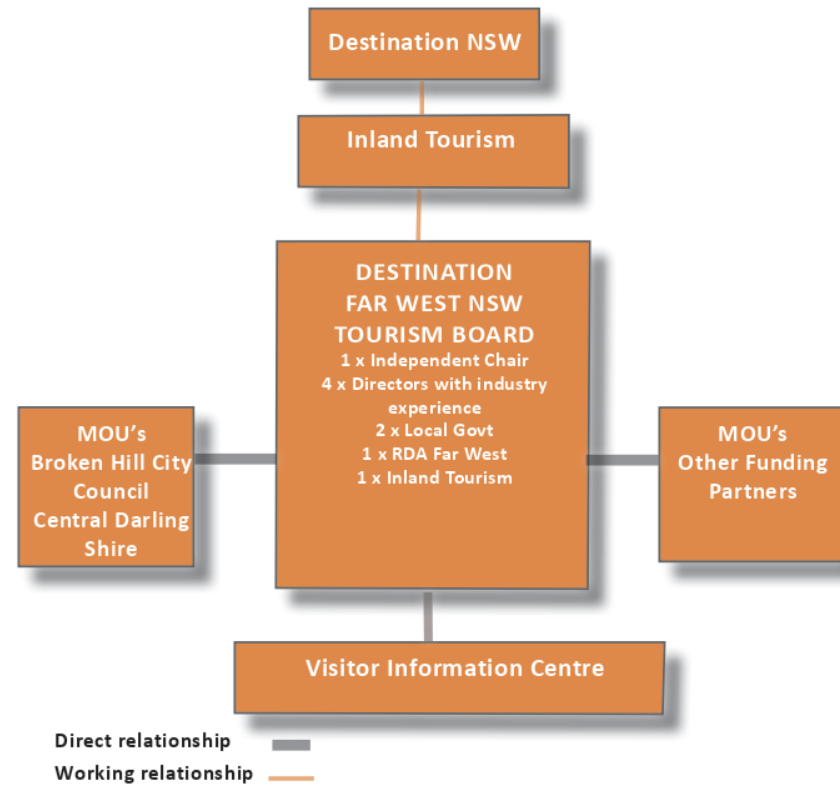
The preferred model seeks to:

- Provide regional ownership.
- Develop a true partnership approach to the development of tourism.
- Remove duplication of effort and funding.
- Provide absolute role clarity.
- Improve communications and connection.
- Provide genuine tourism leadership.
- Provide transparency and accountability.
- Link the region into the established tourism network.

The degree to which the above is achieved will largely depend on the commitment of all parties to embrace change, and in particular embrace a true partnership approach.

The new board will be the peak tourism organisation for the far west NSW region or the region covered by the same footprint as RDA Far West NSW. It is anticipated that the board will meet 6 – 8 times per year.

THE PREFERRED MODEL





FUNCTIONS

Destination Far West Tourism (working title) will be responsible for:

Industry Development

- Develop, implement and support strategies to grow the skill base of the tourism industry within the region
- Activities could include workshops, seminars, mentoring, webinars etc.

Marketing

- Develop an annual Marketing Plan to ensure a strategic and coordinated approach to driving visitation to the region
- The Marketing Plan should be based on sound research and identify clear target markets

Visitor Servicing

- Run the Visitor Information Centre for the region
- Explore other options to support the visitor once they arrive in the destination

Product Development

- Identification of product gaps in the region
- Developing strategies to attempt to fill product gaps

Destination Far West NSW Regional Tourism will be a strategic organisation focused on the holistic development of tourism in the region – it should not become directly involved in operational issues. Operational issues will be dealt with by the organisations' management team.

The key direction for the organisation should be spelt out in a **3 year Strategic Plan** which needs to be developed as a priority action for the new organisation. The 3 year Strategic Plan should be developed following extensive consultation with all shareholders and stakeholders.

Much of the research and development work for this plan has already been undertaken via the Broken Hill Strategic Tourism Plan and the Outback NSW Destination Management Plan. The **Destination Far West Tourism** 3 year Strategic Plan, can therefore draw from much of this.

The Plan should detail the Vision and Mission for the organisation and set down key activities under the 4 planks of; Industry Development, Marketing, Visitor Servicing and Product Development

In order to further guide the work of the new organisation a **One Year Business Plan** should be developed which links to the 3 Year Strategic Plan.

The One Year Business Plan details the action to be undertaken in the 12 month period with clear timelines and key performance indicators. The One Year Implementation Plan should be reported against at each Board Meeting and should undergo an extensive review 6 months after the commencement of the implementation year.

The 3 Year Strategic Plan should be reviewed annually to ensure the strategic direction of the organisation and the industry is still appropriate for the prevailing external conditions at the time. Failure to establish a clear 3 Year Strategic Plan and a One Year Implementation Plan is a recipe for failure.

In developing the Business Plans, it is essential that the goals are realistic and achievable. It is best to do 3 to 4 things really well than 6 to 8 things not so well!

STAFFING

The challenge with any regional tourism organisation model is to develop a staffing structure which delivers on the strategic direction of the organisation without placing the organisation under financial stress or allocating a significant proportion of revenues to administration.

A further difficulty with the model presented is that it contains a requirement to operate a 7 day a week Visitor Information Centre. VIC's by their very nature are expensive services to operate and we often find regions and Local Governments spending more on servicing the visitor once they arrive than they do in trying to attract visitors and grow the industry (Marketing, Industry Development, Product Development).

For the purpose of this model we have allocated minimum staff based on models in similar sized destinations.

In addition to the listed staff it is recommended an 'Ambassador Program' (Volunteers) be established to support the operation of the VIC.

It is also possible that the new organisation could opt to "outsource" certain aspects of the listed roles. Activities for outsourcing include:

- Membership
- Official Visitors Guide (OVG) development

An officer within the organisation could be designated to manage the contracts. The contracts could be commission based as an incentive for the appointed contractor. It is imperative that the staff runs the organisation. The Boards role is to oversee the way they go about the running of the business and whether or not they are meeting set targets. Destination Far West NSW Regional Tourism would employ the staff identified and outlined.

The proposed staffing structure for Model 2 is as follows:

TITLE	Function	FT/PT	Salary Range
Executive Officer	Managers the business Key spokesperson for tourism Product Development	FT	\$110,000 to \$125,000
Tourism Officer	Industry Development Research Campaign Management Digital	FT	\$45,000 to \$50,000
Tourism Officer	Visitor Servicing OVG Management Familiarisations Includes rostered weekends	FT	\$45,000 to \$50,000
Tourism Officer	Visitor Servicing Industry Communication Ambassadors Program Includes rostered weekends Accommodation Booking	FT	\$45,000 to \$50,000
Tourism Officer	Visitor Servicing for peak times and weekends Accommodation Booking	PT	\$35,000 to \$40,000
Finance/ Admin	General Administration Financial Management	PT	\$25,000 to \$30,000
Membership Officer	Driving New Membership	PT	\$18,000 to \$20,000



OFFICE AND VIC LOCATION

The logical geographic location for the new organisation and the Visitor Information Centre is Broken Hill.

The actual location of offices and the VIC within Broken Hill is not so clear-cut.

Currently, the Broken Hill Council operates the Visitor Information Centre in Bromide Street as a stand-alone Information Centre. Within the same complex is the Coach Terminal, Gloria Jeans and a Car Hire Company (call out office).

A number of vacant offices exist which would allow for the Destination Far West NSW Regional Tourism staff to office share.

The question we have to ask is do we need a Visitor Information Centre of this size? We also need to consider what the long term lease and financial arrangement are for this site.

The new organisation may also look to operate from within other Council run tourist attractions or develop an arrangement with a private operator. Under this arrangement the new organisation could:

- Reduce costs by operating a smaller Visitor Information Centre component of the business
- Reduce staffing costs by multi skilling staff to not only run the tourist attraction but also provide Visitor Information Centre services
- Create a revenue stream by successfully operating a tourist attraction on a profit sharing basis

The final decision will be made by the new organisation. The acquisition of the VIC would be staged over a period of time, which would be determined and negotiated between the involved parties.

OPERATIONAL COSTS

In order to progress the model it has been assumed that Destination Far West NSW Regional Tourism will operate from the existing VIC in Bromide Street. It is also assumed that Council, as part of its contribution, will:

- Provide the office and VIC space rent free
- Provide maintenance on the building
- Maintain the surrounds of the complex



Making these assumptions the likely operational costs of the new structure would be as follows:

EXPENSES

OPERATIONS/ MARKETING	BUDGET
Campaigns	\$110,000
Image Library	\$3,500
PR/Famils	\$2,400
International	\$5,000
Industry Forums	\$10,000
Exhibitions/Consumer Shows	\$8,000
OVG Production	\$40,000
Audit/bank Fees	\$5,000
Computer/Digital	\$3,000
Board Expenses	\$10,000
Electricity	\$7,000
Directors Liability Insurance	\$1,200
Photocopier (50%)	\$4,000
Postage	\$5,400
Printing and Stationery	\$3,000
Motor Vehicle	\$22,000
Salary/On costs	\$230,000
Superannuation	\$16,500
Training/Prof Development	\$3,000
Communications	\$5,000
Storage	\$2,000
Research	\$10,000
Contingency	\$8,000
TOTAL	\$514,000

VISITOR INFORMATION CENTRE	BUDGET
Advertising	\$2,400
Accounting/Legal	\$1,000
Ambassador Expenses	\$2,000
Audit/Bank Charges	\$8,000
Reservation System	\$8,000
Cleaning	\$10,200
IT Expenses	\$3,500
Cost of Sales	\$15,000
Electricity	\$15,000
Photocopier (50%)	\$7,000
Insurance	\$7,500
Postage	\$6,000
Printing and Stationery	\$5,200
Repairs and Maintenance	\$5,100
Salary/Wages/On Costs	\$190,000
Superannuation	\$18,000
Uniforms	\$1,000
Security	\$2,000
Telephone/Communications	\$15,000
Staff Training	\$5,000
Sundries	\$2,400
Contingency	\$5,000
TOTAL	\$334,300

TOTAL Operations, Marketing and VIC expenses are:

BUSINESS UNIT/SECTOR	BUDGET
Operations/ Marketing	\$514,000
Visitor Information Centre	\$334,300
TOTAL	\$848,300

REVENUE

The potential revenue required to ensure the new organisation is a viable and sustainable operation are as follows:

BUSINESS UNIT/SECTOR	BUDGET
Member Fees	\$156,000
Website Advertising/Listing Sales	\$8,000
OVG Sales	\$80,000
Interest	\$5,000
Cooperative Campaign Contributions	\$25,000
Sponsors	\$5,000
Grants	\$5,000
Broken Hill Council	\$272,000
Central Darling Shire	\$30,000
TOTAL	\$586,000

BUSINESS UNIT/SECTOR - V.I.C	BUDGET
Bookings Commission	\$25,000
Retail Sales/Souvenirs	\$50,000
Grants	\$5,000
Exhibition Space Sales	\$5,500
Sponsors	\$5,000
Broken Hill Council	\$200,000
Central Darling Shire	\$45,000
TOTAL	\$335,500

TOTAL Revenues can be summarised as follows:

BUSINESS UNIT/SECTOR	BUDGET
Member/Marketing/Operations	\$586,000
Visitor Information Centre	\$335,500
TOTAL	\$921,500

The pressure points in these revenue estimates are:

Member Fees

- Can the organisation generate \$156,000 in member fees when the existing VIC's estimate of member fees and charges is only \$45,000?
- A comparable size organisation is generating approximately \$220,000 in member fees but is it achievable for Destination Far West NSW Regional Tourism?

OVG Sales

- OVGs in other regional areas generate over \$35,000 profit for their organisations. This is only the case however where advertising sales and design of the guide is undertaken by staff members of the organisation - the associated salary costs are accommodated within an existing budget and not costed against the project specifically.
- Current figures made available suggest that the Broken Hill OVG generates \$120,000 in revenue but has an expense of \$120,000.
- The OVG sales offer potential to obtain some matching funds from Inland NSW Tourism.

Cooperative Campaigns

- The estimated revenue from cooperative campaign contributions has potential to attract matching funds from Inland NSW Tourism.

Retail Sales/Souvenirs

- Current estimates from BHCC suggest the existing VIC generates approximately \$120,000 in sales. Our estimates are more conservative at \$50,000.

Booking Commissions

- Existing VIC estimates suggest that over \$40,000 annually is generated through booking commissions and signage sales.
- Our estimates of \$25,000 are conservative in comparison and are also well under commissions generated by comparable sized organisations.



Local Government Contributions

The recommended contribution from Local Government is;

- Broken Hill Council \$472,000 (tbc)
- Central Darling Shire \$75,000 (tbc)

The suggested figure for BHCC to contribute is the current 'spend' on tourism (refer page 10 of this document), which would be deemed at set up funding that could be reduced by an agreed percentage annually and as part of the implementation phase. The suggested figure for Central Darling Shire is a new funding amount, which would also need to be discussed and negotiated as part of the implementation phase.

Clearly ensuring the funding model is viable and sustainable is a critical step in establishing Destination Far West NSW Regional Tourism. As there are a number of unknowns in the revenue side of the equation, it is recommended that negotiations occur with the Councils to underwrite the start-up year and continue to fund the second and third years on a sliding scale until the Council contributions and the industry contributions are more aligned. Greater detail would be developed in the implementation phase.

To be noted and of concern with the funding options for Model 2 is that it is projected to operate on an annual surplus of \$73,200. This is not advisable and the sustainability could be questioned. If the industry are genuinely committed to being a true long term funding partner and the identified pressure points are all addressed, the model can work - and does work in other regions.

BOARD DIRECTORS

It is recommended that Destination Far West NSW Regional Tourism be an Incorporated Association and utilise the recommended model rules as a starting point to its establishment.

Incorporation provides the organisation with its own legal entity separate from its directors, providing protection to directors in legal transactions.

The directors of the structure and the reasoning for this composition are outlined in the adjacent table.

FWTTF would manage the appointment of the Board Directors.

The recommended process is:

- Develop a position description for the Independent Chair and the skills based directors (tourism and non tourism).
- Develop a newspaper and online advertisement seeking Expressions of Interest for Board Members.
- Review and short list applications.
- If required, establish interviews for short listed candidates.
- Make formal recommendations back to the FWTTF for approval.
- Write to RDA Far West, Shareholder Councils and Inland NSW Tourism asking them to nominate a Director. The correspondence should include an outline of the Directors role and the proposed operation of the new organisation.
- Once all nominations are finalised formally, announce the new Board. It is recommended that you utilise this opportunity to formally launch the new entity.

Membership of the Board has been recommended as follows:

BOARD DIRECTOR	REASONING
Independent Chair	Provides the opportunity to appoint a skilled chair that is truly independent.
Skills Based (non tourism) x2	These positions provide the opportunity to appoint directors with specific skills, which would enhance the operation of the Board, e.g. finance, legal.
Skills Based with Tourism Industry Background/ Involvement x4	Allows for the appointment of directors with specific skills but also who have knowledge of the Tourism Industry. Could also allow appointments from various sections within the Tourism Industry.
Local Government X2	Shareholder Local Governments (financial contributors) should be invited to nominate a Board Director. The decision as to whether it is an officer or councilor would be left with the particular council to decide.
RDA Far West	This appointment ensures a linkage to the funding organisation but also to a potential partner organisation particularly in the area of product development.
Inland Tourism	This appointment would provide a direct link to the Destination NSW supported organisation, which is a potential funding partner with Destination Far West NSW Regional Tourism. The case for matching funds will be greatly strengthened if there is a direct working relationship with Inland NSW Tourism.

Lightfoot Marketing / MIA Tourism - Governance Model Report Far West NSW - October 2014

MEMORANDUM OF UNDERSTANDING

It is important that Destination Far West NSW Tourism enter into MOU's with key shareholders including Local Government, RDA Far West, and Inland NSW Tourism.

MOU's should be for a 3 year period with renewals for a further 3 years, completed by the end of the second year of the agreement; thus allowing full disclosure regarding ongoing support for Destination Far West NSW Tourism.

MOU's should clearly state the roles, functions and funding (where appropriate) and reporting procedures to ensure clarity between all parties.

INDUSTRY ENGAGEMENT & COMMUNICATION

Unless Destination Far West NSW Tourism and more particularly, the management, engage with the Industry, the organisation will fail.

As a minimum, it is recommended that Destination Far West NSW Tourism undertake:

- Bi-monthly industry forums that incorporate a professional development component as well as a mechanism to allow the industry to provide feedback to Destination Far West NSW Regional Tourism.
- Monthly Industry Updates (email or electronic direct mail) highlighting news and activities relevant to the industry.

SHAREHOLDERS

The shareholders of Destination Far West NSW Regional Tourism are the funding parties (Local Government, Inland NSW Tourism and the Industry). The key funding party is local government(s) and it is therefore imperative that Destination Far West NSW Regional Tourism develops a structured half yearly process to formally present to the Councils to ensure they are aware of activities, events, issues and challenges relevant to the tourism industry.



IMPLEMENTATION PLAN

IMPLEMENTATION PROCESS

In order to move the region from its current model to the new structure it is recommended that the following be considered:

1. **Formally establish the Far West TTF as the structures Implementation Committee.**
 - The implementation committee would be responsible for managing the entire implementation of the new structure.
2. **The Implementation Committee appoint an Executive Officer**
 - It is essential that the implementation committee appoint an officer to lead the entire process and act as Executive Officer of the Implementation Committee.

Once the Implementation Committee is in place and the structural model has been endorsed they should then work through the following key activities.

- a) **Finalise the Financial Model and Sign on Shareholders (Funding Partners)**
 - This is obviously a critical step as the implementation committee work through a process that ultimately results in signing on the key funding partners.
 - The committee needs to review the financial model and agree on funding partner commitments.
 - It is essential during this phase that a professional 'pitch' be developed to sell the benefits of the new structure and provide the councils with the compelling reasons why they should be a partner and commit funds.
 - It is important that a 3 year funding model is developed which has the Councils committing increased dollars during the start-up phase (Years 1 and 2) with a reduction in the third year.

- This entire process has to be carefully managed and the focus should always be about building a partnership.
- The end result of this phase of the process is the signing of key funding partners via a 3 year memorandum of understanding.

b) **The 3 year Memorandum of Understanding**

The 3 year memorandum of understanding should set out:

- What is being planned?
- The role of the new structure.
- The relationship of the new organisation to other tourism and business structures.
- Membership of the new board.
- The appointment process.
- Key Performance indicators.
- Review and reporting processes.
- MOU renewal processes.
- Dispute resolution.
- Wind up of the organisation.
- Funding schedule.

The above are minimum requirements to provide the funding partners with a level of confidence required to commit funds.



c) Position Descriptions and Advertising

- Detailed position descriptions should be developed for the Independent Chair and Board Director roles.
- Advertisements should then be developed seeking “Expressions of Interest” for the Chair and Director roles.
- The implementation committee should review all expressions of interest and short list.
- Short listed candidates should be interviewed.
- The implementation committee would formally announce the successful candidates.

d) Incorporation and Charter

- While the Director and Chair appointment process is underway the implementation committee should also be working on the development of a board charter and incorporating the new organisation.

e) Executive Officer Appointment

- The implementation committee should develop a position description for the Executive Officer role.
- The role should be widely advertised.
- The timing of the advertising, short listing and interviews should be coordinated so that the newly appointed Chair can be involved in the process and included on the appointment panel.

f) 3 Year Strategic Plan

- The implementation committee has a role to play in coordinating and leading this process however it should be timed in such a way that the new Board (and ideally the Executive Officer) can be involved in the process.

g) Launch

- The new structure should be launched at a function where the implementation committee formally hands over management of tourism in the region to the new Board.





APPENDIX : A

INDUSTRY CONSULTATION & ENGAGEMENT SESSIONS

A total of seven industry consultation and engagement sessions were held in Broken Hill on 21, 22, 23rd May, 2014 at the Musicians Club in Broken Hill. More than 80 people attended the sessions over the three days, with each session running for between 2.5 and 3 hours and producing high level discussions and a general consensus and direction for the future of tourism in Broken Hill.

RDA Far West undertook newspaper and radio advertising to encourage attendance at the sessions and ensure access for all that were interested and would be potentially impacted by the recommendations and outcomes. EDM's were also developed and distributed along with flyers that were distributed around Broken Hill.

People from the following sections of community and industry were in attendance; local and regional tourism industry operators, representatives from local and regional business organisations, representatives from local, state and federal government and interested residents.

Sessions and attendees are outlined in the following tables.

SESSION 1

Leesa Zupanovich - Far West RDA
Michael Williams - FWTF, Far West RDA
Ann Rogers - FWTF, COCommerce, Manager
 Robinson College
Dinitee Haskard - FWTF, NPWS
Robin Edgecumbe - FWTF
Chris Anderson - FWTF
Jason King - FWTF
Andrea Roberts -FWTF, BHCC Economic Dev

SESSION 2

Karen & Ben - Demo Club
 Eric Ralph
 Hugh Gough – Caledonian Accommodation
 Tegan Hickey & Chloe Bennet – Murdi Park
 Aboriginal Affairs
 Patrick Kreitner – BHCC VIC Tourist Information
 Centre
 Helen Murray – Helbar Farm Photography
 Gallery
 Peter Price – Silverton Hotel
 Robin Chapman – Adkins Hardware
 Susan Williams - RFDS
 Hannah Illingworth – Broken Hill Art Exchange
 Jason Cox – McMahons Mining Company
 Steve & Noelene Sliwka – Old Royal Hotel
 Beth – Daydream Mine
 Therese Mann – BHCC General Manager
 Christine Barr – Railway Museum
 Dinitee Haskard – NPWS and TTF
 Gavin Coote - ABC Radio
 Jodie Bear, & Andrew Spencer – Sureway Em-
 ployment
 Margaret McBride – Old Fashioned Favourites
 Dallas – Coburn Hotel
 Chris – Silver city Tours
 Les Silvercity Tours
 Jason - Manager Woolworths

SESSION 3

Larry & Rod Angel
 Phil Dungey
 Helen – Broken Hill Print
 Gary Bowden
 Elaine Gillet
 Jason King - TTF

SESSION 4

Jack Absolom – Absolom Art Gallery
 Amy Lee – First National RE
 Peter Bevan (Sturts Meadows Grazier)
 Naomi Schmidt -Eldee Station
 Sean Fargher – BHCC VIC
 Linda Nadge – Outback Astronomy
 Christine Adams – Railway Museum
 Kim Fell – BHCF
 Rohan Jones – Life without Barriers
 Terry Smith – Scarsdale Station
 Fran Savage- Break Free Solutions
 Christine Outback Lodge
 Tracie Lee - Duke of Cornwall
 Dionne Devlin – Devlin Dental
 Narelle Symonds – Apprenticeship Association
 Catherine Farry – Regional Art Gallery
 Anne Bransdon – Chamber of Commerce
 Lee Cechin – Pandora’s Palett Owner /Chef
 Corey – BHCC VIC
 Dinitee Haskard – TTF NPWS
 Steve – Community Member
 David – Fireman
 Katherine – Community Member
 Otto – Community Member
 Kevin White – Daydream Museum
 Margaret – Community Member

SESSION 5

Marion Browne – BHCC Councilor (Acting mayor for 2 weeks)
Damien Cox – BHCC Communications Specialist
Darrea Turley – BHCC Councilor and RDA Committee Member

SESSION 6

Bushy (Kevin) / Whites Museum
Michael McCulkin - FWTF, Tri-State Tours
Joanne McCulkin – Tri-State Tours
Craig & Julie Willoughby – Gloria Jeans Coffee Shop, BHCC VIC
Bill Elliot – Wilcannia Tourism Association
Esther - Palace Hotel
Gary Radford
Wayne & Ruth Stubbings – Silver spade Motel and Broken Hill Tourist Lodge

APPENDIX: B**SUMMARY OF KEY DISCUSSIONS FROM CONSULTATION & ENGAGEMENT SESSIONS**

SURVEY QUESTION	RESPONSES/ SUMMARY
Types of business or body completing survey	Community – 7 Local/ State Govt – 6 Tourism Services – 2 Attraction – 1 Tour Operator – 3 Other - 11
Key product strengths	Heritage Buildings Australian History Australian Characters Experiences Art Galleries Mining Film Desert Landscapes Menindee Lakes National Parks Indigenous culture – Mungo, Mutwintji Miners Memorial Attractions Surrounding unique towns Friendly people Australian animals Climate Golf Course Community Events

SURVEY QUESTION	RESPONSES/ SUMMARY
Key issues facing tourism	<ul style="list-style-type: none"> Disengaged industry – no management/ leadership/ driver Inconsistent and inadequate support from Inland NSW and other Government bodies – no direct contact/ engagement Sustainability and succession planning Council leadership Apathy from industry and community Poor service Air travel – cost & access Train travel - frequency Pricing – too high Not enough events and experiences Limited product development Lack of coordination and communication Being open for business VIC access and not being open Attractions being closed Dispersal to surrounding towns and region Increasing numbers of Asian/ Chinese visitors and lack of services More product needed to encourage longer stays Need more visitors, consistently Lack of funding and resource for tourism marketing Lack of engagement with travel and tourism trade sector
Idea's on how to address key issues	<ul style="list-style-type: none"> Independent business and community based tourism body, supported by Council A leader, advocate, lobbyist and driver for tourism Coordinated structured approach to tourism Strong communication Regular product audits Encourage event organisers to develop and run events Service training Weekend penalty rates – address the cost to business somehow More events and festivals to drive visitation Lobby Governments to address transport issues

SURVEY QUESTION	RESPONSES/ SUMMARY
Enhancing the visitor experience	<ul style="list-style-type: none"> Sunset Tours, Living Desert Tours Better customer service Volunteers with passion at the VIC More events and festivals to experience RV dump sites Cater for grey nomads – food, service, tours Community pride, lead by civic leadership 4 -5 Star Hotel with conferencing facilities Product development Development of more Caravan and Motor Home products and packages Higher quality food & wine offerings and experiences – outback flavours, good foodie experience, taste the outback
Strategic priorities	<ul style="list-style-type: none"> Form tourism body Strategically manage tourism Destination and brand marketing Develop events calendar Product development for key target markets Short break market and packaging to suit this market Strategies to address air travel issues Educate community and business on the benefits of tourism Engaging industry Raise funds from industry to support Strong management of visitor services
Key roles of a peak tourism body	<ul style="list-style-type: none"> Drive visitors to the region Implement brand and destination marketing campaigns Connect operators Collective marketing and networking opportunities Training and development Information distribution Develop strategic plans for growth Be highly visible and positive and involve community Ensure we works with State and Federal tourism bodies



POLICY AND GENERAL COMMITTEE

February 24, 2023

ITEM 5**BROKEN HILL CITY COUNCIL REPORT NO. 50/23**

SUBJECT: PROMOTION OF BROKEN HILL AT CARAVAN AND CAMPING
SHOWS D23/10224

Recommendation

1. That Broken Hill City Council Report No. 50/23 dated February 24, 2023, be received.
2. That the report be noted.
3. That Council consider the cost and benefits of attending caravan and camping shows and if endorsed the number of events attended be considered in the development of the 2023/2024 Operational Budget.

Executive Summary:

At the August 2022 Meeting of Council, Council resolved:

1. That Council sends correspondence to the organisers of the Broken Hill Mundi Mundi Bash congratulating them on another great event.
2. That they be invited to provide the Council with promotional material that can be used and circulated at all conferences attended by Council.
3. That Council be provided with a report about the potential benefits for tourism from Council attending camping and caravan shows/expos.
4. That Council investigate opportunities for partnerships to attend camping and caravan shows, including with the Broken Hill Mundi Mundi Bash. Minute No. 46926.

This report addresses 2, 3 and 4 of the resolution.

Report:**Caravan and camping shows**

There are approximately 40 caravan and camping shows/expos in Australia each year. A number of these are held in regional areas, with each capital city hosting major events annually. To reach maximum return on investment, it would be prudent to attend the State events that attract larger crowds and provide increased opportunity for interaction with potential visitors. Examples of the State caravan and camping shows for 2023 include:

- Let's Go Queensland Caravan & Camping Supershow - Dates: June 6-11, 2023. The 2021 'Go Queensland' Caravan & Camping Supershow attracted 40,440 visitors and the Let's Go Gold Coast Caravan and Outdoor Expo held in March 2023 attracted an estimated 13,500 people.
- Victorian Caravan, Camping & Touring Supershow - Dates: 22-26 February 2023. In 48,000 attended this event.
- NSW Caravan, Camping & Holiday Supershow - Dates: April 18-23, 2023.
- In 2021, 61,595 people attended this event.

- Let's Go Brisbane Caravan & Outdoor Sale - Dates: Oct 26-29, 2023 (TBC). In 2021, 16,189 people attended this event.
- Let's Go Adelaide Caravan, Camping & Outdoor Show – Dates: Feb 15-19, 2023. In 2021, 30,000 people attended this event.
- Canberra Caravan Camping Outdoor Lifestyle Expo - Dates: October 20-22, 2023. In 2022, 15,607 people attended this event.

Given the timing of the calendar of events, if Council chose to attend, it would be prudent to start attending in 2024, providing time for bookings and promotional material to be procured.

Broken Hill Mundi Mundi Bash

Council has had discussions with the Broken Hill Mundi Mundi Bash organisers, who confirmed the value of attendance at caravan and camping shows during the time in which they were in the establishment phase of their festivals. The success of the Birdsville and Broken Hill Mundi Mundi Bash has reduced the need for their attendance. With both events selling out within a short time of tickets going on sales through word-of-mouth and digital marketing, they no longer attend these events to promote the festivals. However, the organisers will provide promotional collateral to support a Broken Hill presence and would consider sending a staff member to support a Broken Hill stand if Council opted to attend a Sydney event. It will be essential that the materials form part of an overall destination experience that includes information on all Broken Hill products, experiences and events.

Return on Investment

While return on investment for attendance at trade shows is difficult to measure as interaction with attendees does not ensure that it will convert to a visit to your town or attraction, information provided to Council from industry professionals at other Councils who attend caravan and camping shows include advantages such as:

- Face-to-face marketing directly with potential visitors
- Visitors receive very localised information that is not necessarily available on a digital platform or in hard copy brochures / visitor guides
- There is the opportunity to correct any misconceptions regarding the destination
- Opportunity to develop new business relationships
- Professional development opportunity for staff

Disadvantages include:

- Staff availability – hosting a stall requires 2 – 3 staff to ensure that there is an appropriate level of interaction with potential visitors – Council will need to ensure that key services continue to be resourced during attendance at events
- Cost of attendance including stall establishment, booth fees, extra marketing and promotional materials, transport, and accommodation etc.

It is also worthy to note that over 95% of visitors drive to the Destination Country and Outback network area, which signifies the importance of understanding the Drive Tourism market and their needs and aspirations. *Destination Country and Outback Destination Management Plan 2022-2030*. This represents approximately 235,000 of the estimated 248,000 domestic overnight visitors who spent at least one night in the Broken Hill Local Government Area in the year ending September 2022. *Broken Hill Tourism Monitor Year ending September 2022*. This indicates Broken Hill and Country and Outback already has a strong brand in the self-drive market.

Budget checklist

To host a professional stand at exhibitions and shows, it is recommended that an investment be made in a professionally branded stand. Estimated cost: \$5,000. This would be a one-off

fee but would require review every three to five years to ensure that the stand aligns with the Broken Hill brand.

An example of such assets includes the Broken Hill events team transportable display purchased in 2016.



To exhibit at a show/expo would have an estimate cost of \$10,000 per event.

Exhibition costs include:

- Booth Fee: Est \$2,000 per show (this can vary depending on size of show and placement of stand)
- Displays/furniture: These can be hired from show /expo. Est: \$1,000.
- Shipping costs: Est: \$500.00
- Materials/brochures/giveaways: \$1,000
- Accommodation – 3 x staff, per night \$750 (minimum 3 nights = \$2,250)
- Food - \$100 per day per person (3 staff, minimum 3 nights = \$900)
- Travel – 3 x staff est. \$2,400 (air).

Community Engagement:

The Visitor Services coordinator contacted a number Councils through the Visitor Services network in NSW, South Australia and Queensland, to ascertain value of attendance at caravan and camping shows. The Managing Director of Broken Hill Mundi Mundi Bash was also consulted in relation to promotional collateral and attendance at caravan and camping events. Their responses are included in this report.

Strategic Direction:

Key Direction:	2.4	Our Economy
Objective:	2.4	We are a destination of choice and provide a unique experience that encourages increased visitation
Strategy:	2.4.4	2.4.4 Ensure a strategic and proactive approach to the development, management and marketing of business and destination events, tourism and filming activities

Relevant Legislation:

Section 358 of the Local Government Act 1993

Local Government (General) Regulations 2021

Financial Implications:

Initial start up costs (promotional and stand materials) estimated \$5,000.

Participation in each event estimated \$10,000.

If endorsed, budget would need to be included in the 2023/2024 budget.

Attachments

There are no attachments for this report.

ANNE ANDREWS
EXECUTIVE MANAGER GROWTH AND INVESTMENT

JAY NANKIVELL
GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

February 17, 2023

ITEM 6BROKEN HILL CITY COUNCIL REPORT NO. 51/23

SUBJECT: DRAFT BROKEN HILL LIVEABILITY STRATEGY FOR PUBLIC EXHIBITION D23/9150

Recommendation

1. That Broken Hill City Council Report No. 51/23 dated February 17, 2023, be received.
2. That Council endorse the Draft Broken Hill Liveability Strategy for the purpose of public exhibition.
3. That the Draft Broken Hill Liveability Strategy be exhibited for public comment for a period of 28 days.
4. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions and any recommended amendments arising, with a view to adopt the Draft Broken Hill Liveability Strategy 2043.

Executive Summary:

Broken Hill is entering an exciting new era of growth and Council is planning for an anticipated surge in population and industrial development. Collaboration with key stakeholders and government agencies during the past few years has confirmed that to successfully grow the population and enhance the liveability qualities of the city, a dedicated and centralised strategy to address the housing and longer-term liveability issues is crucial to success.

The Draft Broken Hill Liveability Strategy builds on opportunities for sustainable growth over time while promoting and protecting the environment and creating an equitable welcoming community that celebrates diversity. Looking forward over the next 20 years, the Broken Hill community can grow and change in different ways. This Strategy describes three horizons of growth that reflect plausible future scenarios that will shape Broken Hill's population and demographics, economy, and work, and needs and expectations of current and future residents.

Given its location, Broken Hill cannot rely on other towns to manage overflow in the needs for housing and services when the population peaks. This Strategy supports Broken Hill to create redundancy in services and housing and ensure adequate supplies of rental housing stock as part of the way for people to make the initial move to Broken Hill, enjoy the lifestyle the city has to offer, and encourage more permanent decisions to stay.

Council has led the development of this Strategy, with input from the community and stakeholders. The Strategy serves as a guiding document for community members and stakeholders that contribute to liveability in Broken Hill. Priority actions are defined for each liveability indicator and liveability measures will be monitored to track progress and impact of the Strategy. Establishment of a Collective Impact Model will enable shared responsibility for the coordinated and collaborative implementation of this Strategy.

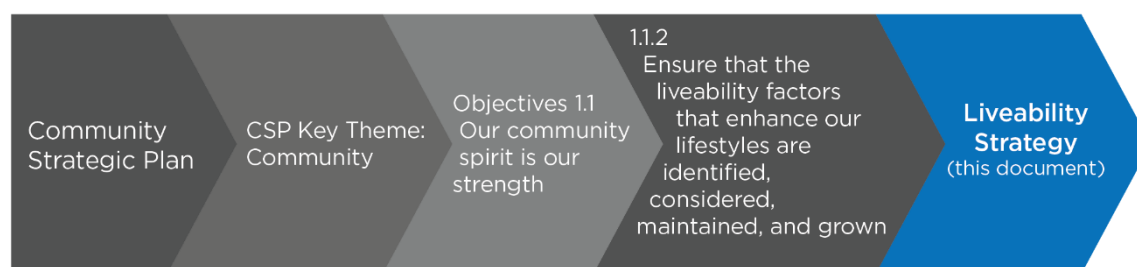
Report:

It was recognised by Council the importance of liveability for the community of Broken Hill, and importantly how the wider liveability concept could be used to further enhance existing strengths and use those strengths to promote the opportunities that Broken Hill could provide to new residents. This concept was further enhanced when Council undertook the development of the Community Strategic Plan and associated Integrated Planning and Reporting document suite.

As part of the 15-month engagement process in preparation of the Community Strategic Plan 2040, Council identified a common theme of liveability factors, the importance of the quality of life and the need to plan for the future.

In June 2022 Council adopted the Community Strategic Plan (CSP) “Your Broken Hill 2040” which identified four key themes to shape councils future planning and service provision, Our Community, Our Economy, Our Environment and Our Leadership.

Specifically, the Broken Hill Liveability Strategy 2043 delivers on the Community Strategic Plan Objective 1.1 *Our community spirit is our strength* and Action 1.1.2 *Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown*.



The CSP strongly highlights the inter-connectivity between community wellbeing, the natural and built environments and economic prosperity and the role that plays in creating a liveable community. The development of the Broken Hill Liveability Strategy 2043, incorporating strategies to address housing availability, and the priority placed by the community on the key factors of liveability and provides Council a framework and action plan towards improving liveability Broken Hill.

Defining the community’s collective liveability priority allows Council to identify the factors that are of most importance to the happiness and quality of life for its residents and ensure that future planning and policies are aligned to continuously improve the liveability of Broken Hill.

In developing this Broken Hill Liveability Strategy 2043, Council, together with local stakeholders and the community, is defining a vision for a future where the relationship between people and place is strongly connected.

This Strategy takes a 20-year view of the future and sets a focus on 12 liveability indicators and priority actions that will enhance liveability – supporting people to stay in Broken Hill to live happy and healthy lives; and attracting people to come to Broken Hill to support a growing economy and create new opportunities.

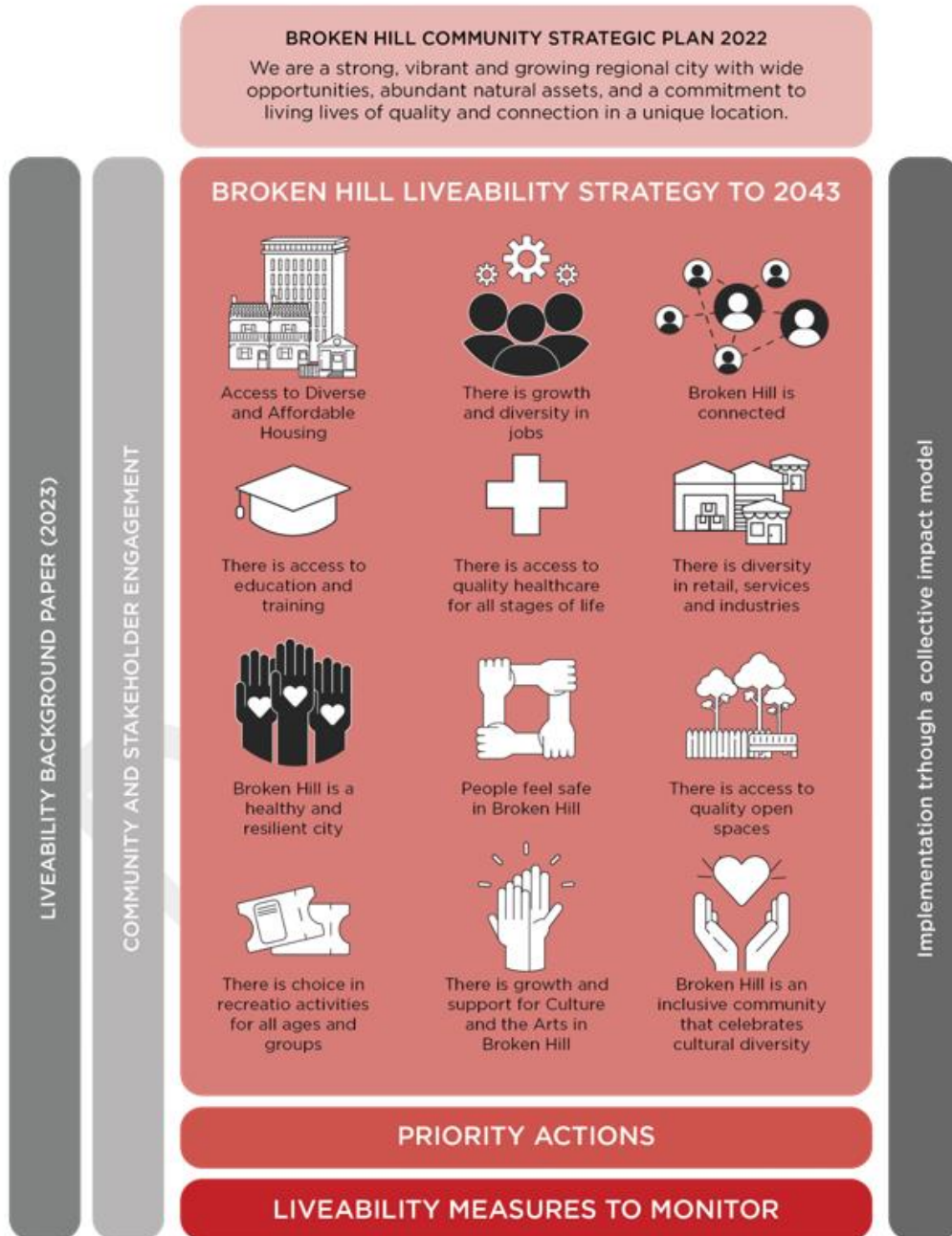
The liveability indicators are:

Liveability indicator 1 - Access to diverse and affordable housing

Liveability indicator 2 - There is growth and diversity in jobs

Liveability indicator 3 - Broken Hill is connected

- Liveability indicator 4 - There is access to education and training
- Liveability indicator 5 - There is access to quality healthcare for all stages of life
- Liveability indicator 6 - There is diversity in retail, services, and industries
- Liveability indicator 7 - Broken Hill is a healthy and resilient city
- Liveability indicator 8 - People feel safe in Broken Hill
- Liveability indicator 9 - There is access to quality open spaces for all
- Liveability indicator 10 -There is choice in recreation activities for all ages and groups
- Liveability indicator 11 -There is growth and support for culture and the arts in Broken Hill
- Liveability indicator 12 - Broken Hill is an inclusive community that celebrates cultural diversity.



This Strategy builds on opportunities for sustainable growth over time while promoting and protecting the environment and creating an equitable welcoming community that celebrates diversity.

Looking forward over the next 20 years, the Broken Hill community can grow and change in different ways. This Strategy describes three horizons of growth that reflect plausible future scenarios that will shape Broken Hill's population and demographics, economy, and work, and needs and expectations of current and future residents.

Community Engagement:

In developing this Strategy, Astrolabe and Council engaged with over 320 individual community members and stakeholders of all ages to ensure a comprehensive collection of insights and ideas about the current state and future of Broken Hill.

This included a broad range of community members to understand the different needs across the lifespan and included those who were born and raised in Broken Hill, those who moved to Broken Hill several years ago and those who have moved to the city recently.

The engagement activities were undertaken both online and in-person and included:

- Government agencies and targeted organisations that provide healthcare services (e.g., mental health services and services for people with disabilities)
- Not-for-profit organisations that promote art and culture
- Key industry representatives such as those in the mining and construction sectors to hear about the challenges and opportunities in developing these industries in the future
- Two facilitated community drop-in sessions (separate sessions for adults and youth)
- Eight individual interviews
- Three focus groups
- An online survey that was run through the Broken Hill Council's website (290 responses), focusing on the community's insights about:
 - what makes Broken Hill a great place to live
 - the existing issues and challenges
 - the changes and improvements that the community wants to see, and
 - the desirable future for the city.
 - liveability postcards (distributed among the youth) to understand their hopes for Broken Hill in 2042.

Engagement provided ideas and supported development of four overarching domains to set and direct the strategies and actions, including:

- Community (e.g., connection, inclusion, and safety)
- Housing (e.g., diversity, affordability, and preferences)
- Work and the economy (e.g., new industries, job opportunities, skills gaps, training, and education), and
- Environment (e.g., social infrastructure, natural and built environment).

The community's insights related to each domain helped to define the key liveability indicators that are used to:

- Shape the strategic directions of future developments
- Track the progress of change and development in Broken Hill
- Measure the intended changes and improvements, and
- Realise the benefits of the developments for the community.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.1	Our community spirit is our strength

Strategy:	1.1.2	Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown
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Relevant Legislation:

Section 358 of the Local Government Act 1993

Local Government (General) Regulations 2021

Financial Implications:

Activities will be budgeted for in Council's annual budgets as required.

Attachments

1. [↓](#) Broken Hill Liveability Strategy 2043 Draft
2. [↓](#) Broken Hill Liveability Strategy 2043 Background Paper Draft

ANNE ANDREWS
EXECUTIVE MANAGER GROWTH AND INVESTMENT

JAY NANKIVELL
GENERAL MANAGER



BROKEN HILL LIVEABILITY STRATEGY 2043

March 2023



QUALITY CONTROL			
KEY THEME	1. Our Community		
OBJECTIVE	1.1 Our community spirit is our strength		
STRATEGY	1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown		
FILE REFERENCE No	22/137	EDRMS No	D23/12294
RESPONSIBLE OFFICER	Executive Manager Growth and Investment		
REVIEW DATE	March 2027		
DATE	ACTION	MINUTE No	

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.

This Strategy was compiled by Broken Hill City Council.

Council acknowledges Astrolabe Group, a change management consultancy, who has supported the development of this Strategy.

Copies of this Strategy can be viewed on-line at www.brokenhill.nsw.gov.au

Images were sourced from Council's image library.

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MESSAGE FROM THE MAYOR



Hello and thank you for taking the time to consider our Liveability Strategy 2043.

The term 'liveability' can ultimately mean different things to different people, so please allow me to briefly outline how it is expressed in this document.

We believe a liveable place is one that is safe, attractive, socially cohesive and inclusive, and environmentally sustainable. It should offer affordable and diverse housing linked by convenient public transport, walking, and cycling infrastructure to employment, education, public spaces, shops, health and community services, and other key features of the city.

We believe Broken Hill achieves many of the aspects listed above, however we know there is always room for significant improvement.

Broken Hill's Community Strategic Plan calls for all sectors of our community to work together to enhance quality of life in Broken Hill, and this Liveability Strategy provides a 20-year view of the future and sets a focus on 12 liveability indicators and priority actions that will help us achieve these goals.

We already know that a lack of housing is currently a barrier to people coming to and staying in Broken Hill, and that solutions are needed to support new economic and growth opportunities.

This key issue is a focus of the Strategy, along with a range of other important issues such as inclusivity, provision of services, education and healthcare opportunities, facilities and infrastructure, our environment and open spaces, and much more.

This Strategy provides an initial roadmap where Council will facilitate and lead through collaboration to tackle our liveability issues, however all sectors of our community must work together if we are to achieve the goals outlined within.

I would like to thank everyone who has informed and helped shape this Strategy, and I call on our community and stakeholders to partner with Council to help deliver on this Strategy and provide a better Broken Hill for generations to come.

Sincerely,

Tom Kennedy
Broken Hill Mayor

1. LIVEABILITY IN BROKEN HILL

Broken Hill needs to be a large, thriving and viable regional city to provide support services to communities across the Far West region. The lands around Broken Hill have been home to many generations over many millennia and are cared for by the Wilyakali Traditional Owners. Since the discovery of ore in the 1880s, the presence of natural resources has attracted people to the region and led to the establishment of and growth of Broken Hill – Australia’s longest-lived mining city.

Today, the City continues to support mining as the key local industry, is home to a well-known and growing outback arts and culture industry and is a regional hub for important health, education, government and retail services for surrounding communities and the broader Far West region. Broken Hill attracts people to visit and locate to this unique City for a different lifestyle, employment opportunities and to join an inclusive community.

In developing this Strategy, Council together with local stakeholders and the community, is defining a vision for a future where the relationship between people and place is strongly connected.

This Strategy takes a 20-year view of the future and sets a focus on 12 liveability indicators and priority actions that will enhance liveability – supporting people to stay in Broken Hill to live happy and healthy lives; and attracting people to come to Broken Hill to support a growing economy and create new opportunities.

Broken Hill has a rich history that is strongly shaped by its strengths in industry, natural resources and location in Far West NSW. Into the future, Broken Hill can position itself as a City on the global stage with the opportunity to be a key supplier of resources that are in high demand across international markets. These factors shape the characteristics of its residential population, its needs, and the nature of housing that is required.

The City needs to both cater for a stable residential population and a component of the population that is cyclical (or dynamic) in nature that services the peak workforce needs of the significant mining industry as well as healthcare, tourism and arts and culture. Therefore, the City must have a response that caters for these stable and dynamic needs otherwise there is a risk that residents, visitors and workers are not offered what they desire on an ongoing basis. As Broken Hill grows through the opportunity presented by investment in economic industries it has a responsibility to grow its population serving capabilities, which critically includes enabling people to find housing that is safe and affordable.

Given its location, Broken Hill cannot rely on other towns to manage overflow in the needs for housing and services when the population peaks. This Strategy supports Broken Hill to create redundancy in services and housing and ensure adequate supplies of rental housing stock as part of the way for people to make the initial move to Broken Hill, enjoy the lifestyle the City has to offer, and encourage more permanent decisions to stay.

WHAT MAKES A LIVEABLE PLACE?

A liveable place is defined as one that is “safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked by convenient public transport, walking and cycling infrastructure to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities”.¹



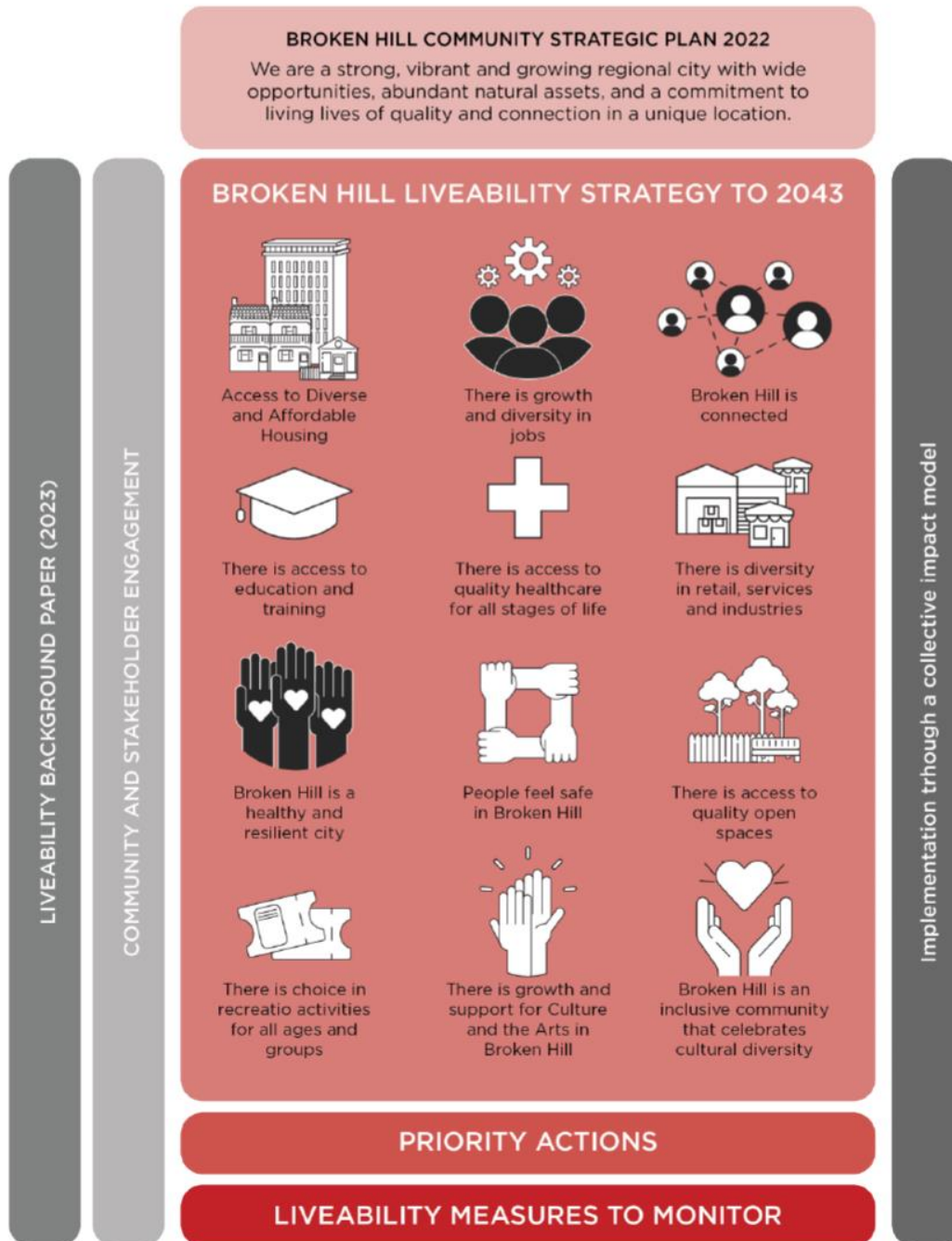
PURPOSE OF THIS STRATEGY

This Strategy builds on opportunities for sustainable growth over time while promoting and protecting the environment and creating an equitable welcoming community that celebrates diversity. Looking forward over the next 20 years, the Broken Hill community can grow and change in different ways. This Strategy describes three horizons of growth that reflect plausible future scenarios that will shape Broken Hill’s population and demographics, economy and work, and needs and expectations of current and future residents.

Council has led the development of this Strategy, with input from the community and stakeholders. The Strategy serves as a guiding document for community members and stakeholders that contribute to liveability in Broken Hill. Priority actions are defined for each liveability indicator and liveability measures will be monitored to track progress and impact of the Strategy. Establishment of a Collective Impact Model enables shared responsibility for the coordinated and collaborative implementation of this Strategy.

¹ Lowe M, Whitzman C, Badland H, Davern M, Aye L, Hes D, et al., 2015, Planning healthy, liveable and sustainable cities: How can indicators inform policy? Urban Policy and Research. 33(2): 131–44. <<https://doi.org/10.1080/08111146.2014.1002606>>

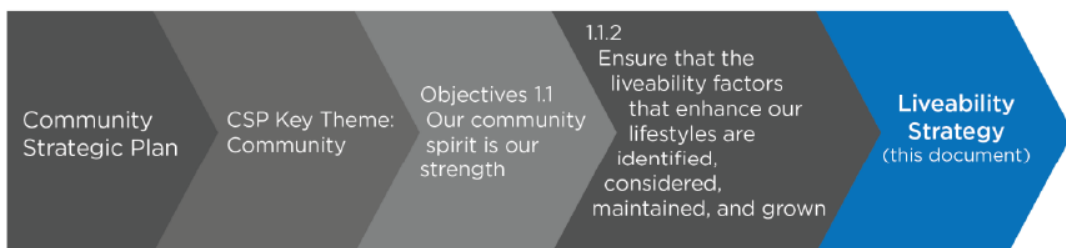
The Liveability Strategy Background Paper accompanies this Liveability Strategy. The Paper outlines research and engagement outcomes that have shaped the liveability indicators and priority actions in this Strategy.



Delivering the Community Strategic Plan 2022

The Broken Hill Community Strategic Plan 2022 defined an important focus on the quality of life for the Broken Hill community and the need to plan for the future. During engagement on the Community Strategic Plan, community members raised that factors that relate to liveability were particularly important.

Specifically, this Strategy delivers on the Community Strategic Plan Objective 1.1 *Our community spirit is our strength* and Action 1.1.2 *Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained and grown.*



Relationship to other strategies

This Strategy operates alongside other Council plans and strategies as the actions, activities and decisions defined in these documents also influence and contribute to liveability outcomes. The priority actions presented in this Strategy address additional actions, with a focus on liveability outcomes, which are not currently defined in other plans and strategies.

Community	Economy	Environment	Leadership
Cultural Plan 2021-2040	Economic Development Strategy 2022-2027	Local Strategic Planning Statement (LSPS)	Advocacy Strategy 2022
Disability Inclusion Action Plan 2022-2026	Airport Masterplan 2023	Active Transport Plan	Reconciliation Action Plan
		Sustainability Strategy 2018-2023	
		Heritage Strategy 2020-2023	

PLANNING FOR OUR FUTURE

Broken Hill today

OUR COMMUNITY

Total Population
17,588

Largest Age Cohort
60-64 years

Most significant decrease in age group
40-59 years

The greatest driver of population change is domestic migration, as more people move out of Broken Hill than to it. This has led to a decrease in population. Net internal migration between 2016 and 2021 was as follows:

- 2016-17: **-242**
- 2017-18: **-186**
- 2018-19: **-265**
- 2019-20: **-180**
- 2020-21: **-80**

Population born in Australia
15,119 | 89%



Population born overseas
Philippines | 1%
United Kingdom | 0.8%
New Zealand | 0.4%

OUR HOUSING

Number of households
7,308

Number of occupied dwellings
7,308

Number of unoccupied dwellings:
1,528

Dominant dwelling type
Separate house
95% of all dwellings



Average rental cost (2022)
\$280 weekly

One bedroom
\$180 weekly

Two bedroom
\$270 weekly

Three bedroom
\$300 weekly

Four bedroom
\$415 weekly

Average house price (2022)
\$173,000

OUR ECONOMY

Total number of jobs in 2021
7,575

Number of local jobs by industry (top 5)

Mining
1,676

Health Care and Social Assistance
1,326

Retail Trade
797

Education and Training
627

Accommodation and Food Services
621

Number of registered businesses by industry (top 5)

Construction
162

Agriculture, Forestry and Fishing
142

Retail Trade
92

Accommodation and Food Services
91

Other Services
84

Today Broken Hill is a community of 17,588 people (ABS 2021 Census). It is a City built off the back of the mining industry and thriving from its rich social fabric and strong commitment to community. The City is a welcoming place with a strong arts, culture and events sector, fuelled by the unique landscapes that surround it. The community is proud of their City, its strengths and values and want to ensure that its future is planned for, and its unique strengths are enhanced.

Future scenarios – the road to success

The creation of a more liveable Broken Hill requires a commitment across stakeholders to incremental changes and investment in activities and projects that lead to impact across multiple liveability indicators.

The future of Broken Hill as a community and City can evolve along different pathways. However, maintaining and supporting liveability needs to be at the core of all future scenarios and underpin how Council, the community and stakeholders respond and leverage the opportunities ahead.

The following scenarios describe different horizons of growth, the impacts to people and place and the role and range of interventions that would be needed to support liveability across these different contexts.



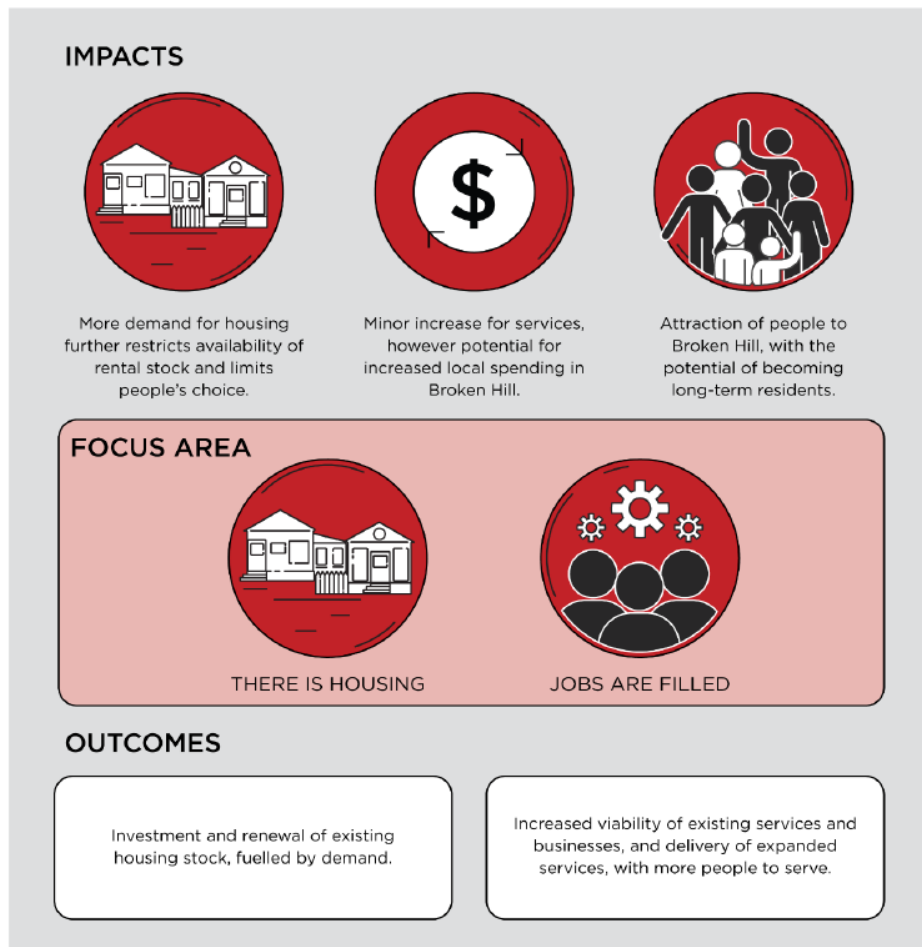
Image 1: Local Children Participate in the Totem Skate Workshop

Horizon 1 – Filling our shape

Broken Hill has a high number of jobs to working population, indicating that there are more jobs available in Broken Hill compared to the number of working people living in Broken Hill. Filling vacant positions requires attraction and accommodation of job seekers to the City.

Attracting and more importantly retaining people long term to Broken Hill, through work, will increase the residential population and potentially spur further growth as new residents generate demand for additional services, infrastructure, and the need for more population serving jobs to be filled (such as health care workers, teachers and hospitality workers).

Housing and providing access to a range of accommodation options will be critical to attracting and enabling new residents to locate to Broken Hill to fill available work opportunities.



Horizon 2 – Extending our reach

Following minor increases in population and housing/services demand described in Horizon 1, Broken Hill City receives investment in Smart Infrastructure connecting the community to the national/international markets and workforce. Since the Covid-19 pandemic there has been a global shift towards more flexible hybrid and remote working opportunities. This shift has increased the labour pool available to employers and provided employees the opportunity to live where they want to live, not where they work.

Improving Broken Hill’s digital connectivity to the world will open a range of opportunities for working and learning remotely, as well as improved capacity to acquire and deliver services such as counselling and triage medical services and interventions. The increase in connectivity and the support of remote working as seen record numbers of capital city residents abandon the fast-paced live for the slower pace of Australia’s regional towns seeking affordable housing, reduced commutes, and the opportunity to be part of a connected community.

IMPACTS



Demand for more diverse housing types.



Increased demand and need for diverse recreational activities and entertainment.



Attraction of new industries and professions to Broken Hill.



Demand for more children's and youth services with increase of families.

FOCUS AREA



THERE IS HOUSING



DIVERSITY IN RECREATION CHOICES



WE ARE CONNECTED



THERE ARE JOBS

OUTCOMES

Investment in existing and new housing to create more diverse options.

Improved commercial viability for new recreation and hospitality businesses.

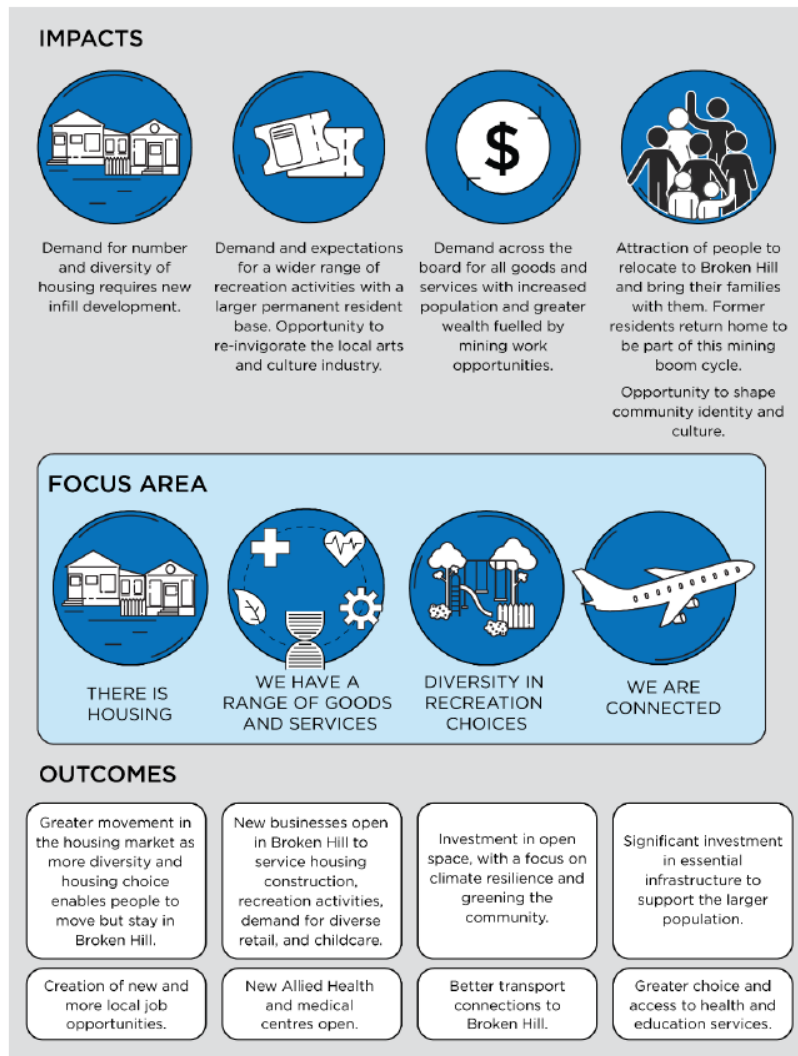
Creation of a regional hub for professional services.

Opening of new childcare centres in Broken Hill.

Horizon 3 – Making big bold moves and aspirational change

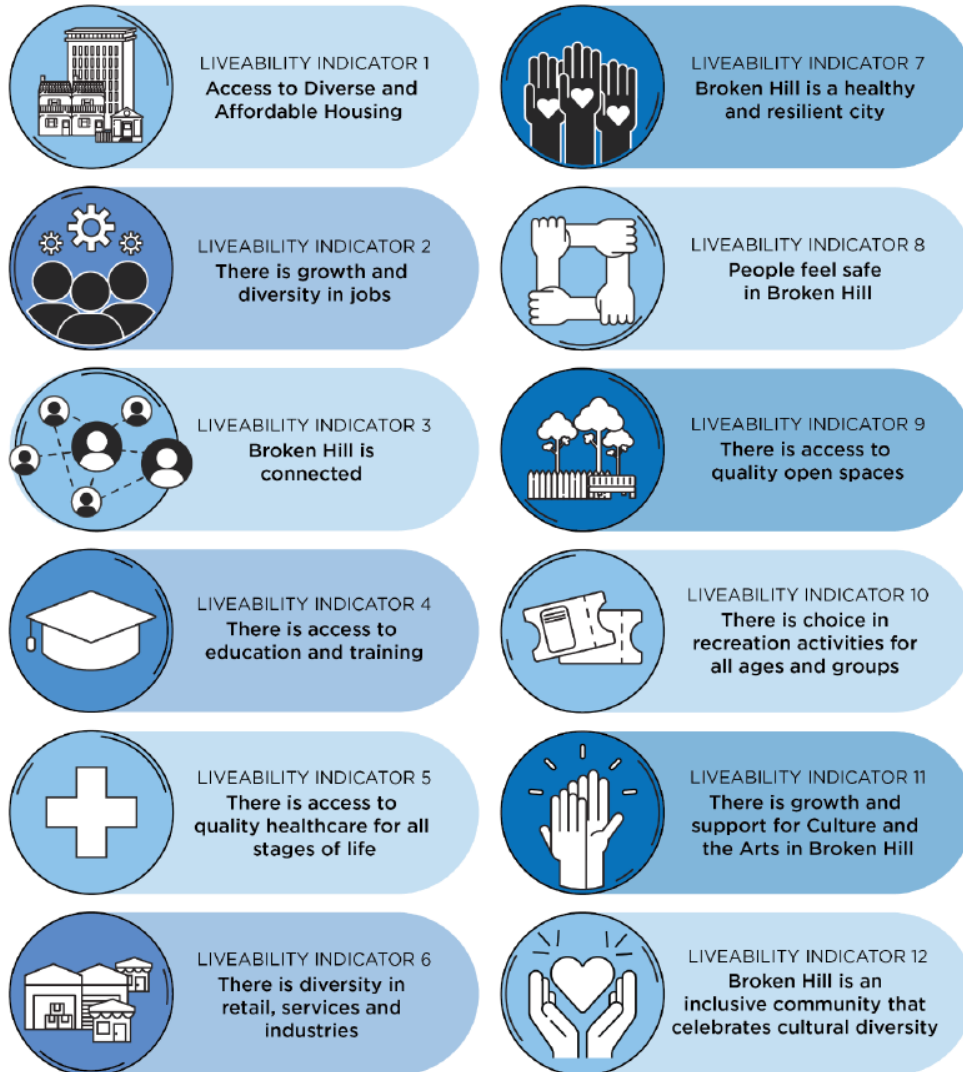
Having realised growth and change in the community described in Horizons 1 and 2, the building blocks are in place for the City to capture opportunities associated with aspirational change. This aspirational scenario describes a future where the mining industry resurges and the commencement of new mining operations in and around the City attracts a new residential workforce and their families to come to Broken Hill.

This scenario is ignited and driven by the mining industry. To achieve this, new mining operations will need to be supported, approved and operational. Mining operators will need to see investment potential and advantages to supporting a residential workforce over a fly-in, fly-out workforce.




2. LIVEABILITY INDICATORS

The Liveability Strategy is structured around 12 Liveability Indicators.



These indicators are presented through report cards that explain why the indicator is important, the relevant current challenges and opportunities, and priority actions that are required to address identified gaps and opportunities. The report cards also identify how we measure the indicators to ensure that we are progressing towards improved liveability outcomes.

HOW TO READ THIS STRATEGY



LIVEABILITY INDICATOR 6: THERE IS DIVERSITY IN RETAIL, SERVICES AND INDUSTRIES

The diversity of services and industries is a significant component of liveability as it can improve the community's access to a range of essential services and goods and respond to the needs of a wide range of community groups. Such a diversity can reduce Broken Hill's reliance on regional centres and dependence on transport and consequently, reduce the sense of isolation in the region.

Furthermore, a diversified economy can provide the community with a wide range of employment opportunities in various industries.

Opportunities and challenges

What we heard from you...

"Shopping and products [are] very limited. Entertainment is limited."

"Once the children have finished school, we plan to move somewhere there is more opportunity for them and access to services and employment not available here."

"The availability of childcare for children before they start school. This is a limiting factor in me being able to return to work."

The mining industry is a backbone of Broken Hill's economy. However, the significance of having new industries such as Renewable Energy (solar and wind), Manufacturing (e.g.,

Priorities

Action	Action type	Growth horizon/Priority
Undertake a retail and services audit and identify gaps in service provision or opportunities to expand services.	Planning	Immediate (Horizon 1 - Filling our shape)
Engage with childcare providers to encourage creation of additional spaces in within Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
There is sufficient capacity in childcare services locally.	Count of children aged 0-4 (ABS Census 2021, id population forecasts) Count of childcare spaces in local centres (childcare providers)
There is diversity in local retail and fresh food offerings.	Count of business types (local businesses)

Measures provide a way to monitor and track whether there has been progress made and impact generated from delivering priority actions. Regular monitoring of measures will inform how successful actions have been and whether changes to actions are needed.

There are 12 liveability indicators that represent the different factors that make Broken Hill a liveable City.

There are unique challenges and **opportunities and community** perspectives that shape our priority actions for each liveability indicator.

Priority actions contribute to enhancing liveability in Broken Hill and fill gaps that existing strategies and action plans do not address. There are four types of priority actions, reflecting different approaches to implementation:

- **Advocacy and partnership:** Facilitate relationships and seek support from stakeholders to lead
- **Engagement and communication:** Build awareness and educate on issues and ways of contributing
- **Funding:** Investigate and secure funding to deliver
- **Planning:** Conduct further studies to understand an issue and confirm actions to be taken

Priority actions contribute towards different **horizons of growth** and are categorised by how immediately they need to be completed:

- more **immediate actions** address *Horizon 1 - Filling our shape* and the current state of liveability in Broken Hill
- **medium term** foundational projects contribute towards achieving a future described in *Horizon 2 - Extending our reach* and provide a platform for change
- **longer term** projects actively shape a future described in *Horizon 3 - Making big bold moves and aspirational change*

Data sources and potential data custodians for each measure.



LIVEABILITY INDICATOR 1: ACCESS TO DIVERSE AND AFFORDABLE HOUSING

Access to a range of quality housing options that are affordable and well located is an integral component to an individual's quality of life and the wider liveability proposition within Broken Hill. Housing shortages or housing design or type that does not suit multiple stages of life, differing family dynamics and socio-economic status can lead to individuals leaving the area to seek more appropriate and housing options. It will also serve as a deterrent to those seeking to relocate to Broken Hill.

Opportunities and challenges

What we heard from you...

"[I] would love to have the opportunity to downsize to something smaller and new – my house is too big."

There are diverse housing need and preferences across the community. While some people are looking for opportunities to downsize, others moved to Broken Hill for the larger blocks and lifestyle of having a larger house. Thus, the provision of housing diversity (e.g., dwelling size, number of bedrooms) is one of the key opportunities for catering for different needs.

However, the low rate of vacant properties available on the rental market, the poor quality of housing available for rental and purchase, and a considerable number of properties identified as uninhabitable are the major challenges for housing.

The number of rental properties in Broken Hill needs to be significantly increased to accommodate the higher proportion of the community that lives in Broken Hill temporarily, compared to other places in NSW due to the nature of employment opportunities and the unique characteristics and location of the City. Whilst there are opportunities to purchase properties in the City, enabling people that have a 'try before you buy' accommodation option in Broken Hill creates a greater attraction to locate to Broken Hill temporarily with the opportunity to make a more permanent move in the future.

Priorities

Action	Action type	Growth horizon/Priority
Investigate establishment of an investment program for long term rental housing. Initiate an EOI to identify and convene potentially interested participants in a scheme.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Develop precinct revitalisation plans for Broken Hill, to enhance the urban amenity and increase liveability. Focus on South Broken Hill and the CBD fringe.	Planning	Medium term (Horizon 2 – Extending our reach)
Complete an employment lands study to understand land requirements for employment to complement precinct planning for residential.	Planning	Immediate (Horizon 1 – Filling our shape)
Develop a communications program to highlight development opportunities and pathways.	Engagement and communications	Immediate (Horizon 1 – Filling our shape)
Investigate incentives program for reintegrating vacant properties back into the rental supply chain.	Funding	Immediate (Horizon 1 – Filling our shape)
Advocate to the State Government to provide funding and resourcing support to maintain a pipeline of housing and expand the spectrum of housing (social, affordable, rental, for purchase) to support Broken Hill as a regional city in the Far West.	Advocacy and partnership	Immediate (Horizon 1 – Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
The diversity of housing stock within Broken Hill increases.	Audit of existing housing typologies (ABS Census 2021)
The ratio of housing to residents increases.	Count of residents (ABS Census 2021) Count of dwellings, existing and newly created (ABS Census 2021) New water connections to residential premises (Essential Water)
There are less unoccupied dwellings in Broken Hill.	Residential premises with little or no water consumption for a period of 6 months or longer (Essential Water)
Housing is affordable.	Household income (ABS Census 2021) Housing purchase and rental prices (NSW Rent and Sales reports, Real estate listings)



LIVEABILITY INDICATOR 2: THERE IS GROWTH AND DIVERSITY IN JOBS

Economic prosperity is a key component of a liveable place as it enables people to purchase essential goods and services needed for liveability and an improved quality of life.

To achieve long term economic viability and resilience, it is important that Broken Hill has growth and diversity of employment opportunities across various industries and sectors.

Diversity of employment opportunities also enables Broken Hill to retain local talent and will form a basis to attract people to relocate to Broken Hill for the professional opportunities it offers, subsequently helping to increase population. A stable economic base will be a vital element to attract future investment into the City which will in turn create an increase in commercial viability for small businesses.

Opportunities and challenges

What we heard from you...

“[We] need opportunity for larger corporate retail businesses to invest in Broken Hill and create employment opportunity for our youth”.

There is a need for ensuring the growth in employment opportunities and providing diversity in the types of new jobs created in Broken Hill. While continuing to support mining is significant, the need to target new industries and technologies is also important to ensure that Broken Hill is economically resilient into the future.

The City also needs to support opportunities for new local businesses to grow and succeed in Broken Hill, which creates job opportunities for locals as well as enabling the community to access a greater range of services and retail.



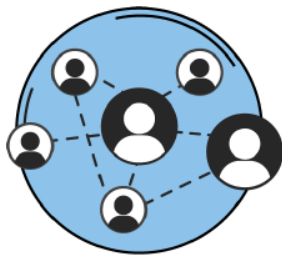
Image 2: Background Photography from the filming of 'Awake In Fright' – courtesy Channel 10

Priorities

Action	Action type	Growth horizon/Priority
Develop an investment prospectus, branding and 'Invest in Broken Hill' campaign.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Investigate opportunities to develop a Co-Work Hub or incubator in Broken Hill.	Planning	Medium term (Horizon 2 - Extending our reach)
Establish a commercial floorspace audit.	Planning	Medium term (Horizon 2 - Extending our reach)
Develop a small business toolkit to support start-ups and existing small business.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Develop a Twilight economy action plan.	Planning	Medium term (Horizon 2 - Extending our reach)

How do we measure this and know it is improving?

Measure	Data sources
The number of jobs per capita increases in Broken Hill.	Count of residents (ABS Census 2021) Count of jobs (Economy id., sourced from National Institute of Economic and Industry Research (NIEIR))
The number of new businesses in Broken Hill increases.	Count of new businesses registered (Australian Business Register Statistics)
Job vacancy rates.	Count of advertised jobs (online job listings, Australian Government Far West Orana Labour Market Data Dashboard)



LIVEABILITY INDICATOR 3: BROKEN HILL IS CONNECTED

Connectivity plays a key role in the wider liveability of a place, from being connected physically via transportation and pedestrian or share path networks to digital connectivity providing access to a wide range of services, and the ability to connect to the world with a click of a button.

With the geographic location of Broken Hill, connectivity to other regional centres would provide increased access to a broader workforce and range of goods and services. Internally within Broken Hill, the sense of connectivity via safe and accessible network of pathways, can increase incidental activity, and reduce the reliance on private vehicles. Incidental exercise is one of the key influences on an individual's health and wellbeing.

Lack of connectivity can lead to a sense of isolation for the wider community and create supply issues for industries operating within the City, and potentially deter other industries/businesses from relocating to Broken Hill. An increase in connectivity for Broken Hill can influence a number of liveability factors.

Opportunities and challenges

What we heard from you...

"[we need] more improvements in transport options and better affordability."

"Broken Hill isn't particularly walkable outside of the main CBD, especially during the heat, and private transport options are unreliable and expensive for people on low incomes / mobility issues."

"Establishment of a fast NBN internet service that would support Broken Hill become the digital Hub for rural and remote towns."

The aging transport infrastructure (e.g., roads and airport) and the lack of diverse and affordable public transport options to other regional centres and capital cities are the major challenges for physical connectivity in Broken Hill. The uneven distribution of services across the City (i.e., distance from services for outer suburbs) and poor quality of footpaths are barriers for using active transport. To ensure a stable digital connectivity, the internet networks need to be improved.

Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities for greater utilisation of community transport and on demand transport services within Broken Hill.	Planning	Medium term (Horizon 2 - Extending our reach)
Investigate viability of piloting shared mobility services in Broken Hill, such as car share or bike share programs.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Implementation of the Shared Path Network as identified in the Active Transport Plan.	Planning	Immediate (Horizon 1 - Filling our shape)
Continue direct advocacy with airlines regarding opportunities for increased flights to Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Advocate for improving digital connections that support businesses, health and education services, as well as the households' digital connections.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)

How do we measure this and know it is improving?

Measure	Data sources
There is a growth in public and shared transport usage across Broken Hill.	Public transport patronage (service providers) Shared transport patronage (service providers)
There is an increase in premises connected to the National Broadband Network (NBN).	NBN connections by technology types (Commonwealth Department of Infrastructure, Transport, Regional Development and Communications)
There is an increase in the kilometres of share/bike paths connecting the City.	Length of paths managed, and new paths built (Broken Hill City Council)
There is an increase in number of air passengers flying to Broken Hill.	Number and capacity of air services to/ from Broken Hill Airport (Broken Hill City Council) Number of passengers alighting/ disembarking at Broken Hill Airport (Broken Hill City Council)



LIVEABILITY INDICATOR 4: THERE IS ACCESS TO EDUCATION AND TRAINING

The access to education and training plays a critical part in the Broken Hill's liveability story. It can ensure that employers access the skills and talent needed to operate within Broken Hill. Such as access to education and training can help to retain residents within the City, who wish to seek higher or alternate education activities. Furthermore, it can ensure providing an ongoing learning and development opportunities at all stages of life.

Lifelong learning is also an important element of an individual's happiness as it provides opportunities for personal development, social inclusivity and active participation within the community.

Opportunities and challenges

What we heard from you...

"The City has fallen behind similar sized cities in NSW, [for] health and education facilities."

"[need] further education beyond high school and vocational training."

"Broken Hill is a good place to raise young children, but I question how it will be in the future for education, health and the general living."

There is a need to improve the quality of education opportunities and also increase opportunities for further upskilling and training to support people find jobs relevant to their skills.

The lack of diversity in training opportunities is contributing to the loss of residents who need to travel outside of Broken Hill to receive their training and qualifications. This issue is particularly relevant with younger people and school leavers.



Image 3: Graduating Class at Country Universities Centre Far West 2022

Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities for the provision of learning through Council's Library.	Planning	Immediate (Horizon 1 - Filling our shape)
Investigate opportunities for the provision of uniquely Broken Hill training and education opportunities.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Investigate with education partners designing and growing graduate and placement programs with industry in Broken Hill.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Investigate opportunities to utilise a co-work hub as an online regional learning centre for the Far West.	Planning	Medium term (Horizon 2 - Extending our reach)
Facilitate annual forum for regional education advocacy across the broad education sector.	Engagement and communications	Medium term (Horizon 2 - Extending our reach)

How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of tertiary and vocational courses training available in Broken Hill.	Count of courses accessible to local residents (NSW TAFE) Count of the number of students enrolled at the Country Universities Centre in Broken Hill (Country Universities Centre Far West)
There is an increase in the industries/sectors to which training is available.	Count of residential internships or work placements hosted in Broken Hill (University of Sydney, healthcare organisations, mining operations)



LIVEABILITY INDICATOR 5: THERE IS ACCESS TO QUALITY HEALTHCARE FOR ALL STAGES OF LIFE

Access to affordable and specialist healthcare services is essential for the community’s quality of life and wellbeing, particularly for the vulnerable groups such as the older people, and individuals with serious health conditions, disabilities, or mental health issues. Providing quality healthcare can encourage the temporary and short-term workers to choose to live in Broken Hill for long term and prevent the locals from leaving the City.

Opportunities and challenges

What we heard from you...

“Increase in healthcare facilities and equipment.”

“More jobs and better health services so there is no need to travel.”

“Ageing and remote medical, dental and hospital services mean being flown way for treatment and end of life care.”

Telehealth services, which have been more widely used since the COVID-19 pandemic, are beneficial to the Broken Hill community and reduce limitations to accessing healthcare.

A main concern for the community is the availability of healthcare services such as access to General Practitioners (GPs) and specialist treatment, long waiting lists, insufficient home care packages, limited affordable aged care services as well as the insufficient technologies and devices for medical tests. The lack of continuity of care provided with by health professionals on short term contracts is another challenge.

Priorities

Action	Action type	Growth horizon/Priority
Develop a suite of evidence to assist in advocating for an increase in the range of healthcare services available in Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Continue to work with NSW Health, the Public Health Network and other key stakeholders to improve health services within the Far West Region.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Investigate with NSW Health opportunities to expand on digital and virtual healthcare for Broken Hill and the wider region.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)

How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of GPs and specialists per capita.	Count of people employed in general practice and specialities (local healthcare clinics)
There is an increase in aged care beds and homecare packages available.	Count of spaces available and homecare packages (local aged care providers)
There is an increase in the diversity of services accessible locally such as specialist medical, allied health, tele or remote services, dental or mental health services.	Audit of services (Far West Local Health District, local healthcare clinics)



LIVEABILITY INDICATOR 6: THERE IS DIVERSITY IN RETAIL, SERVICES AND INDUSTRIES

The diversity of services and industries is a significant component of liveability as it can improve the community's access to a range of essential services and goods and respond to the needs of a wide range of community groups. Such a diversity can reduce Broken Hill's reliance on regional centres and dependence on transport and consequently, reduce the sense of isolation in the region.

Furthermore, a diversified economy can provide the community with a wide range of employment opportunities in various industries.

Opportunities and challenges

What we heard from you...

"Shopping and products [are] very limited. Entertainment is limited."

"Once the children have finished school, we plan to move somewhere there is more opportunity for them and access to services and employment not available here."

"The availability of childcare for children before they start school. This is a limiting factor in me being able to return to work."

The mining industry is a backbone of Broken Hill's economy. However, the significance of having new industries such as Renewable Energy (solar and wind), Manufacturing (e.g., steel), and the Circular Economy is recognised by the community as opportunities to make Broken Hill an industrial hub for the Far West as well as a hub for Arts and Tourism.

An increase in childcare services, further support for the small businesses, and a more even distribution of services across the City, particularly in South Broken Hill, are priorities expressed by the community and opportunities for future development.



Image 4: First Nations Story Poles in the Central Business District

Priorities

Action	Action type	Growth horizon/Priority
Undertake a retail and services audit and identify gaps in service provision or opportunities to expand services.	Planning	Immediate (Horizon 1 - Filling our shape)
Engage with childcare providers to encourage creation of additional spaces in Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
There is sufficient capacity in childcare services locally.	Count of children aged 0-4 (ABS Census 2021, id population forecasts) Count of childcare spaces in local centres (childcare providers)
There is diversity in local retail and fresh food offerings.	Count of business types (local businesses) Time of day and average length of local business operation hours (local businesses)
Increase in number of businesses and diversity.	Count of number of businesses, by industry (Australian Business Register Statistics)
Stability in the number of approved food venues.	Count of food venues (Broken Hill City Council)



LIVEABILITY INDICATOR 7: BROKEN HILL IS A HEALTHY AND RESILIENT CITY

The environmental health of the City and planning to combat environmental issues and impacts such as climate change are a key component of a liveable place. For the City of Broken Hill, this is particularly important as the City is subject to a range of weather extremes, and susceptible to environmental impacts emanating from historic mining practices.

The environmental health of the City such as soil, water and air quality can have significant impacts on the health of residents. Improving these factors can lead to improved health outcomes for residents, now and into the future.

This indicator also considers the resilience of the City against changes in environmental and climatic conditions. Planning to increase the resilience of the City will ensure that it continues to be a valued and liveable place into the future.

Opportunities and challenges

What we heard from you...

"I like living close to the natural environment."

"I love my home here. I enjoy the community and the quiet."

"We need a much greater and more active focus on sustainability and environmental health issues."

"Increase the number of trees, large and medium size, street verges and car parks given global warming they need to be natives of this part of the world."

The residents of Broken Hill value the environment highly as what makes the City liveable. However, there is a need to proactively plan to improve the environmental health of the City and ensure that climate change and severe weather events are planned for. The issues of recycling as well as soil contamination by Lead are other areas of focus for the community to protect the health of the environment.

Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities to implement a network of smart monitors around the City.	Planning	Medium term (Horizon 2 - Extending our reach)
Investigate opportunities to use low-impact and recycled materials in any council construction work.	Planning	Longer term (Horizon 3 - Making big bold moves and aspirational change)
Develop a system to consider sustainability as part of Council's Capital Works Program.	Planning	Medium term (Horizon 2 - Extending our reach)
Undertake a review of recycling within the City and investigate opportunities to improve re-use and recycling.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Develop a program of annual planting to increase trees in public places.	Funding	Immediate (Horizon 1 - Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
There is an improvement in water quality across the City.	Water Quality Monitoring (Essential Water)
There is an increase in the number of trees and tree canopy coverage across the City.	Count in trees (Broken Hill City Council)
There is a decrease in waste being collected in local tips	Volume of waste collected (Broken Hill City Council)



LIVEABILITY INDICATOR 8: PEOPLE FEEL SAFE IN BROKEN HILL

Safety is a critical part of a liveable place. It contributes strongly to a sense of belonging and sense of community. A sense of safety also influences the community’s willingness to be in public places and participate in community activities, particularly after dark. Key factors that can influence people’s safety can include the actual occurrence of crimes, or the perceived threats against safety.

Often the built environment can influence the perception of safety in public places. For example adequate street lighting and maintaining clear lines of sight can make people feel safer. Improving the perception and actual safety of a community will lead to improved community wellbeing and participation. It will also support and enable more night-time economy activities in the City.

Opportunities and challenges

What we heard from you...

“Safety is good but there is a huge distance from everywhere.”

“Nothing for my teenagers to do in Broken Hill besides sport... The town should have more activities and areas kids can go. Like a drop-in centre/youth club.”

Broken Hill is experienced and perceived by the community to be a safe place to live. However, there is a growing concern about the use of drugs in the City and the impact this could have on community safety into the future. Concerns around crime is also closely linked to a lack of non-alcohol recreation activities available within the City particularly after dark.

According to the NSW Bureau Of Crime Statistics and Research (BOCSAR) 2021, there is a reported increase in Domestic Violence related offences, intimidation, stalking and harassment in Broken Hill.



Image 5: Broken Hill New Year's Eve Celebrations

Priorities

Action	Action type	Growth horizon/Priority
Develop an annual program of Safer by Design Audits for all Council Assets.	Planning	Medium term (Horizon 2 - Extending our reach)
Work with key stakeholders to promote Domestic Violence Support and awareness programs.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
The rate of crime in Broken Hill decreases.	Incidences of crime (Bureau of Crime Statistics and Research (BOCSAR)).
There is an improved sense of community safety.	Community satisfaction (Community survey, Broken Hill City Council).



LIVEABILITY INDICATOR 9: THERE IS ACCESS TO QUALITY OPEN SPACES FOR ALL

Access to quality open spaces is an important part of a liveable place. It can influence community pride and cohesiveness, correlates to physical activity and therefore, influences a community’s overall wellness.

Importantly, access to open spaces must be equitable for all groups and abilities, ensuring that shared paths, parks and playgrounds are accessible and welcoming spaces. Improved

access and quality of open spaces will see a positive increase in the number of people accessing spaces for incidental and passive play.

Opportunities and challenges

What we heard from you...

“We need upgrades on parks for more shade and picnic areas.”

“All parks are just parks, except Patton Park has the rocket, Sturt Park has the skate park and North Park has the train - Imagine how great [it would be if] our kids enjoy all the parks. The North Family Park near the pool could have a scooter track, etc.”

Broken Hill has several parks and lots of open spaces which play a significant role in the lifestyle and liveability within the City. However, there is a need to improve some open space areas including pathways to connect recreation areas, parks and playgrounds. Improving the quality of open spaces, including provision of shade, ensuring spaces are accessible and enabling different activities, will also maximise usage and allow people to enjoy the spaces more and more often.

Priorities

Action	Action type	Growth horizon/Priority
Develop an Open Space (Recreation) and Community Facilities Strategy to identify opportunities to activate and improve Community land.	Planning	Immediate (Horizon 1 - Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
The community is satisfied with the quality and access to open spaces in Broken Hill.	Community satisfaction (Community survey, Broken Hill City Council).



**LIVEABILITY INDICATOR 10: THERE IS CHOICE IN RECREATION
ACTIVITIES FOR ALL AGES AND GROUPS**

The provision of recreation activities is a significant component of a liveable City as it improves the quality of life and impacts the community's health and wellbeing. The diversity of such activities and their availability for all ages and groups not only responds to the needs of all cohorts but also provide the community with a sense of inclusion.

Opportunities and challenges

What we heard from you...

"I am raising children here and I find that there is not a whole lot for older children/teens to do. Sporting facilities are lacking severely."

"The recreation facilities for children need updating. The town needs more programs focused on the youth of the town to be more attractive and to retain young families."

"Imperial lakes and Umberumberka Reservoir/and Stephens Creek need to be opened/developed as recreation areas, which would help to alleviate the large amount of domestic violence and mental health/child welfare issues which is alarmingly high."

Public recreational facilities are ageing in Broken Hill. The range of activities in the City is also limited and do not cater to all people in the community, for example individuals with disabilities or mental health issues, different age cohorts (particularly youth). Upgrading existing facilities, increasing the number of facilities and activities and attracting providers to open and manage new facilities in the City, particularly for youths, is a priority for the community.

Priorities

Action	Action type	Growth horizon/Priority
Undertake an audit of commercial recreation offerings in the City to identify gaps and opportunities in provision.	Planning	Immediate (Horizon 1 - Filling our shape)
Undertake a review of existing play spaces and identify opportunities to diversify play equipment and designs to attract all age groups to play.	Planning	Immediate (Horizon 1 - Filling our shape)

How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number and variety of recreation activities available (commercial and free).	Audit of recreation activities (local businesses, community organisations, Broken Hill City Council).
Range of activities based on being suitable for specific age cohorts or groups of people.	Audit of recreation activities (local businesses, community organisations, Broken Hill City Council).



LIVEABILITY INDICATOR 11: THERE IS GROWTH AND SUPPORT FOR CULTURE AND THE ARTS IN BROKEN HILL

The promotion of culture and arts in Broken Hill is an opportunity to make Broken Hill liveable for its community. It demonstrates the acknowledgement of the heritage, history, and cultural values of Broken Hill's local community as well as the First Nations community's significant contribution. Supporting the culture and arts and representing that in events and festivals will provide the community with a stronger sense of identity and belonging to their City and increases the social inclusion among them.

Moreover, promoting the arts and culture through events and festivals or commodification of arts and culture will attract tourists and develop the cultural tourism.

Moreover, promoting the arts and culture through events and festivals or commodification of arts and culture will attract tourists and develop the cultural tourism.

Opportunities and challenges

What we heard from you...

"I would see greater support for the arts and culture in Broken Hill."

Broken Hill has a history, art and cultural heritage which are significant for its community. However, the insufficient funding is a barrier for promoting arts and culture and maintaining the cultural assets. Secure funding and resourcing are required to ensure longevity of arts and cultural programs, including attractive strong visitation to events, to ensure that programs and events are sustainable and continue into the future.

Promoting the cultural events and festivals, branding the City as a hub for arts and culture and developing the cultural tourism are a number of priorities for the community and opportunities for future development.

Priorities

Action	Action type	Growth horizon/Priority
Work with the local artists network to develop a program of arts education opportunities.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Develop evidence base to advocate for increased and ongoing arts funding.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Identify opportunities to strengthen and showcase the arts and cultural networks across the broader Far West Region.	Engagement and communications	Medium term (Horizon 2 - Extending our reach)

How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of events held.	Number of events held by the Broken Hill Council (Broken Hill City Council)
There is an increase in the identified number of artists and performers in Broken Hill.	Artist register data (Arts and culture organisations)
There is an increase in funding for the arts in Broken Hill.	Grants and Council budget across 12 months (Broken Hill City Council)
There is an increase in the number of training and education opportunities in arts and culture.	Number and capacity of opportunities (Arts and culture organisations)



**LIVEABILITY INDICATOR 12: BROKEN HILL IS AN INCLUSIVE
COMMUNITY THAT CELEBRATES CULTURAL DIVERSITY**

An inclusive community that celebrates diversity creates a welcoming environment, a sense of place and belonging. These are all key components to what makes Broken Hill a liveable place now and into the future. Diversity and inclusion relate to gender, age, ethnicity, race, cultural background, disability and religion.

One of the key strengths of Broken Hill is its sense of community, and that it is welcoming to new residents from all backgrounds and cultural diversities. As the City grows in population and more new residents call Broken Hill home, it will be essential that this sense of community and celebration of cultural diversity is built upon to maximise opportunities.

As Broken Hill grows as a City that celebrates and supports cultural diversity, it could provide opportunities for new business and professional services seeking to operate in a community with these values. This could also influence key sectors such as the Arts and Culture sector as new artists and art types emerge.

Opportunities and challenges

What we heard from you...

"I enjoy living in Broken Hill because it is a caring, supportive community which respects individuality and diversity. It is affordable and has a relaxed pace of living. There is a good variety of sporting, cultural and community groups to enhance people's lives."

There is a strong sense of community in Broken Hill and the people feel welcomed and accepted. The community acknowledge the significant role that multiculturalism has played in Broken Hill and the contribution that it can have to make the City a liveable place. There is a desire to continue to nurture a culture of inclusiveness and embracing diversity so that Broken Hill is known to be a place that is welcoming to all.

Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities to expand services and resources to assist non-English speaking persons.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Support arts and other events highlighting inclusion and cultural diversity.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)

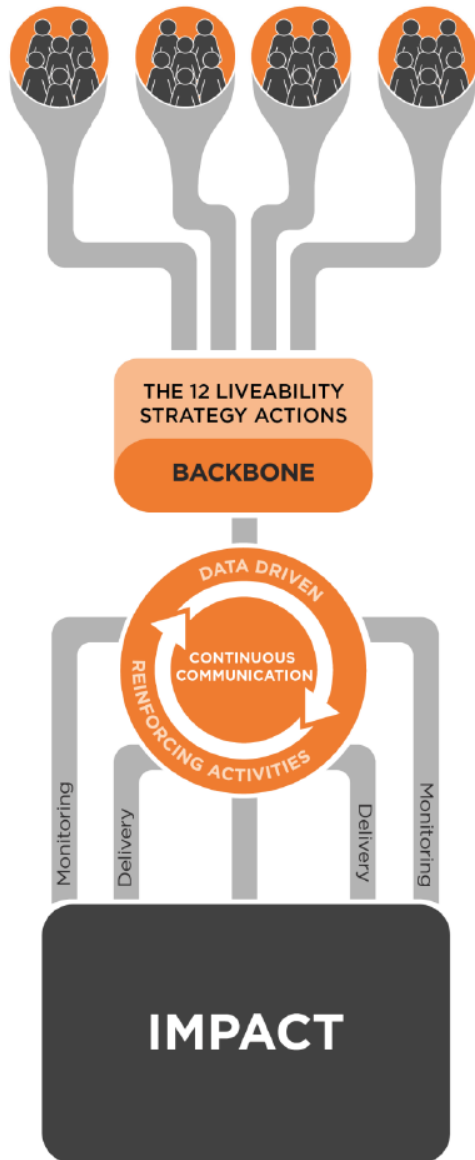
How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of community groups or members of groups increases.	Number of community groups (Broken Hill City Council) Membership of community groups (community-based organisations)
There is an increase in persons moving to the area from CALD backgrounds.	Diversity indicators (ABS Census)
There is an increase in events and activities to celebrate inclusion and diversity.	Number of locally held events (Broken Hill City Council)

3. WHERE TO FROM HERE?

DELIVERY THROUGH A COLLECTIVE IMPACT MODEL

COLLECTIVE IMPACT



Enhancing liveability in Broken Hill requires support and participation from different stakeholders. A Collective Impact Model enables delivery of this Strategy involving all organisations and groups across the community that have an interest and contribution to make.

Collective impact is a framework that applies a critical lens to a specific place to progress a complex problem at scale.

Collective impact is about enabling, equipping and leveraging the many organisations and activities already in place and filling any gaps that may exist. In some instances, existing entities may be competing with one another, and this can be counterproductive to the solution they're trying to affect. While leveraging existing providers/initiatives it is important to also consider is it the right way and the best way – or is there a better way.

Unlike most collaborations, collective impact harnesses a unique operating model that establishes a backbone that includes a centralised infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

Council will take a leading role to establish a Collective Impact Model with participants to conduct activities, make investments and contribute to liveability and housing in Broken Hill to implement this Strategy.

ROADMAP FOR IMPLEMENTATION

Council will convene and facilitate implementation of the Liveability Strategy, with support from stakeholders.

The initial actions Council will take are:

1. Establish the 'Housing our future' program as an initial priority to progress Liveability Indicator 1 – Access to diverse and affordable housing, recognising housing as a critical issue in Broken Hill and housing as an enabler for Broken Hill to sustain a population and services to service the Far West region.
2. Engage the NSW Government and advocate for funding support to enable Council to establish and facilitate delivery of the backbone infrastructure to support Council and its partners.
3. Appoint a lead for the project, which can be a member of staff within Council or appointed and funded through stakeholder support.

Appointment of a project lead is important as they will oversee the development of the implementation plan and approach, including convening stakeholders. Responsibilities and accountabilities include:

- Setting direction
 - Develop a project plan for the 'Housing our future' program – define shared goals, accountabilities, milestones for delivering, budget requirements.
 - Define terms of reference for the project, including establishing governance arrangements and the collective impact approach which involves defining participant roles and accountabilities, approach to information sharing and project selection.
- Resourcing activities
 - Convene stakeholders that will participate in the program and execute participation agreements.
 - Participants could include Broken Hill City Council, NSW Government, Business Far West, Foundation Broken Hill, key mining operations, Far West Local Health District, Home in Place, Local Real Estate agents.
- Initiating actions
 - Define and agree on the first five projects for delivery, based on the priority actions of this Liveability Strategy. Initial actions could focus on connecting people looking for accommodation with people that have space available and developing a communication pack for the current community, investors and people looking to move to Broken Hill.
 - Develop an agreed funding approach with participants for delivery, including agreed project milestones and performance measures.
 - Establish an approach to information collection, sharing and maintenance so that the program is informed by an accurate database of what houses are occupied and their tenure.

Establishing and funding an initial 2-year program would enable the testing and maturation of the Collective Impact Model and review of the effectiveness of activities and the approach to implementation.

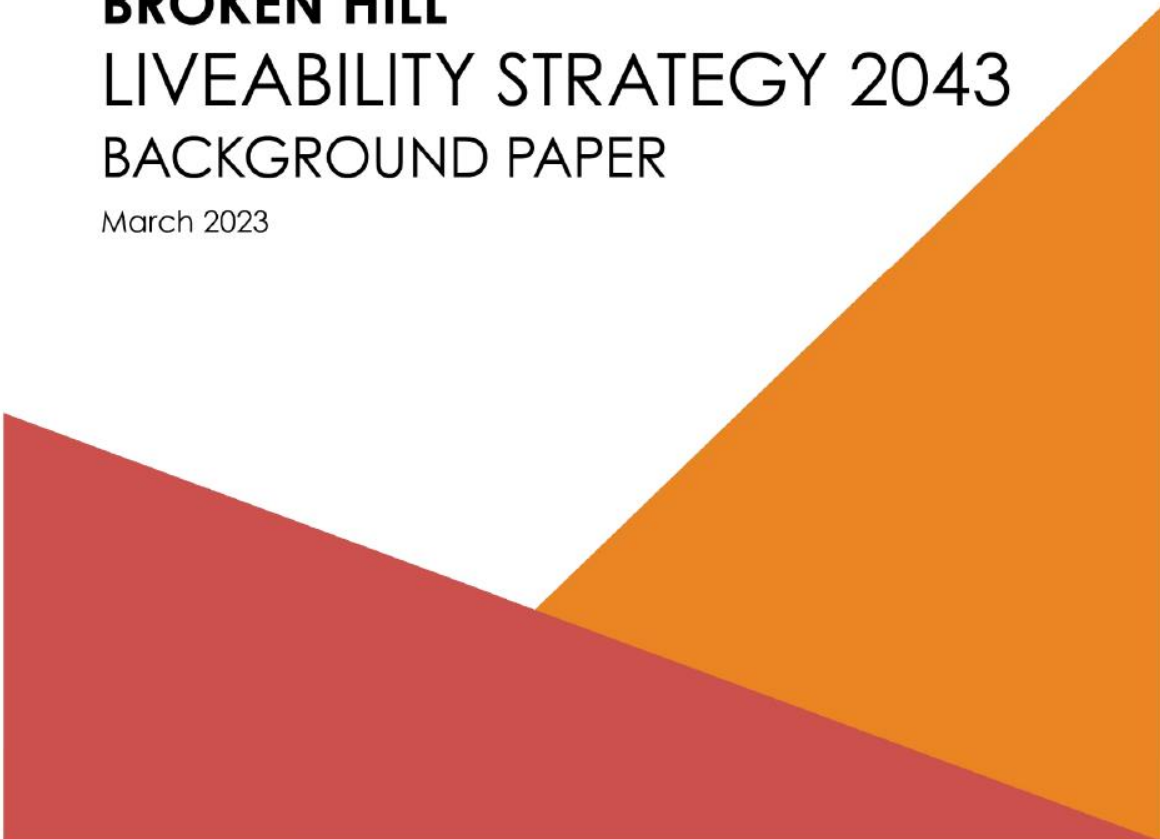


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BROKEN HILL LIVEABILITY STRATEGY 2043 BACKGROUND PAPER

March 2023



QUALITY CONTROL

KEY THEME	1. Our Community		
OBJECTIVE	1.1 Our community spirit is our strength		
STRATEGY	1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown		
FILE REFERENCE No	22/137	EDRMS No	D23/12293
RESPONSIBLE OFFICER	Executive Manager Growth and Investment		
REVIEW DATE	March 2027		
DATE	ACTION	MINUTE No	
xxx	xxx	xxx	

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.

This Strategy was compiled by Broken Hill City Council.

Council acknowledges Astrolabe Group, a change management consultancy, who has conducted research and analysis and developed this Background Paper to support the Broken Hill Liveability Strategy.

Copies of this Strategy can be viewed on-line at www.brokenhill.nsw.gov.au

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1. INTRODUCTION

This Background Paper is a supporting document for the Broken Hill Liveability Strategy 2043. The Paper provides further details on the framework and research that has been applied to develop the Strategy, liveability indicators and the priority actions.

This Paper has four parts:

1. **A definition and description of liveability** which forms the foundation for the Liveability Strategy, based on research and a review of other government liveability frameworks.
2. **A snapshot of Broken Hill** and overview of the current state of the City. This snapshot is organised by five themes:
 - a. Community
 - b. Housing
 - c. Services and facilities
 - d. Economy and employment, and
 - e. Place and environment.
3. **An overview of engagement outcomes**, including a report on engagement activities undertaken and targeted groups. The engagement outcomes reflect on stakeholders' insights and visions for developing Broken Hill over the next two decades and highlights the strength, opportunities and required improvements from the stakeholders' viewpoint to achieve the desired vision.
4. **Map of liveability indicators** showing how they relate to one another, including direct and indirect impacts, and alignment with other Council strategies and plans.

2. PLANNING FOR LIVEABILITY

2.1 LIVEABILITY CONCEPT AND ITS SIGNIFICANCE

The concept of 'liveability' is not new, 'liveability' is the collective term for the factors that contribute to a community's and individual's quality of life. A liveable place is defined as one that is "safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked by convenient public transport, walking and cycling infrastructure to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities".¹

Liveability focuses on a place, community and a person's quality of life and everyday experience of the urban environment. The influences on quality of life may change throughout a person's life. What is most important for a teenager may be different for a retiree, therefore all these influences need to be considered when thinking about liveability for a community.

Aligning to the UN Sustainable Development Goals

The concept of 'liveability' is encompassed on a global scale by the UN Sustainable Development Goals. The Sustainable Development Goals was adopted in 2015 as part of the 2030 Agenda for Sustainable Development. The Goals provide a roadmap for all countries to work towards a better world by implementing actions to address poverty, set an agenda for climate change, inequality, sustainable business and innovation.



Source: <https://www.un.org/en/sustainable-development-goals>.

The Broken Hill Liveability Strategy 2043 aligns to the broader global goals for Sustainable Development, with a specific focus on the areas such as Health and Wellbeing (Goal 3), Quality Education (Goal 4), Economic Growth (Goal 8), Industry, Innovation and Infrastructure (Goal 9), Sustainable Cities and Communities (Goal 11), and Responsible Consumption and Production (Goal 12).

The Strategy is a local action plan to build on the unique strengths and advantages of Broken Hill, focusing on liveability factors to achieve a more liveable Broken Hill. The Strategy will build on opportunities for sustainable growth overtime while promoting and protecting the environment and creating an equitable welcoming community that celebrates diversity.

¹ Lowe M, Whitzman C, Badland H, Davern M, Aye L, Hes D, et al., 2015, Planning healthy, liveable and sustainable cities: How can indicators inform policy? Urban Policy and Research. 33(2): 131–44. <<https://doi.org/10.1080/08111146.2014.1002606>>

2.2 ENHANCING LIVEABILITY IN BROKEN HILL

In 2020 the NSW Government published *Liveability and Local Government, a guide to embedding liveability within Councils Strategic planning processes*². The document published in conjunction with the NSW Ministry of Health, Active Living NSW and the Heart Foundation recognised the importance of embedding liveability into Council's wider strategic planning framework, and the roles that Councils can play in promoting and influencing liveability.

Broken Hill today and in the future

A key driver for population changes in Broken Hill is the migration of people into the City and moving away. Broken Hill was previously a larger City with a population of 31,387. It was built to sustain a larger population and with a larger population it will thrive – generating more and greater opportunities for everyone.

Broken Hill needs to be a large, thriving and viable regional city to provide support services to the Far West region and for the communities across the region. Thus, enhancing liveability will help the City to retain and grow its population.

Broken Hill City Council recognises the importance of liveability for the community of Broken Hill, and importantly how the wider liveability concept could be utilised to further enhance existing strengths and leveraging these strengths to promote the opportunities that Broken Hill could provide to new residents. This concept of liveability is entrenched in the Broken Hill Community Strategic Plan 2022.

2.3 LIVEABILITY DOMAINS

The Broken Hill Liveability Strategy aims to provide a holistic view of liveability. The Broken Hill Liveability Strategy 2043 is informed by comprehensive research on a wide range of academic and practice-based publications (both national and international)³ around the liveability concept and its domains.

A thematic analysis of the key literature on the liveability concept resulted in developing a framework that presents the most common and influential domains of liveability that are practiced globally and aligned with the environmental, social, and economic context of Broken Hill.

² NSW Government, 2020, *Liveability and Local Government – Embedding liveability within Councils' Strategic Planning Processes: A stakeholder guide*, available at <https://irp.cdn-website.com/541aa469/files/uploaded/Liveability_and_Local_Government_Active_Living_NSW_2020.pdf>

³ Mavoia S, Badland H, Learnihan V, Boruff B, Pettit C, Astell-Burt T, Feng X, Hooper P, Rachele J, Eagleson S, David S, Giles-Corti B, 2016, *The Australian National Liveability Study final report: Development of policy-relevant liveability indicators relating to health and wellbeing and recommendations for their dissemination*, The University of Melbourne: Melbourne, available at <<https://preventioncentre.org.au/wp-content/uploads/2021/10/FINAL-The-National-Liveability-Study-Report.pdf>>

Arundel, J., Lowe, M., Hooper, P., Roberts, R., Rozek, J., Higgs, C., and Giles-Corti, B., 2017, *Creating liveable cities in Australia: Mapping urban policy implementation and evidence-based national liveability indicators*, RMIT University: Centre for Urban Research, available at <<https://cloudstor.aarnet.edu.au/plus/index.php/s/CJ4t5N3SFCOZTWP>>

Lowe M, Whitzman C, Badland H, Davem M, Aye L, Hes D, et al., 2015, *Planning healthy, liveable and sustainable cities: How can indicators inform policy?* *Urban Policy and Research*. 33(2): 131–44. <<https://doi.org/10.1080/08111146.2014.1002606>>

Badland H, Whitzman C, Lowe M, Davem M, Aye L, Butterworth I, et al., 2014, *Urban liveability: Emerging lessons from Australia for exploring the potential for indicators to measure the social determinants of health*. *Soc Sci Med*. 111: 64-73 <<https://doi.org/10.1016/j.socscimed.2014.04.003>>

World Health Organization, UN Habitat., 2016, *Global report on urban health: equitable healthier cities for sustainable development*. Italy: WHO, available at <<https://www.who.int/publications/i/item/9789241565271>>

Bourne, K., 2019, *Understanding Regional Liveability: Discussion Paper*, Canberra, The Regional Australia Institute, available at <https://regionalaustralia.org.au/common/Uploaded%20files/Files/RAI_SIP2019-1-2-1_UnderstandingRegionalLiveabilityDiscussionPaper.pdf>

<https://www.un.org/en/sustainable-development-goals>.
<https://habitat3.org/the-new-urban-agenda/>.

Figure 1 presents the liveability domains that underpin the Broken Hill Liveability Strategy 2043.

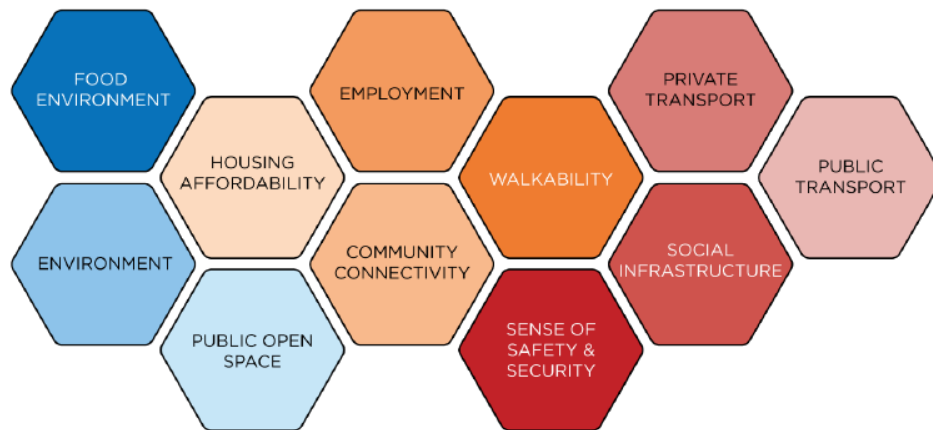


Figure 1 Liveability domains

Designing the Broken Hill Liveability Strategy

The Broken Hill Liveability Strategy is structured around 12 liveability indicators that contribute to making Broken Hill a liveable City. These indicators are based on the liveability domains and generally grouped into key pillars of community (safety, connection and inclusion), housing (diversity and affordability), employment and the economy (skills gaps, employment opportunities, training and education, new industries), and environment (open spaces, walkability, social infrastructure as well as the physical environment).

Success of the Broken Hill Liveability Strategy 2043 will require collective participation and implementation across a range of stakeholders and key industries within Broken Hill and beyond. Success will range in scale from largescale projects and investments to smaller changes in practices and policy shifts. Importantly, a liveability focus shows how connections between each change contributes to greater and more significant successes and impacts for the community.

For example, a project that created improved economic prosperity and employment opportunities, would provide opportunities for residents looking for work to stay in Broken Hill and could also attract new residents to town which will impact a range of liveability factors including, housing, and service provision.

An increase in demand for housing triggered by new investment could create a shift in viability for an increased diversity of housing stock, triggering small scale infill housing redevelopments and renovations, new smaller housing stock and influence a shift towards downsizing. Success would mean housing is affordable, fit for purpose and having diversity in stock available to meet all stages of life, and socio-economic statuses.

On a smaller scale liveability could influence an individual directly, for example a new play space is designed that celebrates the local history of Broken Hill integrating the heritage and story of the town into a series of inclusive all abilities play spaces. This small change could trigger a change in liveability for an individual where they now feel accepted welcomed and part of the community.

3. SNAPSHOT OF OUR CITY

3.1 PEOPLE

Population size

Broken Hill has a population of 17,588 people (as at the ABS 2021 Census).

The size of the population has previously been larger, sustained by a significant workforce supporting large mining operations. The City’s population peaked in the 1960s at around 30,000. Since then, Broken Hill’s population has been slowly decreasing in size, shaped by the local mining industry and changes in workforce needs.

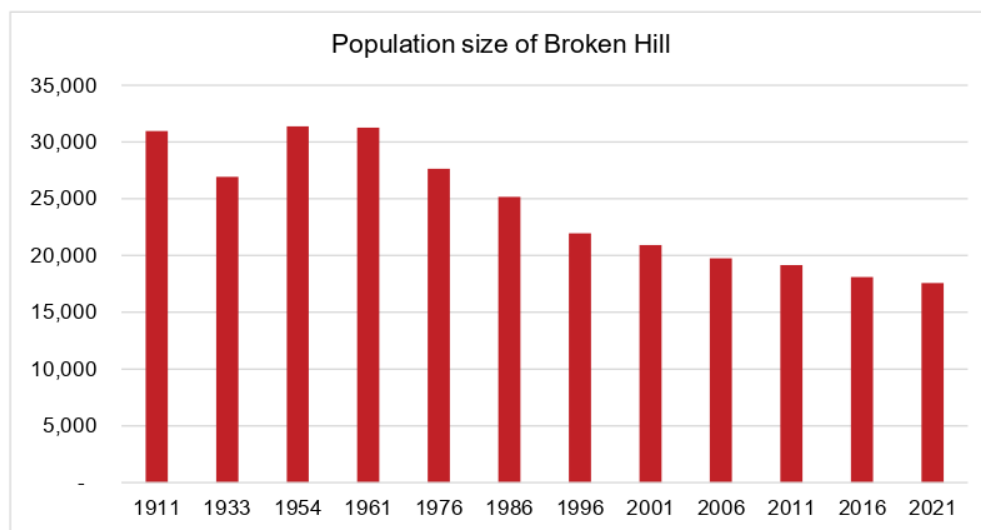


Figure 2 Historic population size of Broken Hill. Source: ABS Historical Population

The City has experienced a considerable internal migration from the City to the other cities over the last five years, particularly among the younger age cohorts.

The population in Broken Hill is projected to grow slightly over the next 20 years to 18,556 people (id. population forecasts), fuelled by new mining operations anticipated to commence in the coming years.

Drivers of population change

Population change in Broken Hill is driven primarily through migration. The decrease in the City’s population in recent years is attributed to more people leaving the City than people moving to the City and natural increases (more people being born than dying), combined. Refer to Figure 3.

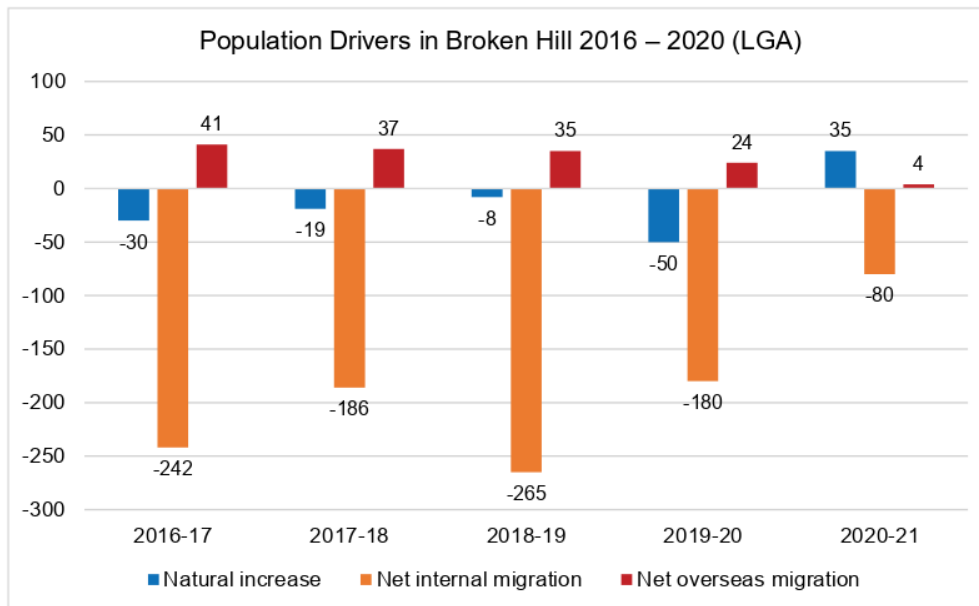


Figure 3 Population drivers for Broken Hill. Source: ABS Regional Population

The ABS 2021 Census shows cohorts that have had the largest number of people move away are those at the age that are likely seeking education, training and new employment opportunities (early adulthood), groups that may be families with older children relocating for lifestyle or other opportunities (teenagers and adults aged 45 to 54), and those in retirement age.

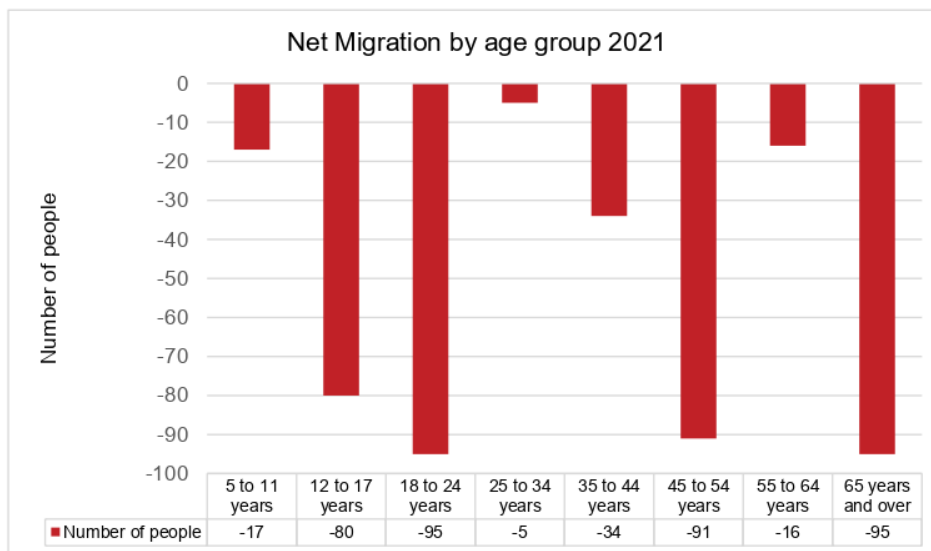


Figure 4 Net migration by age group 2021. Source: id. referencing ABS 2021 Census

Figure 5 shows net migration of people moving into and out of Broken Hill between the 2016 and 2021 Census periods, and shows the top places where people moved to and from. It is common for people to be moving to and from large regional centres and there are strong linkages of migration to regional areas in Victoria and South Australia, as well as to other parts of NSW.

Figure 5 Net migration to and from Broken Hill, 2016 to 2021. Source: ABS 2021 Census

The attraction of further employment opportunities and access to more education and lifestyle opportunities than what’s on offer in Broken Hill may be influencing decisions to move to these other areas. The specific employment opportunities in the local mining industry may be a key driver for people moving to Broken Hill from overseas and from other regions in Australia.

Diversity

Almost 10% of the Broken Hill community identifies as being Aboriginal and Torres Strait Islander.

The majority of the community (89%) was born in Australia, however the community identifies to have ancestry from England, Ireland, Scotland, Germany and Italy (top ancestries identified in ABS 2021 Census).

Of the 11% of the community that was born overseas, top countries of birth include the Philippines (1 per cent), England (0.8 per cent), New Zealand and India (0.4 per cent).

Approximately 8% of the population living in Broken Hill require assistance with day-to-day activities. This compares to the 6.8% of the population across the average for Regional NSW. This demonstrates the importance of the healthcare and social assistance sector in Broken Hill in providing people access to care and services within the Far West region.

Safety

The most reported crime within Broken Hill across the 12-month period 2021 was breach of bail conditions and malicious damage with 318 and 300 recorded offences respectively. Overall, the crime statistics point towards an increase in Domestic Violence related offences with the LGA ranking 4th in LGAs across NSW. Broken Hill also saw an increase in intimidation, stalking and harassment with a 22.6% increase across the 60-month period.

Table 1 Crime trends in Broken Hill

Offence	Trend	Comment
Drug offences	Stable	The rate of drug offences has remained stable across the Broken Hill LGA since 2017. The possession and use of cannabis and methamphetamine are the most prolific drug offences during the last 12 months with 70 and 35 incidents respectively.
Domestic violence	↑ 7.1%	The incidence of reported domestic violence incidents across the Broken Hill LGA has seen a 7.1% increase across the 60-month period from 2017. For the 2021 period there was a total of 242 incidents.

Offence	Trend	Comment
Break and enter	↓7.6%	The incidents of Break and Enter (dwelling and non-dwelling) declined 7.6% (non-dwelling) across the period. For 2021 there was 203 recorded Break and Enter (dwelling and non-dwelling). Overall, the trend has remained constant across the 2017-2021 reporting period.
Malicious damage to property	Stable	Malicious damage to property recorded the highest rate of offence for the last 12 months with 300 incidents recorded, ranking Broken Hill 4th across NSW LGAs. The rate of offence has remained stable across the 60-month period of reporting.
Steal from motor vehicle	↓12.1%	The incidence of steal from motor vehicle cases declined by 12.1% across the reporting period with a total of 99 incidents during 2021.
Intimidation, stalking and harassment	↑22.6%	There was a 22.6% increase over the 60 months of intimidation, stalking and harassment. This is the largest offence category increase.

Source: NSW Bureau Of Crime Statistics and Research 2021

3.2 HOUSING

Dwelling typology

Broken Hill is a City of 7,308 households (ABS 2021 Census). Approximately 95% of dwellings in the City are detached houses, with 2.2% identified as semi-detached/terrace housing and 2.5% flats or apartments. The number of 3-bedroom houses is 3,956 (54%) and the average household size is 2.2 persons per household.

Vacancies or unoccupied dwellings

The 2021 ABS Census estimates that Broken Hill also has a high number of unoccupied dwellings with 1,528 dwellings or 18% unoccupied. The high number of unoccupied dwellings can be due to a proportion of the population living in Broken Hill only for parts of the year. Recent data obtained by Council showed that there is an estimate of at least 500 dwellings in the City that have no one living in them, based on low water usage.

Tenure and affordability

About 33% of households own their homes outright and 23% of households are paying a mortgage on their home. The average mortgage monthly payment was \$867 for homeowners in Broken Hill in 2021.

Almost 20% of households in Broken Hill are renting, either on the private rental market (17%) or via a government or community housing provider (2%). The average rental cost for a 3-bedroom home in Broken Hill was \$300/week and the median cost to purchase a detached dwelling was \$173,000 according to the NSW Rent and Sales reports for the June 2022 quarter.

Particularly for housing purchases, Broken Hill is relatively affordable when compared other regional cities. Analysis of household income in Broken Hill indicates that there are few households that are likely to be experiencing mortgage stress, however the number of households likely to be experiencing rental stress is higher.

According to household incomes in Broken Hill in the 2021 ABS Census, and rental and purchase prices listed in the NSW Rent and Sales reports for the June 2022 quarter:

- approximately 30% of households in Broken Hill that are renting find average rents unaffordable (approximately 515 households). About 25% of these households would find that rents are either extremely or severely unaffordable.
- approximately 6% of households with a mortgage experience mortgage stress (approximately 142 households).

Whilst house sale prices have remained relatively stable over the past five years, rental prices have increased significantly in Broken Hill.

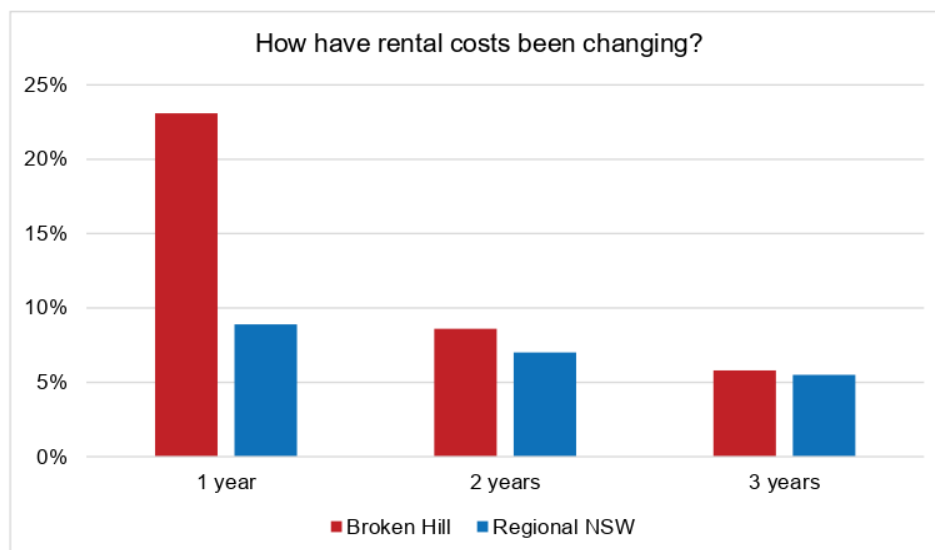


Figure 6 Annual average change in median rental listing, June 2017 to June 2022. Source: id. Housing Monitor, referencing PropTrack (REA group housing listings, updated twice annually)

Ongoing monitoring of housing rents and sale prices will help to identify where there are significant impacts on liveability being experienced by residents and to ensure that strategies employed are helping to address and ease these impacts.

There is currently demonstrated demand for rental properties in Broken Hill. A review of property listings in early February 2023 showed there were 89 properties listed in Broken Hill. Of these properties there are only 8 properties for rent, compared to 81 properties for sale (which includes 9 lots of vacant land). Coupled with the trends in increasing rents, this indicates a tight rental market and evidence of high demand. Local real estate agents have reported very low availability of rental housing in Broken Hill and waitlisting prospective tenants to notify when rental properties become available.

Housing demand and supply gap

Table 2 provides a breakdown of the estimate of housing needs to be met and comparison to the existing housing supply available in Broken Hill. Estimates are based on assumptions

developed through research and analysis on the local context in Broken Hill and are to be used as an indication of what changes are needed.

The analysis indicates a need to make all existing housing stock available for access in order to meet current anticipated needs across the community. Further population growth fuelled by strong immigration of people to Broken Hill will create additional pressure on existing housing stock to meet the needs of the community. Estimates presented are subject to further refinement and monitoring of changes experienced in the City over time.

Table 2 Estimate of gap between demand for housing and current supply

	Estimated need for housing	Estimated supply potential	Information source
Existing permanent population	17,588		ABS 2021 Census
New mining workforce	1,500		Potential number of new employees, at least at the initial phases of construction and operation, needed for new local mining operations. This is informed through discussion with industry. There is a preference and strong support for new employees to live locally in Broken Hill. Further analysis required and confirmation through workforce planning.
Potential additional residents	159		Estimate of additional key workers needed to fill job vacancies (review of job listings on seek.com)
People in temporary housing	59		Estimate of rough sleepers (NSW Department of Communities and Justice), Social housing waitlist (NSW Family and Community Services)
Subtotal for demand (households)	9,022		Estimate of 19,306 people, and assuming an average household size of 2.14 people (ABS 2021 Census)
Existing number of occupied dwellings		7,308	ABS 2021 Census
Estimate of unoccupied dwellings		1,528	ABS 2021 Census
Demand and supply gap	1,714 additional dwellings required (based on currently occupied dwellings)		
	186 additional dwellings required (if unoccupied dwellings are made available)		

Due to its location, environmental constraints and challenges around extending urban infrastructure services, there are limited opportunities for the City to expand its urban boundary to accommodate new housing development. Leveraging existing stock and looking for renewal and redevelopment opportunities within the existing City urban area will enable quicker development of new housing.

It is important to consider that not all groups within the community will be looking for the same type or tenure of housing. Supporting delivery of a mix of housing, such as more rental stock for new residents relocating to Broken Hill to access, social housing for those that are currently sleeping rough or in temporary housing arrangements, as well as housing for purchase is important.

3.3 SERVICES AND FACILITIES

Education and training

Broken Hill benefits from the education and training facilities that are presented in Table 3. The distribution of these facilities is presented in Figure 7.

Table 3 Education facilities in Broken Hill

Facility	Count
Early childhood education and care (overall 280 approved places)	8
Vacation care and before/after school care (overall 120 approved places)	2
Primary school	7
High school	2
Broken Hill TAFE	2 campuses
Tertiary training, including: <ul style="list-style-type: none"> Charles Stuart University The Country Universities Centre (provides a facility for students enrolled in tertiary education courses in an Australian university by distance) University of the Third Age (provides affordable learning facilities for seniors) The Broken Hill University Department of Rural Health (provides education and training for rural and remote health workers) 	4
Other training facilities: <ul style="list-style-type: none"> Robinson College (Vocational Education and Training) School of the Air (distance education centre that caters predominately for the geographically isolated students within a radius of approximately 300km from Broken Hill) 	2

Source: Broken Hill Local Strategic Planning Statement 2020 -2040

Note: The overall approved capacity of childcare services is 400. However, the population of under 4 years old age cohort was 927 in 2021 (ABS 2021 Census). Further to this, the number of children aged under 4 years old is forecasted to increase to approximately 1,000 by 2046 (id. Population forecast). This demonstrates a potential gap in the provision of childcare services in Broken Hill if families are seeking access to services.

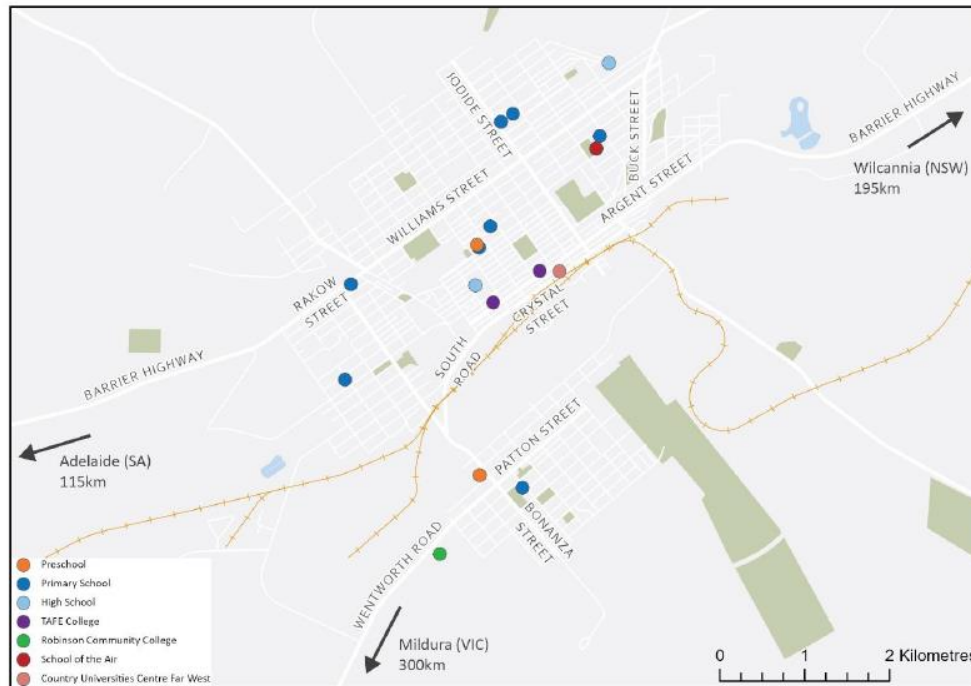


Figure 7. Education and training facilities in Broken Hill

Health services

Table 4 presents the health services and facilities and Figure 8 shows their distribution across the Broken Hill City.

Table 4 Health services and facilities in Broken Hill

Facility/service	Count
Emergency and Hospital Services (including Broken Hill Base Hospital and Broken Hill Community Health Centre)	2
Medical Services (Maari Ma Health Aboriginal Corporation and the Royal Flying Doctor Service (RFDS) Medical Service)	2
Clinics (general)	10
Dental clinics	6
Retirement villages	3
Aged care	3
Disability support and care centre (National Disability Insurance Scheme - NDIS)	1

Source: *Welcome to Broken Hill and Far West Region, Regional Development Australia (Far West Region)*, <https://docslib.org/doc/8504132/welcome-to-broken-hill-and-the-far-west-region-of-nsw>

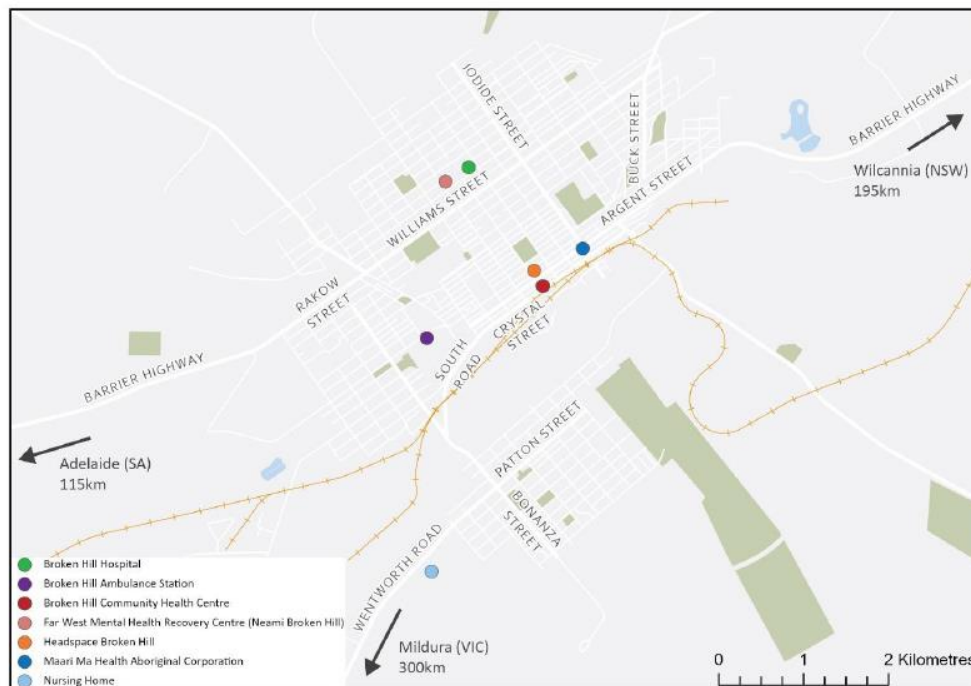


Figure 8 Health services and facilities in Broken Hill

Recreation facilities

Broken Hill has a range of recreational facilities including the regional aquatic centre, Police Citizens Youth Clubs NSW (PCYC), 2 x golf clubs, several football clubs (soccer, Australian Rules and Rugby League), tennis facilities, lawn bowling, YMCA Fitness Centre and other gym and fitness facilities. Figure 9 presents the distribution of these facilities across the City. These facilities are in addition to the sporting and passive open space options such as parks and ovals that are identified in Table 9.

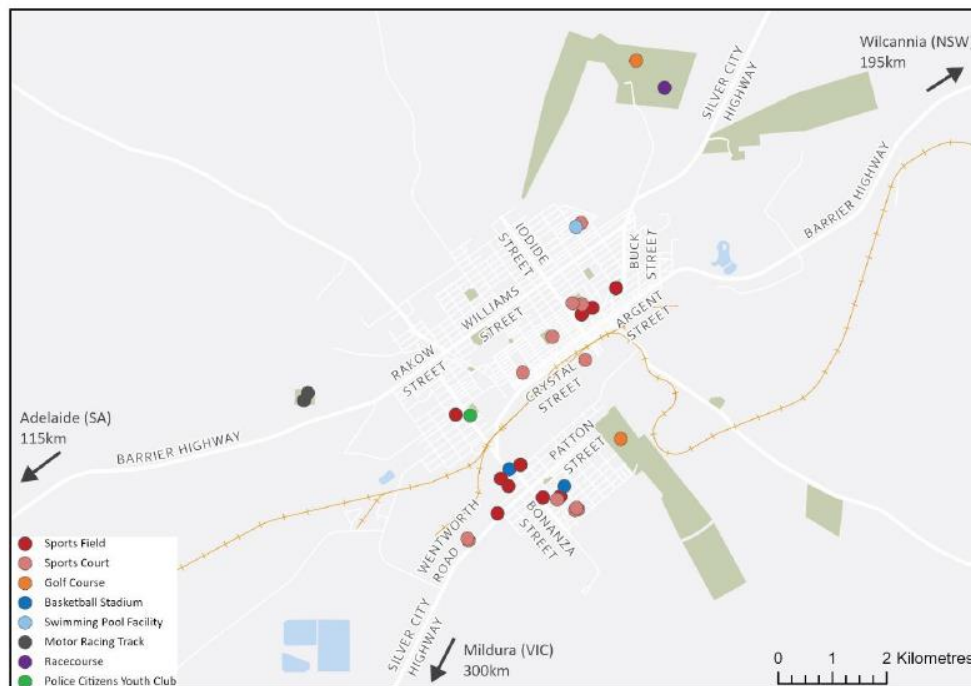


Figure 9 Recreation facilities in Broken Hill

Arts and cultural facilities

The City of Broken Hill has an extensive arts, culture and events scene that provide various opportunities for formal recreation opportunities. The existing arts and cultural facility offerings are limited in diversity of choice and for varying age groups particularly after dark. Table 5 and Figure 10 present the count and distribution of these facilities.

Table 5 Community and cultural facilities in Broken Hill

Facility	Count
Theatres / cinemas	1
Civic / performance centre	1
Museums	11
Art galleries	27
Live music and performance venues (excl. Pubs)	3
Community groups and organisations	+60
Council and community events and programs	+74

Source: Broken Hill Cultural Plan 2021-2040

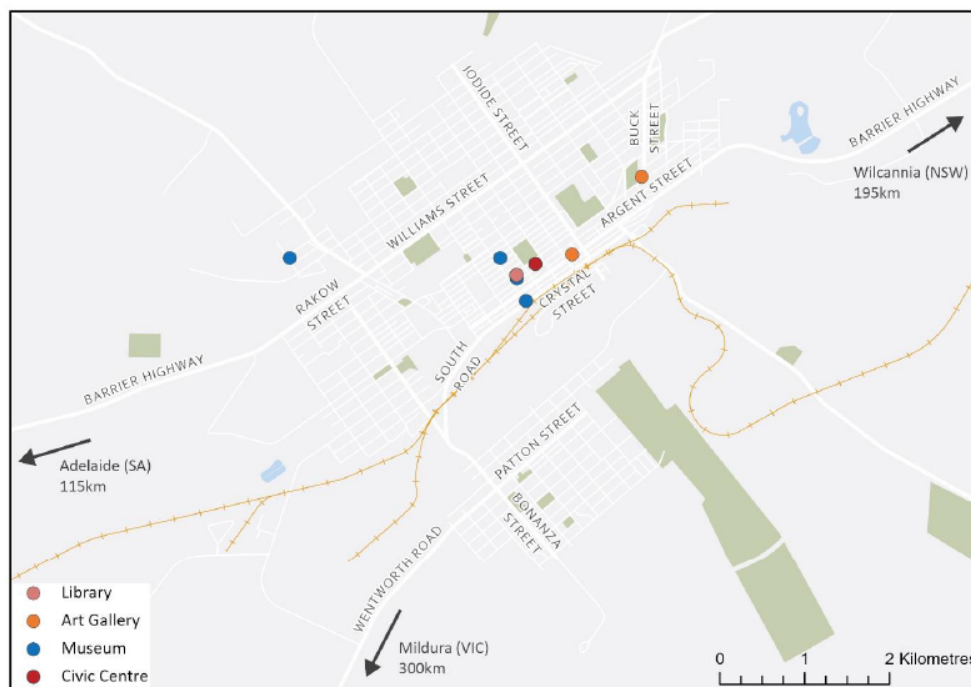


Figure 10 Arts and cultural facilities in Broken Hill

3.4 ECONOMY AND EMPLOYMENT

Retail, services and industries of businesses

In 2021, the industries such as Construction, Agriculture, Forestry and Fishing, and Retail Trade were the top three industries based on the number of businesses. The share of population serving industries (33%), and health and education industries (29%) was more than the others.

The City's Gross Regional Product (GRP) was \$0.86 billion in 2021⁴ with the mining industry having the largest output, generating \$450 million and Health Care and Social Assistance accounting for an output of \$173 million⁵.

Table 6 and Figure 11 indicate the count and distribution of the community facilities in Broken Hill. Most retail, services and businesses (including supermarkets) are located centrally and to the north of the City.

Table 6 Community facilities in Broken Hill

Facility	Count
Library	1
Visitor information Centre	1
Community centres, halls and meeting spaces	4
Cemetery	1
Youth services, including: <ul style="list-style-type: none"> Broken Hill City Youth Council, representing the voice of the Broken Hill Youth Broken Hill Youth Accommodation and Support Service Inc. Reconnect Broken Hill, a federally funded and community-based program supporting young people between 12-18 who are experiencing homelessness or are at risk of becoming homeless, and Headspace provides easy, seamless and discreet support to young people experiencing mental health issues and wellbeing. 	4

Source: Broken Hill Cultural Plan 2021-2040

⁴ <https://economy.id.com.au/broken-hill/gross-regional-product>

⁵ <https://economy.id.com.au/broken-hill/output-by-industry>

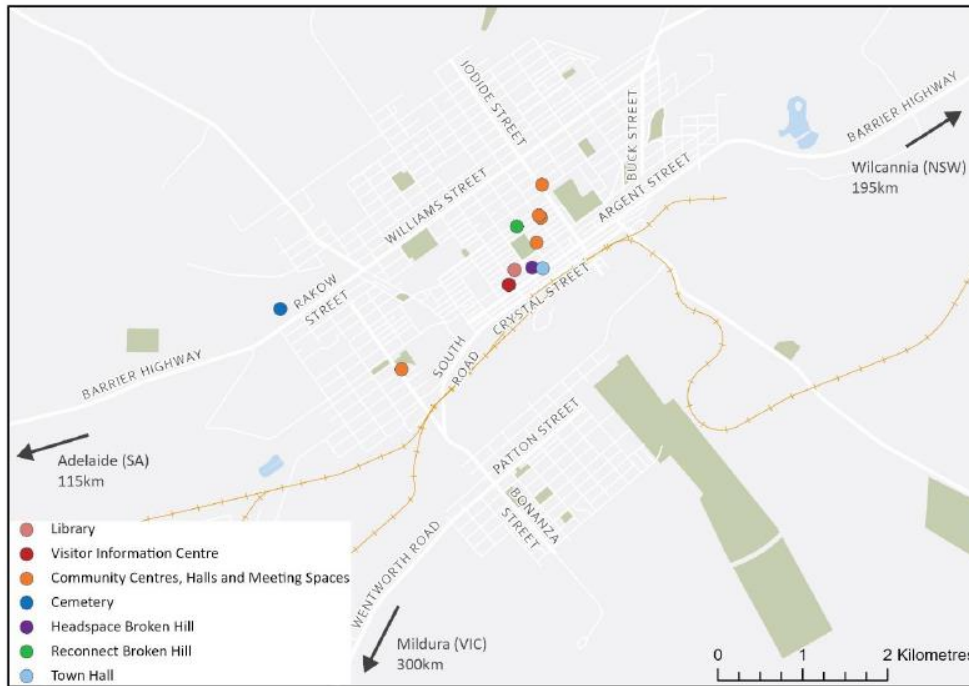


Figure 11 Community facilities in Broken Hill

Employment

There were an estimated 7,575 jobs in Broken Hill (in 2021). There has been a small decline in the number of jobs, with an estimated 7,593 jobs in the City in 2016. Mining and healthcare and social assistance are the top industries of employment in Broken Hill, which is reflective of Broken Hill's history and connection to mining and its role as a regional city in the Far West and provider of tertiary healthcare services. Table 7 shows the top 10 industries of employment, by number of jobs for 2021.

Table 7 Top 10 industries of employment

Industry	Number of jobs (2021)	Proportion of jobs in Broken Hill (2021)
Mining	1,676	22.1%
Health Care and Social Assistance	1,326	17.5%
Retail Trade	797	10.5%
Education and Training	627	8.3%
Accommodation and Food Services	621	8.2%
Public Administration and Safety	490	6.5%
Construction	432	5.7%
Other Services	287	3.8%
Transport, Postal and Warehousing	249	3.3%
Administrative and Support Services	185	2.4%

Source: *Economy id.*, referencing National Institute of Economic and Industry Research (NIEIR) 2021

Of the working population in Broken Hill, about 62% worked full-time and 30% part-time. However, the unemployment rate is 5.5%.

The overall local jobs-to-resident workers ratio was 1.03 in 2021. Indicating that there are more jobs available in Broken Hill compared to the number of working people living in Broken Hill. A review of online job advertisements (posted on seek.com) in early February 2023 found there were 159 jobs advertised that are based in Broken Hill. Job advertisements indicate vacancies in roles and where potentially additional people need to move to Broken Hill to support additional staffing.

Health care and social assistance has a significantly higher proportion of job vacancies compared to other industries and most of these positions are with the NSW Government. Mining follows as the industry with the second highest number of job vacancies. Refer to Figure 12.

Monitoring job vacancies over time can indicate whether there is a local labour shortage and whether strategies to address this has been successful. A lower number of job vacancies each month, and shorter timeframe where jobs remain vacant, indicate that there are people suited to the skills needed and jobs are being filled.

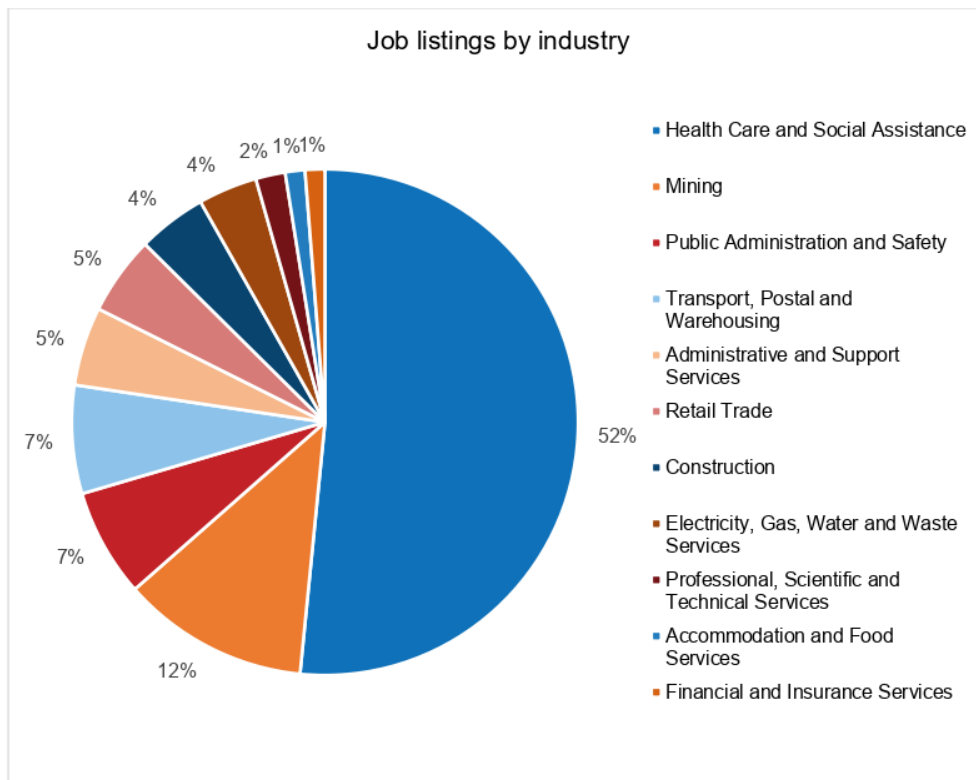


Figure 12 Top industries currently advertising for vacant roles. Source: Seek.com, Data captured on 3 February 2023

The Australian Government’s Labour Market Data Dashboard provides key indicators for regional labour markets. The December 2022 dashboard shows that over the past five years, the number of job ads for positions based in the Far West Orana region⁶ has increased and almost tripled.

⁶ This extends to an area beyond Broken Hill, however, indicates a trend for the area



Figure 13 Trend in online job advertisements for the Far West Orana region. Source: Australian Government Labour Market Data Dashboard, referencing Job and Skills Australia, Internet Vacancy Index

The dashboard also shows that over the past two and a half years, there has been an increase in employment in the Far West Orana region in the health care and social assistance industry. This indicates the high need for people working in the region to support health care and particularly in Broken Hill where tertiary health services for the region are located.

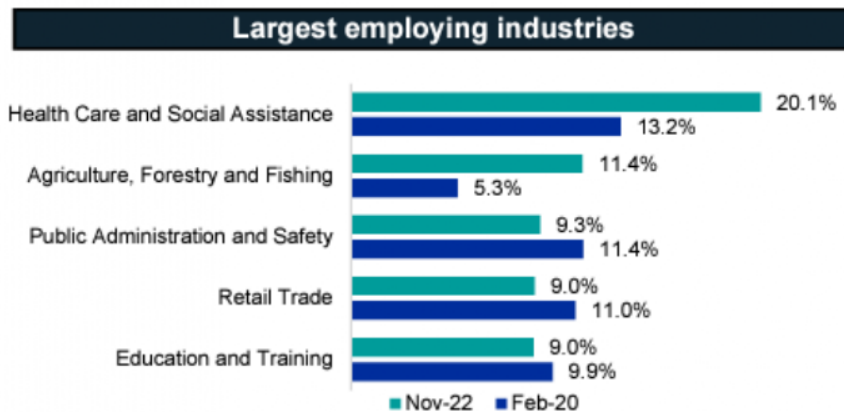


Figure 14 Largest employing industries and comparison to previous years. Source: Australian Government Labour Market Data Dashboard, referencing ABS Labour Force Survey

3.5 PLACE AND ENVIRONMENT

Connectivity

Broken Hill is connected to its surrounding regional areas and other cities through the air, road, rail and active transport networks that are presented in Figure 15.

Broken Hill Regional Airport is a major regional airport providing air transport links to South Australia, New South Wales and Victoria, including daily passenger and freight delivery services, Royal Flying Doctor Service (RFDS), air charter operations and General Aviation (GA). Further funding and upgrades would be needed to for the Airport to service larger aircraft and receive further funding for its upgrade.

The City has access to daily bus services connecting to the Sydney Express Passenger Train (XPT). The rail network also connects Broken Hill to Sydney, Adelaide and Perth (via the Indian Pacific train line from Sydney to Perth), Port Pirie in South Australia, Inland Railway and Parkes National Logistics Hub in Central West NSW.

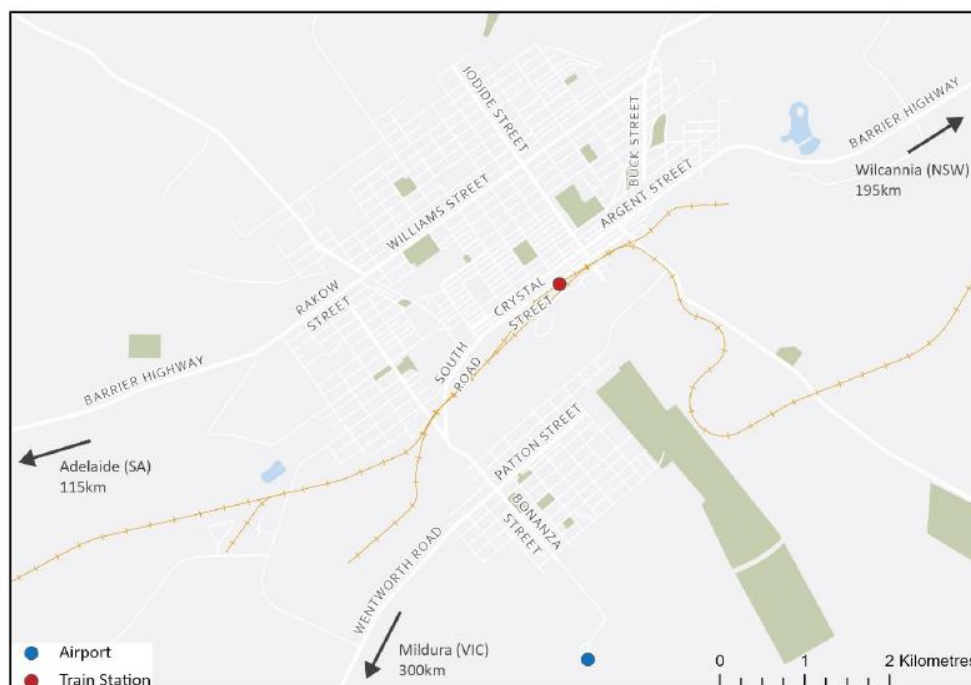


Figure 15 Broken Hill's connectivity networks and transport infrastructure

Aging infrastructure and unsealed regional roads are key challenges for road connectivity between the City and other surrounding towns. The projects such as sealing the Silver City Highway in 2020, which connects Broken Hill to Tibooburra, is significant for providing a safer route and easier access to the adjacent towns and attracting wider range of travellers.

Challenges for the pedestrian network include lack of footpaths outside of the City centre, segmented pedestrian network towards the outskirts of the City, accessibility issues particularly for mobility scooters, prams, and walkers, lack of street lighting, as well as impacts of weather events (e.g., heat waves, dry dust storms, heavy rains and flooding). There is also

a need for improved built environment design to provide better environmental comfort in public spaces.

Digital connectivity can also play a significant role in connecting Broken Hill to other areas across Australia. However, limited digital connectivity has been a challenge with poor internet connection and numerous telecommunications blackspots. In response to this issue, Broken Hill was selected for an NBN satellite ground station that plays a crucial role in providing Australians in isolated areas with access to fast broadband.

Environment health

National and State Parks

Broken Hill benefits from its proximity to 728,000 hectares of national/state parks, including:

- Sculptures and Living Desert Sanctuary, located 12km from Broken Hill
- Mutawintji National Park, located 130km north-east of Broken Hill
- Kincheha National Park, located 100km south-east of Broken Hill
- Mungo National Park, located 110km north-east of Mildura
- Paroo-Darling National Park, located 80km north of Wilcannia, and
- Sturt National Park, located 330km north of Broken Hill.

The location of these parks is shown in Figure 16. These national/state parks have important environmental and cultural values and contribute to the unique landscape of the area. Broken Hill is a visitor hub for people to visit these parks.

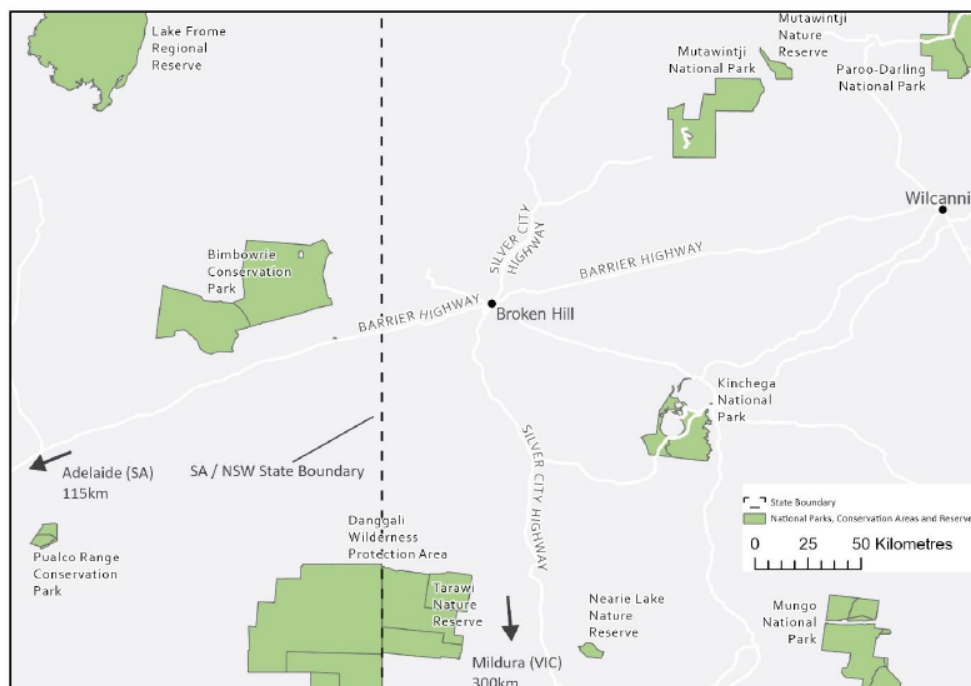


Figure 16 Neighbouring national and state parks

Public open space

The City of Broken Hill has several formal parks, sporting facilities, tourist areas and a Civic Space/Town Square. The locations of these are shown in Figure 17 and these places are listed in Table 8.

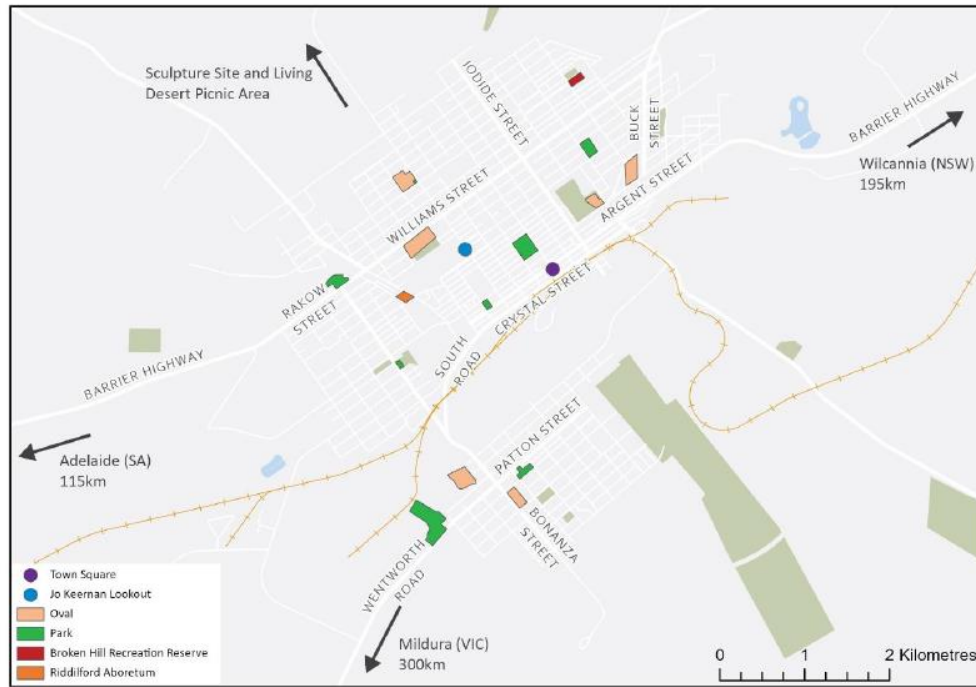


Figure 17 Public open spaces in Broken Hill

Table 8 Public open spaces in Broken Hill

Facility	Count
Parks, including: <ul style="list-style-type: none"> • Sturt Park • Queen Elizabeth Park • E.P. O'Neill Memorial Park • Zinc Lakes • AJ Keast Park • Duff Street Park • Patton Park • Duke of Cornwall Park • Riddiford Arboretum 	9
Ovals, including: <ul style="list-style-type: none"> • Memorial Oval • Lamb Oval • Picton Oval • Alma Oval • Zinc Oval • Norm Fox Oval • Jubilee Oval 	7
Tourist areas, including: <ul style="list-style-type: none"> • Joe Keenan Lookout • Sculpture Site and Living Desert Picnic Area • Line of Lode • Rotary Park and RV Parking Area opposite the visitor's centre 	4
Town Square	1

4. ENGAGING WITH OUR COMMUNITY: VISIONS FOR THE FUTURE

4.1 WHO WE ENGAGED WITH

In developing the Broken Hill Liveability Strategy 2043, over 320 individual community members, business and industry stakeholders were engaged to ensure a comprehensive collection of insights and ideas about the current state and future of Broken Hill.

Engagement was conducted with a wide range of people, including those who were born and raised in Broken Hill, those who moved to Broken Hill several years ago and those who moved to the City only recently. We spoke with youth, older residents and people representative of the different cultural backgrounds to understand the needs of different age cohorts and diverse perspectives.

In addition to engagement with government agencies, the following organisations were targeted:

- healthcare service providers (e.g., mental health services and services for people with disabilities)
- not-for-profit organisations that promote art and culture
- key industries such as the mining and construction sectors.

4.2 WHAT WE DID

Consultation was undertaken over across November and December 2022. Activities were undertaken both online and in-person, including:

- two facilitated community drop-in sessions (separate sessions for adults and youth)
- eight individual interviews
- three focus groups
- an online survey hosted on Broken Hill Council's website (290 responses), focusing the community's insights about:
 - what makes Broken Hill a great place to live
 - the existing issues and challenges
 - the changes and improvements that the community wants to see, and
 - the desirable future for the City.
- liveability postcards (distributed among the youth) to understand their hopes for Broken Hill in the next 20 years.

Engagement provided ideas and supported development of four overarching domains to set and direct the strategies and actions, including:

- Community (connection, inclusion, and safety)
- Housing (diversity, affordability, and preferences)
- Work and the economy (new industries, job opportunities, skills gaps, training and education), and
- Environment (social infrastructure, natural and built environment).

Our strength

The community highlighted their sense of belonging to Broken Hill and strong social ties which along with affordability, employment opportunities, and their lifestyle make Broken Hill a great place for them to live. As a result of these strengths, a considerable number of survey participants expressed their interest to live in the City over the long term.

The community and stakeholders acknowledged the heritage and cultural values in Broken Hill and the significance of cultural and natural resources in attracting visitors to the City. According to the participants, the strong mining industry is a backbone for existing and future developments in Broken Hill.

What we heard from you...

"Unless something drastically changes in my life or opportunities arise elsewhere, I will be staying in Broken Hill. Broken Hill has a laid-back lifestyle with friendly locals. It is great [to be able to] live affordably and due [to] the proximity of all its services, it enables great work and personal lifestyle balance."

"People living here look to each other for help, support, friendship [and] welcoming newcomers. Broken Hill residents readily exchange information and assistance... Broken Hill celebrates its unique landscape, its artistic community, its heritage, its sporting and community offerings and, of course, its industry. Offering a diverse [and] rich culture, residents find much to interest and engage them."

Our opportunities

Housing developments

The community discussed the opportunity in focusing on the existing areas across the City for housing developments, due to having a large number of vacant houses, rather than expanding the City. With a current tendency to downsize housing amongst the community and considering innovation in future developments, there would be opportunities to increase the housing supply in Broken Hill.

A diverse economy and employment

Apart from the opportunities for capitalising on the mining industry, the community highlighted the significance of having new industries such as renewable energy for the economic development in Broken Hill and for providing diverse employment opportunities. Creating an attractive brand for the City was discussed to attract people to live in Broken Hill and make it a destination.

According to the community, there is an opportunity to make the City as an arts hub and promote cultural tourism with a significant contribution from the First Nations community and youth.

Improved healthcare services

Relying on the experience of benefiting from telehealth services during the COVID-19 pandemic, the community highlighted the opportunity for expanding that to service a wide range of community members remotely. The collaboration between the health and education sectors was also emphasised as another opportunity.

Environment

Focusing on environmental sustainability, providing water security and improving waste management were a number of opportunities discussed by the community and stakeholders. They also referred to the benefits of improving the built environment through a standard urban design.

What we heard from you...

"We need a recycling plan [to] enforce waste management rules... [a] collection centre for paper in schools. And school can guide children being well-wishers of environment by asking them to collect and get recyclable material to school and earn rewards. Together we can make Broken Hill a beautiful place on earth."

"The number of recyclable containers that have to be sent to landfill pains me. Perhaps we don't have the facilities to make this happen, but perhaps look at sending it to the nearest facility. We want to look towards having a "sustainable Broken Hill" but that can't happen until we are able to facilitate recycling properly."

What needs to be improved

Housing affordability

While housing is not an issue for most of the established residents, those who have recently moved to Broken Hill (e.g., essential workers) and the younger generation expressed their concern about affording to buy or rent a house. The large number of vacant houses (not available in the market) and the shortage of available accommodation (mostly taken by the mining companies for their employees) were discussed as the reasons for the increasing housing prices.

What we heard from you...

"I have struggled a lot to continue surviving in Broken Hill as there was no permanent accommodation to stay and I had to leave Broken Hill to find a house to stay. Rental market becomes so tight due to mining companies bought all house for their employees. And there were no good houses to buy. [Only] 100 [years] old houses. I wish the City Council or government would build some houses for essential workers to stay longer in Broken Hill."

The poor housing quality in Broken Hill in comparison with the housing standards in capital cities, where the workers come from, was referred to as another restriction in attracting essential workers and professionals to stay in Broken Hill. The community and stakeholders emphasised the high cost of housing renovation and the lack of builders in the City which add to the housing challenge.

Connectivity

The community discussed the ageing transport infrastructure (roads and airport) and lack of diverse and affordable public transport options to other regional centres and capital cities, as reasons for the increasing travel costs.

Community members expressed a preference for private transport over public transport for a commute across the City, as there are limited bus services which are also not available after 5pm. While the community was interested in active transport, they referred to the long distances from services, uncomfortable weather during some seasons, and poor quality of footpaths as discouraging factors, particularly for people with disabilities and elderly people.

The necessity of improvements to internet connection and the telecommunications network was another issue the community and stakeholders raised that can improve the digital connectivity of Broken Hill to the rest of the world.

What we heard from you...

"The challenges of the distance to travel to capital cities, with the expense of air travel and car fuel likely to exponentially increase. Air service to Broken Hill is increasingly becoming unaffordable and unreliable, with uncertain flight schedules. For road transport, a massive roll out of electronic vehicle fast charging stations is essential so as to provide an alternative to the unsustainable cost of diesel and lessen the impact on the environment."

Economy and employment

Limited land availability was a concern for some of the community members as the City is land-locked by Crown land. Stakeholders also argued the insufficient funding for not-for-profit organisations, lack of diversity in retail (particularly in the southern part of the City), and lack of support for small businesses.

What we heard from you...

"There is not enough family activities or things to do for kids. Not being able to shop for certain things you need as we are limited to what shops we have in town."

"There is inadequate competition within the town amongst trades consequently it comes back to hours and availability and complacency in customer service in comparison to trade availability and customer service for example in other major cities and regional centres."

The limited job opportunities was a major concern for the community and a main reason for young people and families with children for leaving Broken Hill. Difficulties in getting apprenticeships and traineeships and lack of career aspirations among the younger generation and students were other key issues. While the community acknowledged the significance of TAFE courses, they emphasised the need for a wider range of face-to-face upskilling courses and vocational training. The issue of underemployment was also discussed as a result of insufficient childcare services and limited employment opportunities for people with disability.

Social infrastructure

Insufficient healthcare services, particularly for older persons, was another main concern in the community. The limited access to specialist treatments, shortage of GPs who are also being replaced frequently, and long waiting lists were examples of the current issues. Insufficient home care packages and limited affordable aged care services were also discussed.

What we heard from you...

"Broken Hill does not have the services required for an ageing population and good management of Hospital and Health facilities."

According to the community, improving the quality of education, attracting skilled teachers, developing education facilities (i.e., tertiary education) and having more childcare facilities are the priorities.

While the participants referred to the aging infrastructure (e.g., cinema and parks), they expressed their concern about the lack of activities for families and youth (e.g., cultural activities and events).

What we heard from you...

"It lacks services that would attract families [such as] childcare centres, vets, doctors, and work retention of young people job opportunities."

"I would like to continue living in Broken Hill, however my main concerns are childcare, access to healthcare, quality of education received at a primary and high school level and options for things for families and children to do around town."

Community cohesion and safety

Aging population and difficulties in retaining the younger generation were mentioned as the two main reasons for the declining population in Broken Hill. The poor living standards for people with disabilities were also discussed as a barrier to the inclusion and support of this group within the community. In addition, crime, drug, and alcohol issues were other concerns for the community.

What we heard from you...

"The ongoing drug and alcohol scene for teenagers concerns me. The town should have more activities and areas kids can go. Like a drop-in centre [or] youth club."

Environmental sustainability

The community addressed the impacts of environmental issues such as climate change, global warming, water security and increasing water costs on the residents' quality of life. The concern about the lead issue and soil contamination was also raised by the stakeholders.

What we heard from you...

"[I] am concerned about the lead levels for raising children. Would like to see more done about the lead levels. Remediation of soil and more awareness spread about this."

Open spaces

By acknowledging the available open spaces and parks across Broken Hill, the community argued the necessity of maintaining and improving these spaces to provide a better landscape and place for them to interact and socialise.

5. LIVEABILITY INDICATORS: LINKS AND ALIGNMENT

The Broken Hill Liveability Strategy includes 12 Liveability Indicators:

- Liveability Indicator 1 – Access to diverse and affordable housing
- Liveability Indicator 2 – There is growth and diversity in jobs
- Liveability Indicator 3 – Broken Hill is connected
- Liveability Indicator 4 – There is access to education and training
- Liveability Indicator 5 – There is access to quality healthcare for all stages of life
- Liveability Indicator 6 – There is diversity in retail, services and industries
- Liveability Indicator 7 – Broken Hill is a healthy and resilient City
- Liveability Indicator 8 – People feel safe in Broken Hill
- Liveability Indicator 9 - There is access to quality open spaces for all
- Liveability Indicator 10 – There is choice in recreation activities for all ages and groups
- Liveability Indicator 11 - There is growth and support for culture and the arts in Broken Hill
- Liveability Indicator 12 – Broken Hill is an inclusive community that celebrates cultural diversity.

5.1 LINKS BETWEEN LIVEABILITY INDICATORS

The liveability indicators are linked to each other, therefore, an improvement in one indicator can impact several other indicators and initiate improvements in other liveability domains.

Table 9 presents the role of each indicator within the wider liveability context and identifies the linkages among the indicators.

Table 9 Key linkages among the liveability indicators

	Indicator 1: Housing	Indicator 2: Jobs	Indicator 3: Connections	Indicator 4: Education	Indicator 5: Healthcare	Indicator 6: Businesses	Indicator 7: Resilience	Indicator 8: Safety	Indicator 9: Open space	Indicator 10: Recreation	Indicator 11: Arts and culture	Indicator 12: Inclusivity
Indicator 1: Housing												
Indicator 2: Jobs												
Indicator 3: Connections												
Indicator 4: Education												
Indicator 5: Healthcare												
Indicator 6: Businesses												
Indicator 7: Resilience												
Indicator 8: Safety												
Indicator 9: Open space												
Indicator 10: Recreation												
Indicator 11: Arts and culture												
Indicator 12: Inclusivity												

5.2 ALIGNMENT WITH OTHER COUNCIL STRATEGIES AND PLANS

Council is already implementing a number of strategies and plans which are relevant to and contributing to the implementation of the liveability indicators and priority actions in the Broken Hill Liveability Strategy. Table 10 presents links between the liveability indicators and other Council strategies and plans.

Table 10 Key links between the liveability indicators and other strategies and plans

Liveability indicators	Supporting strategies and plans	Relevant directions
Liveability Indicator 1 (Access to diverse and affordable housing)	Community Strategic Plan 2040	Identifies the need for a greater mix in diversity of housing stock that is affordable.
Liveability Indicator 2 (There is growth and diversity in jobs)	Local Strategic Planning Statement 2020-2040	Identifies need to incentivise the revitalisation of housing stock and to undertake a review of the Broken Hill Local Environmental Plan 2013.
	Advocacy Strategy 2022	Highlights investment attraction, advocacy for improved technology and infrastructure to support industry growth and attraction.
	Economic Development Strategy 2022-2027	Highlights the need to review availability of industrial land for development, advocate for creative industries, support small and medium business, attract renewable industries to Broken Hill.
	Local Strategic Planning Statement 2020-2040	Advocates for employment of local residents in mining operations in and around Broken Hill.
	Economic Development Strategy 2022-2027	Advocates for developing opportunities to continue to grow the visitor economy in Broken Hill.

Liveability indicators	Supporting strategies and plans	Relevant directions
Liveability Indicator 3 (Broken Hill is connected)	Active Transport Strategy	Identifies actions to improve shared path network and encouraging more active transport participation within Broken Hill.
	Advocacy Strategy 2022	Advocates for connectivity more broadly, including physical connectivity and digital connectivity.
	Local Strategic Planning Statement 2020-2040	Focuses on transport connectivity, roads, rail and Broken Hill Airport.
	Sustainability Strategy 2018-2023	Identifies benefits of active transport within the wider Sustainability model.
Liveability Indicator 4 (There is access to education and training)	Advocacy Strategy 2022	Focuses on improving access to services and profiles the City's education and training opportunities.
	Economic Development Strategy 2022-2027	Identifies skills gaps within the City and working towards reducing the reliance on an external workforce.
	Local Strategic Planning Statement 2020-2040	Advocates for existing schools, investigating opportunities for the creation of a higher education hub for the regional and ensuring the education and training needs of the mining sector are catered for.
Liveability Indicator 5 (There is access to quality healthcare for all stages of life)	Advocacy Strategy 2022	Focuses on growth of healthcare services and promoting the health, safety and amenity benefits for residents.
	Community Strategic Plan 2040	Focuses on provision of quality and specialist services to meet the needs of a wide range of community groups (i.e., disability services, mental health services, and rehabilitation services).
	Local Strategic Planning Statement 2020-2040	Advocates for upgrades to health services and aged care facilities and focus on investigating the opportunities for establishing Broken Hill as a healthcare hub for Far West NSW.

Liveability indicators	Supporting strategies and plans	Relevant directions
Liveability Indicator 6 (There is diversity in retail, services and industries)	Advocacy Strategy 2022	Focuses on the investment on creative industries, tourism marketing, renewable energy and technology related projects, as well as the provision of infrastructure for emerging industries.
	Community Strategic Plan 2040	Focuses on growing access to social services, providing flexible and co-located community services and facilities, collaboration and innovation in business and industry, attracting new industries, and ensuring adequate supply of industrial land.
	Cultural Plan 2021-2040	Advocates for supporting and promoting the film industry and ecotourism to boost the attraction of Broken Hill to visitors.
	Economic Development Strategy 2022-2027	Advocates for supporting the small to medium businesses and focuses on a unified regional approach to growing the visitor economy.
	Heritage Strategy 2020-2023	Focuses on the economic reactivation on Argent Street by encouraging businesses to locate there and improve the overall amenity of the street.
	Local Strategic Planning Statement 2020-2040	Advocates for land management, developing mining industry and opportunities to further diversify the City's economy through new industries.
Liveability Indicator 7 (Broken Hill is a healthy and resilient City)	Advocacy Strategy 2022	Focuses on increasing the City's resilience to climate change and extreme weather events and working towards 100% renewables by 2030.
	Community Strategic Plan 2040	Advocate for affordable, sustainable water and food security, access to reliable utilities, reducing the City's carbon footprint, enhancing the circular economy, minimising impacts associated with mining activity and pursuing opportunities to scale renewable energy.
	Sustainability Strategy 2018-2023	Focuses on renewable energy, and increased sustainability in planning for waste and water, and enhancing natural flora and fauna in the City.

Liveability indicators	Supporting strategies and plans	Relevant directions
Liveability Indicator 8 (People feel safe in Broken Hill)	Active Transport Plan	Highlights lighting along pathways, road safety, and road user education.
Liveability Indicator 9 (There is access to quality open spaces for all)	Active Transport Plan	Focuses on opportunities to enhance green spaces and shared paths.
	Cultural Plan 2021-2040	Focuses on utilising open spaces to support arts and cultural programs and enhancing open space and the community's connection to space.
	Local Strategic Planning Statement 2020-2040	Focuses on master planning public spaces, including civic and recreation spaces, and identifies maintenance programs.
Liveability Indicator 10 (There is choice in recreation activities for all ages and groups)	Active Transport Plan	Advocates for having a Broken Hill duathlon event.
	Community Strategic Plan 2040	Focuses on creating opportunities for people to participate in active and healthy recreational activities and making vibrant spaces and inclusive facilities to increase access to active and passive recreational facilities.
	Cultural Plan 2021-2040	Focuses on recognising the importance of sport in the provision of social and emotional health and wellbeing as well as an avenue for physical activity and plan accordingly to promote the benefits of sporting activity.
	Disability Inclusion Action Plan 2022-2026	Focuses on increasing accessibility and inclusion of places of entertainment, recreation, learning and leisure.

Liveability indicators	Supporting strategies and plans	Relevant directions
Liveability Indicator 11 (There is growth and support for culture and the arts in Broken Hill)	Advocacy Strategy 2022	Focuses on promoting Broken Hill as the centre of social, community and cultural services and facilities for the Far West.
	Community Strategic Plan 2040	Focuses on supporting a diverse range of events, activities, and festivals, as well as preserving the importance of the social capital, built heritage and history.
	Cultural Plan 2021-2040	Focuses on visibility of Aboriginal culture, arts and practice in the City, improving marketing about Broken Hill's cultural offerings, and increasing economic opportunities for cultural tourism.
	Heritage Strategy 2020-2023	Focuses on maintaining a register of assets with heritage significance and encouraging appropriate change of use for heritage buildings.
	Local Strategic Planning Statement 2020-2040	Focuses on construction of the Broken Hill Cultural Precinct, protecting Broken Hill's national heritage values and promoting the City as an asset of outstanding heritage value to the nation.
	Reconciliation Action Plan	Emphasises on understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
	Economic Development Strategy 2022-2027	Promotes cultural tourism and supports the development of indigenous tourism product and experiences.
Liveability Indicator 12 (Broken Hill is an inclusive community that celebrates cultural diversity)	Community Strategic Plan 2040	Promotes and supports reconciliation and inclusion with the Aboriginal community.
	Cultural Plan 2021-2040	Focuses on increasing acknowledgement, recognition and visibility of Aboriginal culture, arts and practice in the City.
	Disability Inclusion Action Plan 2022-2026	Focuses on ensuring inclusion of access for all residents and raising awareness of different groups and social needs.
	Reconciliation Action Plan	Focuses on establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.



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POLICY AND GENERAL COMMITTEE

March 9, 2023

ITEM 7**BROKEN HILL CITY COUNCIL REPORT NO. 52/23****SUBJECT:** **INVESTMENT REPORT FOR FEBRUARY 2023** **D23/13012****Recommendation**

1. That Broken Hill City Council Report No. 52/23 dated March 9, 2023, be received.

Executive Summary:

The *Local Government (General) Regulation 2021* (Part 9, Division 5, Clause 212), effective from 1 September 2021, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the *Local Government Act 1993*, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 28 February 2023, Council's Investment Portfolio had a current market valuation of \$27,748,855 or principal value (face value) of \$27,661,832 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 28 November 2022 are detailed in Attachment 1.

Portfolio Summary		
Portfolio Performance vs. RBA Cash Rate	✓	Council's investment performance did exceed benchmark.
Investment Policy Compliance		
Legislative Requirements	✓	Compliant with policy
Portfolio Credit Rating Limit	✓	Compliant with policy
Institutional Exposure Limits	✓	Compliant with policy
Term to Maturity Limits	✓	Compliant with policy

Market Review

Global issues

- In the US, monthly inflation picked up in its first reading of the year. The breadth of high inflation readings across CPI items increased a bit but the broader trend towards lower inflation continued with annual inflation falling to 6.4%.
- Economists remain reasonably upbeat on the outlook for investment markets this year as inflation is expected to trend lower and central banks tipped to gradually stop raising rates. But economists warn it may be a bumpy road.
- Reaching the peak cash rate and stabilising is expected to take time with setbacks likely along the way: recession risks are high; raising the US debt ceiling around the September quarter likely won't go smoothly; and geopolitical risks around Ukraine and China are significant.
- European economic data continues to show improvement from late 2022. Consumer confidence was up in February (although still negative) but is now back to its highest level since March 2022.
- In the UK, inflation fell more than expected. While still very high at 10.1%, it adds to signs that inflationary pressures are peaking globally.
- In Asia, Japanese GDP was weaker than expected at 0.6%. Business investment fell but consumer spending was solid. Chinese property prices were flat to start 2023 and appear to have stabilised.

Domestic issues

- Latest wages data lagged expectations, rising by 0.8% (below the 1% anticipated by economists) taking annual growth to 3.3%. While annual wages growth is running at its highest pace in 10 years, it was expected to be higher given the tightness in the labour market (the unemployment rate is close to a 48-year low, labour underutilisation is around its lowest levels since the early 1980's and the participation rate is close to a record high).
- The wages data combined with recent very healthy corporate profit results helped to confirm that much of recent inflationary pressures is not a wage-price spiral, but corporate profit driven.
- Latest Australian GDP data showed the economy expanded by 2.7% for the year ending December. The quarterly increase of +0.50% versus the September result was lower than market expectations as inflation and higher interest rates cooled demand more than anticipated.

Interest rates

- At its January meeting RBA raised the cash target by 25 basis points to 3.35%. The RBA noted its own economic forecasts were based on the cash rate peaking at 3.75%, indicating that further increases in interest rates are likely to be needed over the months ahead to ensure that inflation returns to target.
- Meanwhile, the market's peak cash rate expectation increased to 4.35% over the past month, 60 basis points more than what the RBA is expecting

Investment Portfolio Commentary

Council's investment portfolio returned 0.96%pa (0.07% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 3.18%pa return. For the past 12 months, the investment portfolio has returned 1.20%pa versus the bank bill index benchmark's 1.76%pa.

During February, Council had a \$500k 4mo NAB TD mature that had been paying 3.55%pa. Council rolled the maturing principal into another 4mo NAB TD which is now paying 4.25%pa, reflecting the rise in rates over the past 4 months.

Share and bond markets gave back some of their gains from last month as every piece of inflation related data is highly scrutinised for indications of what central banks will do next. While rates are expected to continue to go up, it's the question of where rates will peak that is moving the markets day by day. The Australian share market (All Ords) retreated 2.5% in February, led lower by mining/materials down 6.7% and financials off by 3%.

The NSW TCorpIM Medium Term Growth Fund had a modest setback, returning a negative 0.78% (actual) for the month.

Council has a well-diversified portfolio invested predominantly among a range of term deposits from highly rated Australian banks. Council also has exposure to a wide range of asset classes, including senior ranked fixed and floating rate notes, listed property and international and domestic shares via the NSW TCorp Medium Term Growth Fund. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection.

Council's Portfolio by Source of Funds – February 2023

As at 28 February 2023, Council's Investment Portfolio had a current market valuation of \$27,748,885 or principal value (face value) of \$27,661,832 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL Fund	Operating Capital & Internal Restrictions	\$15,846,832
	Royalties Reserve	\$587,000
	Domestic Waste Management Reserve	\$2,635,000
	Grants	\$8,593,000
	TOTAL PORTFOLIO	\$27,661,832

Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005-* and Third-Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

Community Engagement:

Nil

Strategic Direction:

Key Direction 4: Our Leadership

Objective 4.1: Openness and Transparency in Decision Making
Action 4.1.1 Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation.

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2005*.

Financial Implications:

The recommendation has no financial impact.

Attachments

1. [↓](#) February 2023 Investment Report

SIMON BROWN
CHIEF FINANCIAL OFFICER

JAY NANKIVELL
GENERAL MANAGER



**Investment Summary Report
February 2023**



Broken Hill City Council

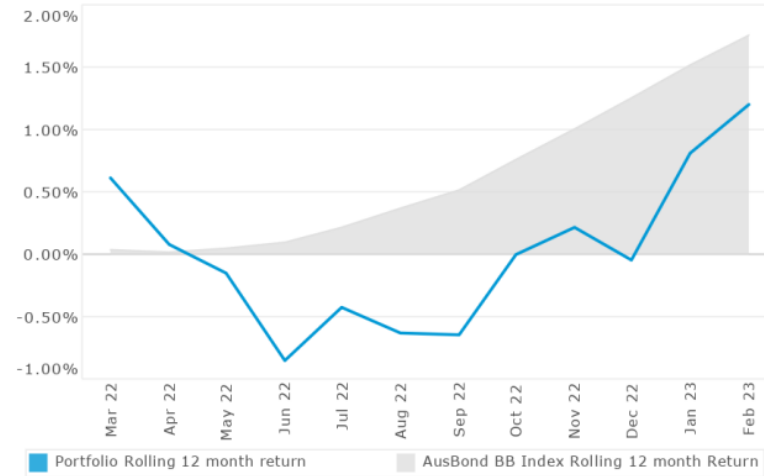
Executive Summary - February 2023



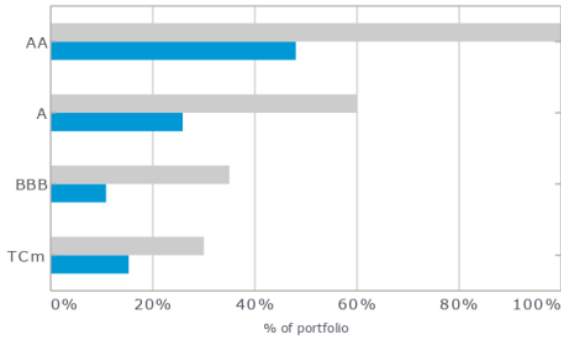
Investment Holdings

	Face Value (\$)	Current Value (\$)
Cash	15,434,233	15,434,233
Managed Funds	4,227,599	4,227,599
Term Deposit	8,000,000	8,087,022
Total	27,661,832	27,748,855

Investment Performance

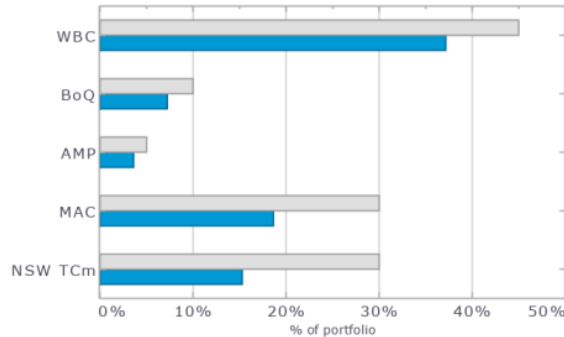


Total Credit Exposure



Investment Policy Compliance

Individual Institutional Exposures



Term to Maturities

	Face Value (\$)	Policy Max
Between 0 and 1 years	27,661,832	100% 100%
Total	27,661,832	

Specific Sub Limits

Between 5 and 10 year:	0	0%	30%
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■ Portfolio Exposure
 ■ Investment Policy Limit

Broken Hill City Council

Investment Holdings Report - February 2023



Cash Accounts							
Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference	
4,693,648.12	0.0000%	Westpac Group	AA-	4,693,648.12	473409	Cheque	
5,155,181.75	3.2505%	Macquarie Bank	A+	5,155,181.75	540354	Accelerator	
5,585,403.54	4.5500%	Westpac Group	AA-	5,585,403.54	535442	90d Notice	
15,434,233.41	2.7323%			15,434,233.41			

Managed Funds							
Face Value (\$)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value (\$)	Deal No.	Reference
4,227,599.03	-0.7784%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,227,599.03	536441	
4,227,599.03	-0.7784%				4,227,599.03		

Term Deposits											
Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
22-Mar-23	500,000.00	4.1000%	AMP Bank	BBB	500,000.00	23-Sep-22	508,930.14	543322	8,930.14	At Maturity	
26-Apr-23	500,000.00	4.0500%	National Australia Bank	AA-	500,000.00	22-Dec-22	503,828.08	543675	3,828.08	At Maturity	
27-Apr-23	500,000.00	2.1500%	National Australia Bank	AA-	500,000.00	27-Apr-22	509,071.23	542701	9,071.23	At Maturity	
6-Jun-23	500,000.00	4.1500%	Bank of Queensland	BBB+	500,000.00	6-Dec-22	504,832.19	543625	4,832.19	At Maturity	
15-Jun-23	500,000.00	4.2500%	National Australia Bank	AA-	500,000.00	15-Feb-23	500,815.07	543829	815.07	At Maturity	
21-Jun-23	500,000.00	4.3100%	National Australia Bank	AA-	500,000.00	22-Dec-22	504,073.84	543674	4,073.84	At Maturity	
4-Jul-23	1,000,000.00	3.9000%	ME Bank	BBB+	1,000,000.00	30-Jun-22	1,026,071.23	542914	26,071.23	At Maturity	
18-Jul-23	1,000,000.00	4.4700%	Suncorp Bank	A+	1,000,000.00	11-Jan-23	1,006,000.82	543695	6,000.82	At Maturity	
19-Jul-23	500,000.00	4.3200%	Suncorp Bank	A+	500,000.00	20-Jan-23	502,367.12	543714	2,367.12	At Maturity	
26-Jul-23	500,000.00	4.2600%	Suncorp Bank	A+	500,000.00	27-Jan-23	501,925.75	543724	1,925.75	At Maturity	
16-Aug-23	500,000.00	0.6200%	National Australia Bank	AA-	500,000.00	18-Aug-21	501,656.16	541757	1,656.16	Annually	
19-Sep-23	500,000.00	4.4000%	Bank of Queensland	BBB+	500,000.00	16-Nov-22	506,328.77	543561	6,328.77	At Maturity	
25-Sep-23	500,000.00	4.5000%	AMP Bank	BBB	500,000.00	23-Sep-22	509,801.37	543323	9,801.37	At Maturity	
27-Sep-23	500,000.00	0.6300%	National Australia Bank	AA-	500,000.00	29-Sep-21	501,320.41	541935	1,320.41	Annually	

Broken Hill City Council
Investment Holdings Report - February 2023



Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
	8,000,000.00	3.6550%			8,000,000.00		8,087,022.18		87,022.18		

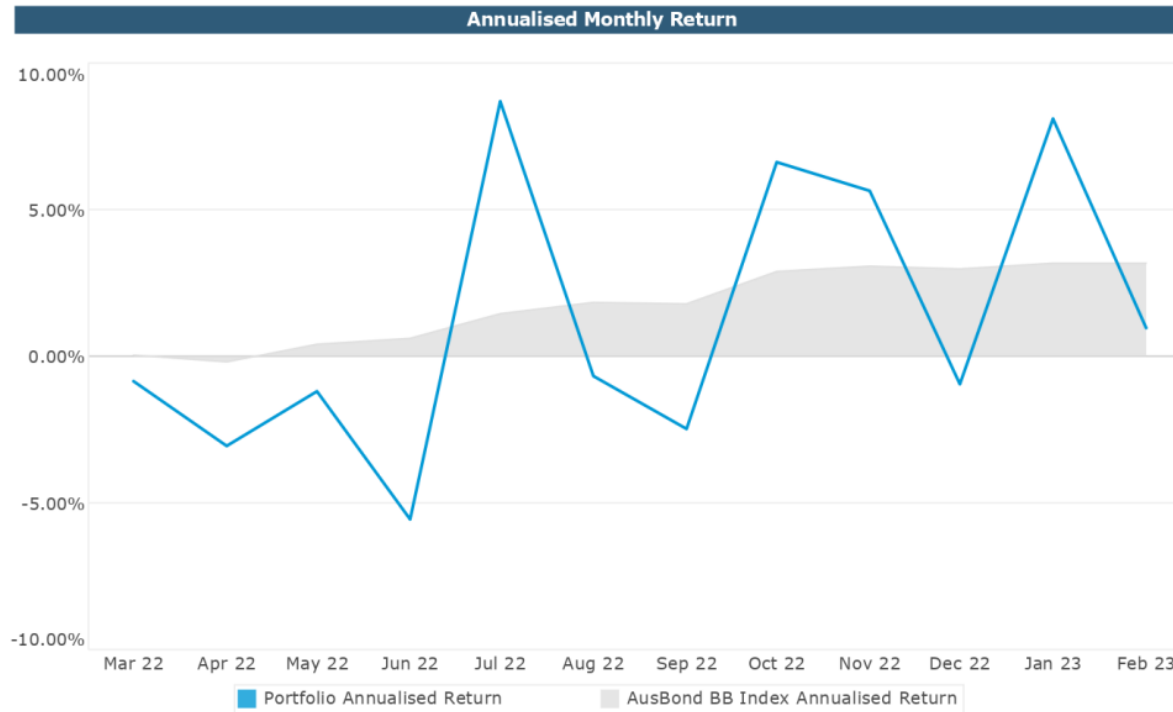
Broken Hill City Council

Accrued Interest Report - February 2023



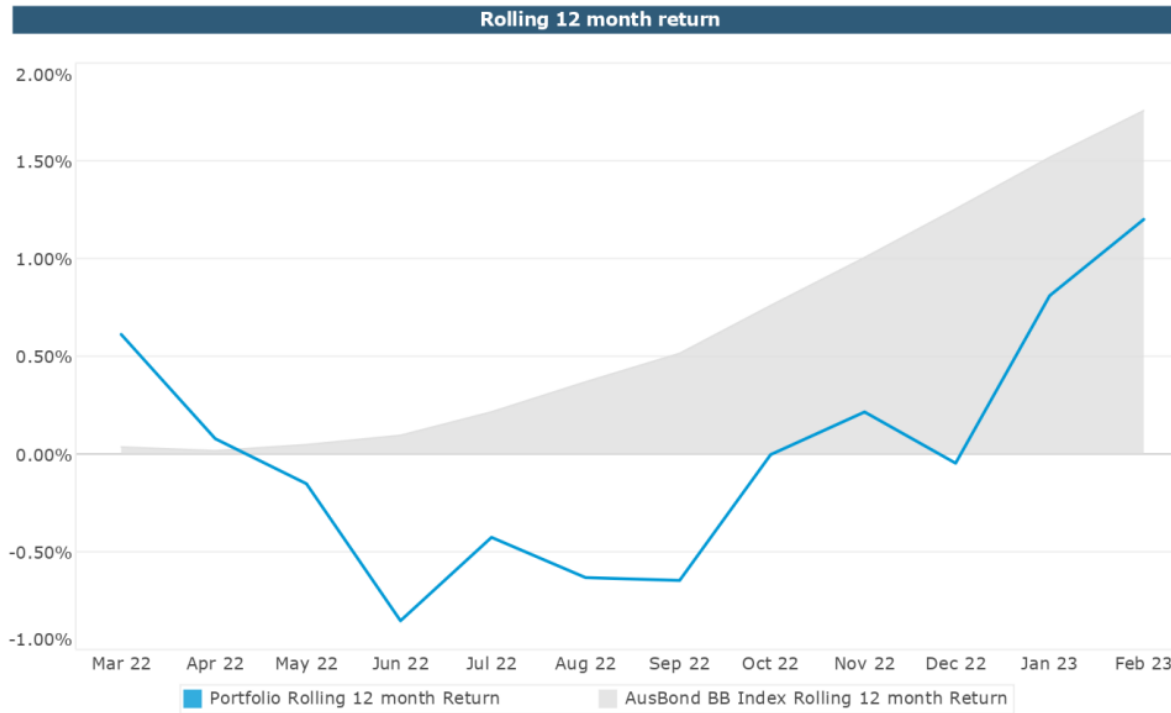
Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Yield Accrued (\$)	(% pa)
Cash									
Macquarie Bank	540354					12,634.79	0	12,634.79	3.25%
Westpac Group	473409					0.00	0	0.00	0.00%
Westpac Group	535442					18,629.62	0	18,629.62	4.55%
						31,264.41		31,264.41	2.70%
Managed Funds									
NSW T-Corp Defensive Cash Funds	535329				1-Jul-22	0.00	0	0.00	
NSW T-Corp Medium Term Growth Fund	536441				1-Aug-23	0.00	0	-33,165.64	-9.69%
						0.00		-33,165.64	-9.69%
Term Deposits									
National Australia Bank	543465		500,000.00	12-Oct-22	15-Feb-23	6,127.40	14	680.82	3.55%
AMP Bank	543322		500,000.00	23-Sep-22	22-Mar-23	0.00	28	1,572.61	4.10%
National Australia Bank	542701		500,000.00	27-Apr-22	27-Apr-23	0.00	28	824.65	2.15%
National Australia Bank	543675		500,000.00	22-Dec-22	26-Apr-23	0.00	28	1,553.42	4.05%
Bank of Queensland	543625		500,000.00	6-Dec-22	6-Jun-23	0.00	28	1,591.78	4.15%
National Australia Bank	543674		500,000.00	22-Dec-22	21-Jun-23	0.00	28	1,653.16	4.31%
National Australia Bank	543829		500,000.00	15-Feb-23	15-Jun-23	0.00	14	815.07	4.25%
ME Bank	542914		1,000,000.00	30-Jun-22	4-Jul-23	0.00	28	2,991.78	3.90%
Suncorp Bank	543695		1,000,000.00	11-Jan-23	18-Jul-23	0.00	28	3,429.04	4.47%
Suncorp Bank	543714		500,000.00	20-Jan-23	19-Jul-23	0.00	28	1,656.98	4.32%
Suncorp Bank	543724		500,000.00	27-Jan-23	26-Jul-23	0.00	28	1,633.97	4.26%
National Australia Bank	541757		500,000.00	18-Aug-21	16-Aug-23	0.00	28	237.80	0.62%
AMP Bank	543323		500,000.00	23-Sep-22	25-Sep-23	0.00	28	1,726.03	4.50%
Bank of Queensland	543561		500,000.00	16-Nov-22	19-Sep-23	0.00	28	1,687.67	4.40%
National Australia Bank	541935		500,000.00	29-Sep-21	27-Sep-23	0.00	28	241.64	0.63%
						6,127.40		22,296.42	3.63%
Grand Totals						37,391.81		20,395.19	0.96%

Broken Hill City Council
Investment Performance Report - February 2023



Historical Performance Summary (%pa)			
	Portfolio	Annualised BB Index	Outperformance
Feb 2023	0.96%	3.18%	-2.22%
Last 3 months	2.69%	3.11%	-0.42%
Last 6 months	2.95%	2.85%	0.10%
Financial Year to Date	3.19%	2.54%	0.65%
Last 12 months	1.20%	1.76%	-0.56%

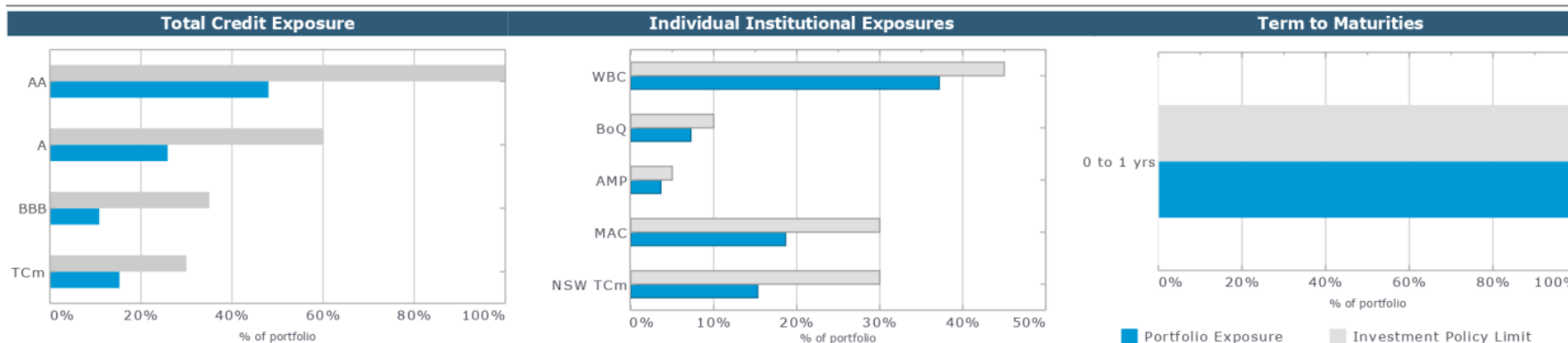
Broken Hill City Council
Investment Performance Report - February 2023



Historical Performance Summary (% actual)			
	Portfolio	Annualised BB Index	Outperformance
Feb 2023	0.07%	0.24%	-0.17%
Last 3 months	0.66%	0.76%	-0.10%
Last 6 months	1.45%	1.40%	0.05%
Financial Year to Date	2.12%	1.68%	0.44%
Last 12 months	1.20%	1.76%	-0.56%

Broken Hill City Council

Investment Policy Compliance Report - February 2023



Credit Rating Group	Face Value (\$)	% of Portfolio	Policy Max	Compliance
AA	13,279,052	48%	100%	☐
A	7,155,182	26%	60%	☐
BBB	3,000,000	11%	35%	☐
TCm	4,227,599	15%	30%	☐
Total	27,661,832			

Institution	% of Portfolio	Investment Policy Limit	Compliance
Westpac Group (AA-)	37%	45%	☐
Bank of Queensland (BBB+)	7%	10%	☐
AMP Bank (BBB)	4%	5%	☐
Macquarie Bank (A+)	19%	30%	☐
NSW T-Corp (TCm)	15%	30%	☐
National Australia Bank (AA-)	11%	45%	☐
Suncorp Bank (A+)	7%	30%	☐

Term	Face Value (\$)	% of Portfolio	Policy Max	Compliance
Between 0 and 1 years	27,661,832	100%	100%	☐
Total	27,661,832			

Specific Sub Limits	Face Value (\$)	% of Portfolio	Policy Max	Compliance
BBB+	2,000,000	9%	35%	☐
BBB	1,000,000	4%	10%	☐

Specific Sub Limits	Face Value (\$)	% of Portfolio	Policy Max	Compliance
Between 5 and 10 years	0	0%	30%	☐

Credit Rating	Current Longest Maturity (years)	Policy Max	Compliance
AA+, AA, AA-	0.58	5.00	☐
A+, A, A-	0.41	3.00	☐
BBB+	0.56	3.00	☐
BBB	0.57	1.00	☐

☐ = compliant
☐ = non-compliant

Broken Hill City Council

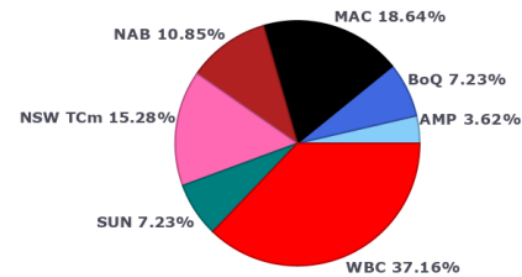
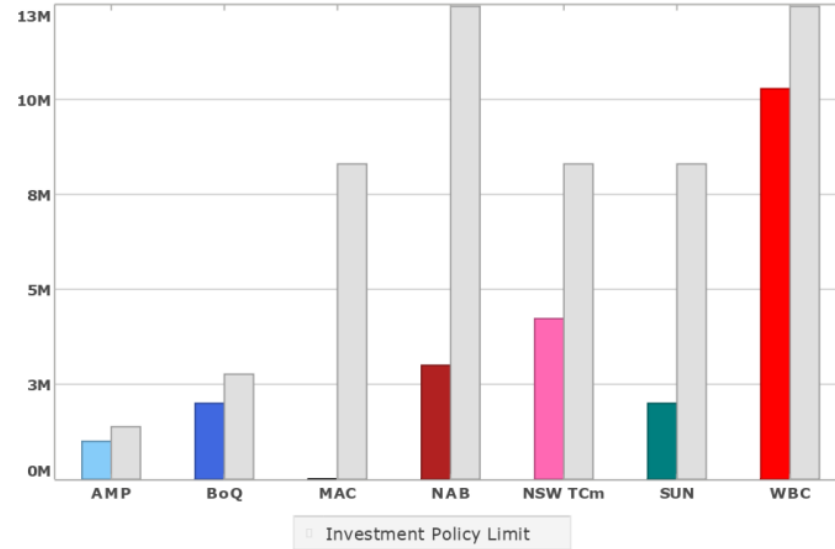
Individual Institutional Exposures Report - February 2023



Individual Institutional Exposures

	Current Exposures		Policy Limit		Capacity
AMP Bank (BBB)	1,000,000	4%	1,383,092	5%	383,092
Bank of Queensland (BBB+)	2,000,000	7%	2,766,183	10%	766,183
Macquarie Bank (A+)	5,155,182	19%	8,298,550	30%	3,143,368
National Australia Bank (AA-)	3,000,000	11%	12,447,825	45%	9,447,825
NSW T-Corp (TCm)	4,227,599	15%	8,298,550	30%	4,070,951
Suncorp Bank (A+)	2,000,000	7%	8,298,550	30%	6,298,550
Westpac Group (AA-)	10,279,052	37%	12,447,825	45%	2,168,773
	27,661,832				

Individual Institutional Exposure Charts



Broken Hill City Council Cashflows Report - February 2023

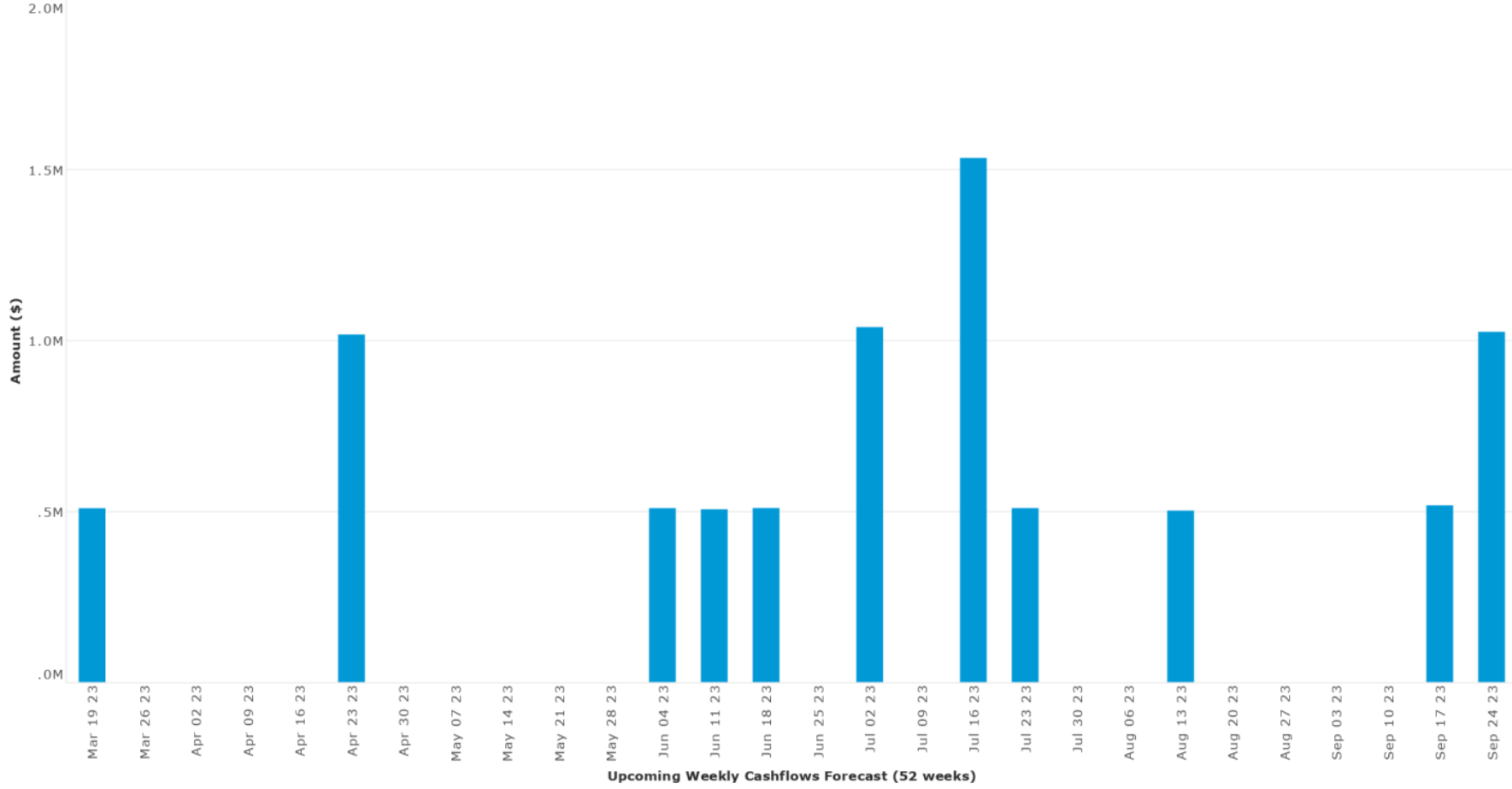


Actual Cashflows for February 2023					
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
15-Feb-23	543465	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	6,127.40
<u>Deal Total</u>					<u>506,127.40</u>
15-Feb-23	543829	National Australia Bank	Term Deposit	Settlement: Face Value	-500,000.00
		<u>Deal Total</u>			
Day Total					6,127.40
Total for Month					6,127.40

Forecast Cashflows for March 2023					
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
22-Mar-23	543322	AMP Bank	Term Deposit	Maturity: Face Value	500,000.00
		AMP Bank	Term Deposit	Maturity: Interest Received/Paid	10,109.59
<u>Deal Total</u>					<u>510,109.59</u>
Day Total					510,109.59
Total for Month					510,109.59

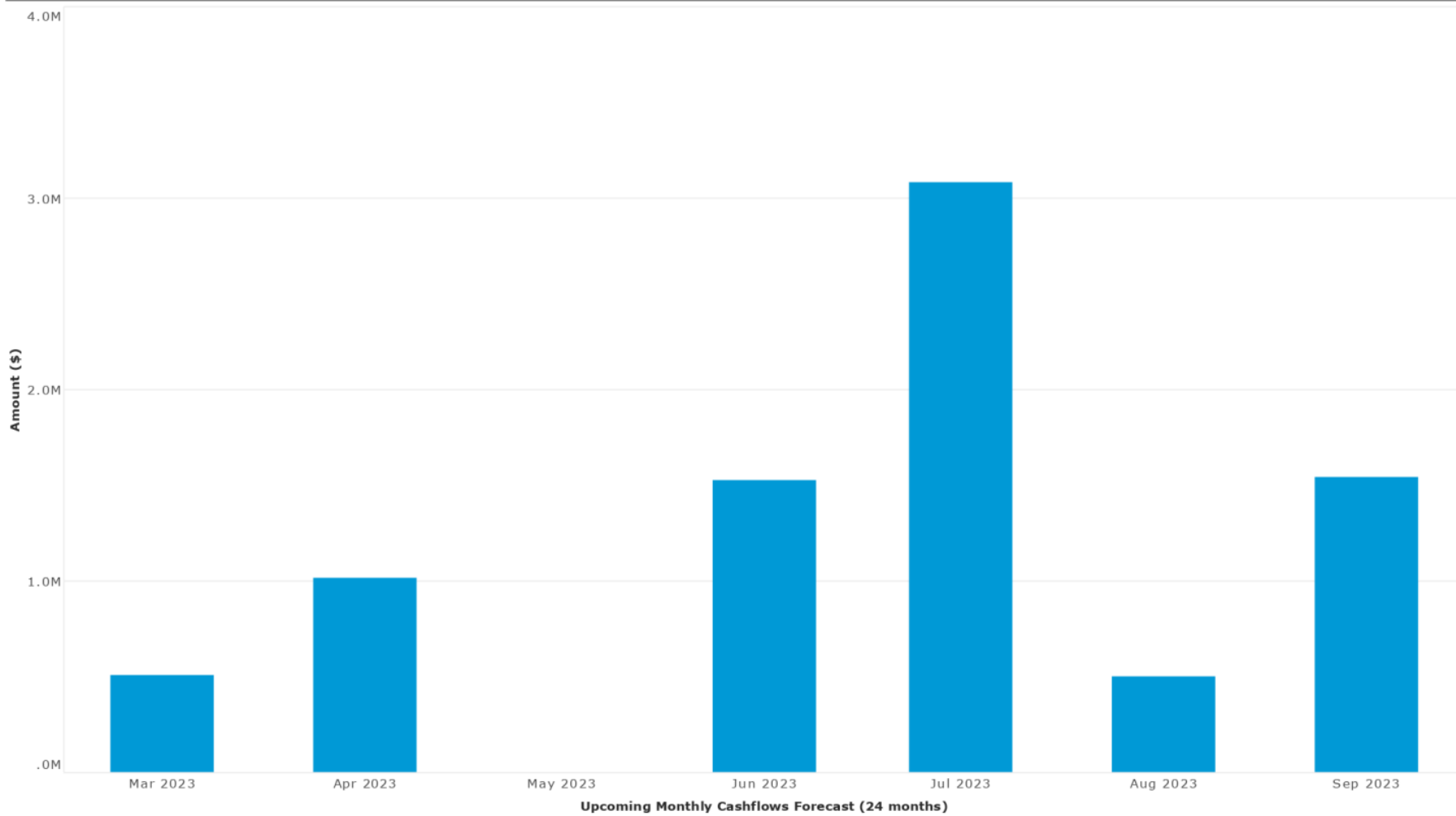
Broken Hill City Council

Cashflows Report - February 2023



Broken Hill City Council

Cashflows Report - February 2023



POLICY AND GENERAL COMMITTEE

February 28, 2023

ITEM 8BROKEN HILL CITY COUNCIL REPORT NO. 53/23

SUBJECT: RE-ESTABLISH CENTRAL BUSINESS DISTRICT ALCOHOL-FREE ZONE D22/68213

Recommendation

1. That Broken Hill City Council Report No. 53/23 dated February 28, 2023, be received.
2. That Council endorse the Draft Proposal to Re-establish the Alcohol-Free Zone in the Central Business District (CBD) area bounded by Crystal, Iodide (Wolfram), Mica, Talc (Mercury), Graphite, Wills, Gypsum, Gaffney Streets and South Road.
3. That Council refer the Draft Proposal for comment in accordance with the provisions of the *Local Government Act 1993* and Ministerial Guidelines (2009) to any known organisation representing or able to speak on behalf of an identifiable Aboriginal or culturally and linguistically diverse group within the local area and all affected licensed premises and registered clubs that border on, adjoin or are adjacent to the proposed alcohol-free zone, for response within thirty days of public notice.
4. That Council invite public comment on the proposal through an advertisement in local newspaper with time for response within thirty days.
5. A further report be submitted to Council upon completion of the consultative process.

Executive Summary:

The current expiry date for the CBD Alcohol-Free Zone is the 25 June 2023. The current Zone is bounded by Crystal, Iodide (Wolfram), Mica, Talc (Mercury), Graphite, Wills, Gossan, Gypsum, Gaffney Streets and South Road. This is to incorporate licensed premises and establishments supplying alcohol within the Alcohol-Free Zone.

In accordance with the requirements of the *Local Government Act 1993* and the Ministerial Guidelines 2009, a proposal for the re-establishment of the Alcohol-Free Zone for a further four years has been prepared for consultation.

Report:

Council currently has five Alcohol-Free Zones as per the *Local Government Act 1993 (the Act)* (Part 4 Street Drinking s644, s644A, s644B, s644C) supplemented by Ministerial Guidelines on Alcohol-Free Zones 2009 and Amendments to the Act. Prohibitions on Parks and Ovals, ranging from skateboarding, dogs off leash and drinking are defined by Council under s632A of the Act and are not the subject of this report; though the two sections of the Act work in tandem to achieve control of drinking in public spaces.

The Alcohol-Free Zone areas, as named in past reports to Council, are:

1. The Central Business District Zone bounded by Crystal, Iodide (Wolfram), Mica, Talc (Mercury), Graphite, Wills, Gypsum, Gaffney Streets and South Road.
2. The Shell Memorial Zone bounded by Oxide Street, Thomas Street, Bromide Street and Mica Street.
3. The South Broken Hill Zone bounded by Bonanza, Patton, Central and Hebbard Streets; including South Street between Piper and Wilson Streets and Bonanza Street between Hebbard and Morish Streets and Wilson Street between Bonanza and Picton Streets.
4. The E.T. Lamb Memorial Oval Zone bounded by South, Boughtman, Comstock and Jamieson Streets.
5. Creedon Street Zone bounded by Rakow and Wills Streets.

Purpose of Alcohol-Free Zones

The purpose of these Zones is to create a safe environment in which individuals may move about without interference due to irresponsible street behaviour due to the effects of alcohol.

Alcohol-Free Zones apply specifically to public roads, footpaths and public car parks.

The Zones operate 24 hours a day, seven days per week.

Exceptions for street dining complying with the appropriate licencing authorities, is catered for in the drafted Alcohol-Free Zone proposals.

Duration of Alcohol-Free Zones

According to the Ministerial Guidelines, Alcohol-Free Zones have a four year term whereupon they are due for review of ongoing applicability. There is no provision for automatic renewal. Of Council's five Alcohol-Free Zones, the CBD Zone expires on 25 June 2023. All the remaining Zones expire on 9 November 2023.

Given these timelines, it is proposed to begin the process of review using the evaluation steps outlined in the Ministerial Guidelines.

Preliminary discussion has already been undertaken to begin the process with Barrier Police District, with the review including an examination of the value of re-establishment of the Zones, the impact of new premises opening and the need to review the appropriateness of the streets currently within the Zones.

Cancellation or suspension of a Zone

Under s645 of the Act, Council has the power to suspend or cancel a Zone or to hold specific community events. Council is required to do so via Council resolution and must publish a notice of suspension in a newspaper circulating in the area. Prior to cancellation or suspension, Council is required to liaise with the Police prior to and after Council resolution.

Enforcement

Alcohol-Free Zones in Broken Hill are enforced by the Police. 'Tip-out' powers were introduced by Amendment to the Act to apply in both Prohibited Zones (such as Parks and Ovals) and Alcohol-Free Zones (public streets, footpaths and public car parks) in order to achieve aligned enforcement practice.

Proposal for establishment of an Alcohol-Free Zone

The Ministerial Guidelines state that any person living or working within an area, the local police or a local community group may ask a council to establish an alcohol-free zone and must in all cases be supported by evidence that the public's use of those roads, footpaths or public car parks has been compromised by street drinking such as malicious damage to property, littering, offensive behaviour or other crimes.

A proposal must be prepared in respect of every proposed Alcohol-Free Zone, consultation must occur with the Barrier Police District about the appropriate number and location of the Zones before and after a Council resolution, the Zone should be as small as possible rather than a 'whole of town' approach and should be primarily located adjacent to outlets supplying alcohol where drinkers congregate.

After a proposal is prepared, consultation must be undertaken via advertisement in a newspaper circulating in the area, copies sent to the Barrier Police District and Officer in Charge of the police station nearest the Zone, liquor licensees and secretaries of registered clubs whose premises border on or adjoin or are adjacent to the proposed Zone, any known organisation representing or able to speak on behalf of an identifiable Aboriginal or culturally and linguistically diverse group within the local area with comments sought within 30 days of notice.

This process will inform the final character and establishment of the Zone followed by appropriate signposting also after consultation as to location, with the Police Force.

Proposal for Re-establishment of Alcohol- Free Zone in the CBD Area

Given that the Ministerial Guidelines require the preparation of each Zone as a separate entity, the first Zone for consideration for re-establishment is the CBD area which expires on 25 June 2023.

Some leeway is acceptable if the consultation process cannot be finalised to align with the expiry date of the Zone.

It is recommended that Council proceed to community consultation.

Community Engagement:

Policy and General Committee business paper for 22 March 2023.

Council meeting business paper for 29 March 2023.

Public exhibition period for 28 days.

Strategic Direction:

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

Relevant Legislation:

The re-establishment of the Alcohol-Free Zones must be in accordance with the *Local Government Act 1993* and Ministerial Guidelines 2009 on Alcohol-Free Zones.

Financial Implications:

Placement of the required advertisements and updating of existing signs. Funds are within existing budgets.

Attachments

1. [↓](#) Draft Proposal to Re-establish Alcohol Free Zone CBD Area 25.06.2023-2027

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER

DRAFT PROPOSAL TO RE-ESTABLISH ALCOHOL-FREE ZONE

CENTRAL BUSINESS DISTRICT (CBD) ZONE – BOUNDED BY CRYSTAL, IODIDE (WOLFRAM), MICA, TALC (MERCURY), GRAPHITE, WILLS, GYPSUM AND GAFFNEY STREETS AND SOUTH ROAD

1. INTRODUCTION

Alcohol-Free Zones established by Council have now been operating in Broken Hill since 2002 and promote the use of public roads, laneways, footpaths and car parks in safety.

Alcohol-Free Zones are established with Police consultation and are aimed at assisting community security and safety by preventing irresponsible consumption of alcohol in public places. Any person observed to be drinking in an Alcohol-Free Zone may have the alcohol in their possession immediately seized and tipped out or otherwise disposed of.

The following outlines Council's recommendation for the largest of its current Alcohol-Free Zones, the Central Business District (CBD) Alcohol-Free Zone, to be re-established upon expiry in June 2023. The City's other Alcohol-Free Zones remain in force.

Written comment is sought from all interested persons and organisations about the proposal and will be received within 30 days of public notice. Comments should be forwarded to the General Manager, Broken Hill City Council, PO Box 448, Broken Hill 2880 or alternatively via email to council@brokenhill.nsw.gov.au.

2. BACKGROUND

Council proposes to re-establish an existing Alcohol-Free Zone in Broken Hill, known as the Central Business District (CBD) Alcohol-Free Zone. The proposed Alcohol-Free Zone is as follows:

- A Zone comprising the Central Business District (CBD) in an area generally bounded by Crystal, Iodide (Wolfram), Mica, Talc (Mercury), Graphite, Wills, Gypsum, Gaffney Streets and South Road; except for businesses within the Alcohol-Free Zone, with an approved liquor licence and approved outdoor dining. The responsible consumption of alcohol in these areas will only be permitted to the patrons of those businesses.

3. REASONS FOR RE-ESTABLISHING THE ZONE

3.1 Views of the Barrier Local Area Command

The Barrier Police District (which encompasses Broken Hill) remains supportive of the operation of Alcohol-Free Zones in Broken Hill. The zones are a valuable tool for Police to maintain the peace and good order of public places, by utilising the powers found in the *Local Government Act 1993*.

The Alcohol-Free Zone is also located in places which attract families and visitors to the town. In addition, there are a number of licensed or registered premises in the City and patrons regularly walk between them. The carriage of alcohol containers and its consumption in public places when moving from one licensed premises to another, only increases the propensity for public order offences to occur.

The proposed zone also considers other licensed premises within the wider CBD area of Broken Hill; and public park areas and streets, to prohibit the consumption of alcohol in the streets/parks in these areas. This is an additional measure to support the licensed venues that operate in this area, that have a license to sell alcohol either 'on premises' or for consumption 'off premises'.

From a policing perspective, Alcohol-Free Zones are a simple measure to ensure there is a reduction in anti-social behaviour and allow people to enjoy the CBD.

3.2 Council's Views

Council is concerned with maintenance of public order and the protection of the property of both residents and ratepayers. Council wishes to continue to provide the Barrier Local Area Command of the New South Wales Police Force, with a potentially effective means of control over such offences.

Council has no objections to the responsible consumption of alcohol. Unfortunately, alcohol can be associated with crime, violence, anti-social and offensive behaviour. This can lead to assaults, property damage and excessive noise, which can seriously affect the lives of individuals and the community.

Council is concerned about the possibility of alcohol related interference with the use of public areas by members of the community and of alcohol related damage to ratepayer's premises. In addition, it is concerned for the safety and maintenance of the neighbourhood amenity in the public areas, near a number of retirement villages in this zone.

The re-establishment of Alcohol-Free Zones is an opportunity for Council, the Police and the Community, to focus again on any community problems associated with irresponsible alcohol consumption and the range of strategies that can be implemented to address these problems. Alcohol-Free Zones are essentially a short term measure as they operate for a defined period and in many instances a zone will achieve the desired objectives and outcomes within its operational period.

The success evidenced by the zoning of the current area as an Alcohol-Free Zone should be continued and Council now proposes that the Alcohol-Free Zone be re-established for a period of four years.

4. PROPOSED DURATION OF ZONE

Council proposes to re-establish the Zone for a further four year period until June 2027.

5. SUSPENSION OF THE ZONE FOR SHORT PERIODS

The Guidelines and legislation enable the suspension of Alcohol-Free Zones, for short periods during special events, via liaison between Police, Council and the Local Traffic Committee. Notification of any such suspension of the Alcohol-Free Zone will be published in the local newspaper.

6. PUBLIC COMMENT

In accordance with the requirements of the *Local Government Act 1993* comments on the proposal are sought from:

- a) the general public;
- b) the Officer in Charge of the Broken Hill Police;
- c) holders of liquor licences under the *Liquor Act 2007*, for premises which border on, adjoin, or are adjacent to the proposed zones;
- d) the secretaries of Registered Clubs under the *Registered Clubs Act 1976*, which border on, adjoin, or are adjacent to the proposed zones;
- e) any known organisation representing or able to speak on behalf of an identifiable Aboriginal, or culturally and linguistically diverse groups within the local area.

Written comments should be addressed to:

The General Manager
Broken Hill City Council
PO Box 448
BROKEN HILL NSW 2880

Or by email to the General Manager at council@brokenhill.nsw.gov.au.

Comments will be accepted within 30 days of public notice.

7. PARKS AND RESERVES

It should be noted that Section 632A of the *Local Government Act 1993*, provides Council's with the power to declare any public place, (or any part of a public place) in the council's area, to be an **alcohol prohibited area**. Council has advised the public by signposting in Sturt Park for many years that intoxicating liquor shall not be brought into or consumed within the reserve (Sturt Park). Council introduced the same restriction at Patton Park in 2005. The same prohibition has also been introduced by Council at the Queen Elizabeth Park, Norm Fox Sportsground, E.T. Lamb Memorial Oval and at the Gasworks Reserve.

Under Section 632A, a police officer may seize any alcohol (and the bottle, can, receptacle or package in which it is contained), that is in the immediate possession of a person in an alcohol prohibited area, if the officer has reasonable cause to believe that the person is drinking, or is about to drink, or has recently been drinking, alcohol in the alcohol prohibited area. With Sturt Park being located within the Alcohol-Free Zone which is proposed for re-establishment, this requirement signposted in Sturt Park is still in force under Section 632A of the *Local Government Act 1993* and the operation of the Alcohol-Free Zone is immediately outside the border of the reserve (park).

The ban on alcohol consumption remains, the only difference is that two Sections of the *Local Government Act 1993* are in force.

8. RE-ESTABLISHMENT OF THE ZONE

Council will consider re-establishment of the zone at its first Meeting after closure of the period for comment. The public are welcome to attend Council meetings and the order of business at the ordinary monthly meeting, includes sessions for public comment on any issue affecting Council or its operations.

9. ZONE MAP

Current Central Business District (CBD) Alcohol-Free Zone map shown below, comprising the CBD in an area generally bounded by Crystal, Iodide (Wolfram), Mica, Talc (Mercury), Graphite, Wills, Gypsum, Gaffney Streets and South Road.



RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

POLICY AND GENERAL COMMITTEE

February 13, 2023

ITEM 9**BROKEN HILL CITY COUNCIL REPORT NO. 54/23**

SUBJECT: **NOMINATION FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVE TO SECTION 355 COMMUNITY COMMITTEE**
D23/8213

Recommendation

1. That Broken Hill City Council Report No. 54/23 dated February 13, 2023, be received.
2. That Council appoint Ms Donna Papas as a community representative on the Memorial Oval Community Committee.
3. That Ms Donna Papas be advised of her appointment and advice also be sent to Councillor Delegate/Chairperson of Committee.

Executive Summary:

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Frameworks and Constitutions at its Ordinary Meeting held 30 March 2022 as the governance structure by which a Committee operates. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

Report:

Council is receipt of a nomination for community representation on the Memorial Oval Community Committee. The nomination is from Ms Donna Papas. The nomination acceptance would further assist in reaching the number of community representatives as per

the Memorial Oval Community Committee Constitution and provide the committee with increased opportunities to fulfil executive positions on the committee.

Name of Committee	Number of Community Representatives as per Constitution	Number of Community Representatives appointed by Council Resolution at previous Council Meetings	Further Nominations Received as at 06 February 2023	Council Delegate/s on Committees
Memorial Oval Community Committee	12 At least one councillor, allowance for one representative per user group; a reasonable number of community representative reflecting the size and operations of the facility	8 Ms Jody Whitehair Ms Tanya Martyn Mr Christopher May Mr Layne Ralph Mr Alan Titcombe Mr Bruce McIntosh Ms Tracey Robinson Mr Darrin Larkin	1 Ms Donna Paps One further nomination received –total community representative nominations received equalling six	Councillor Gallagher and Councillor Jewitt

Community Engagement:

Council completed six months of advertising in the Barrier Truth and on social media and received adequate nominations for its Section 355 Committees to commence operating. Further advertising on social media will continue throughout the Term of Council for those Committee with minimum community representatives. A quarterly newsletter included an article seeking interested community representative volunteers to nominate for membership of Section 355 committees.

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:

Section 355 of the *Local Government Act 1993*
Council's adopted S355 Asset and Advisory Committee Framework and Constitutions.

Financial Implications:

There are no financial implications.

Attachments

- [1. ↓ Section 355 Nomination Form - Ms Donna Papas](#)

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER

Section 355 Committee Nomination Form

BROKEN HILL
CITY COUNCIL

Submission date: 6 February 2023, 9:31PM
Receipt number: S355N-77
Related form version: 7

Contact Details

First Name	Donna
Last Name	Papas
Contact Number	██████████
Do you have an email address?	Yes
Email Address	████████████████████
Applicant Street Number	██
Applicant Street Name	██████
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for?	Memorial Oval Community Committee
--	-----------------------------------

Memorial Oval Community Committee

Please outline why you would like to be a member of this committee:

I would like to become an active member to assist with the running. I have been a long-term user of the memorial oval and participated in many sporting events in various capacities

Please outline details of any relevant experience for this committee:

I would like to assist the committee by undertaking the role of Treasurer.

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service: **I have not participated in a voluntary basis on any committee to date.**

Please detail any other relevant information:

I am currently employed by Far West Area Health as Cashier in the finance department, i have a thorough understanding of processing payments both incoming and outgoing as well as end of year reconciliation.

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community
I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council
I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues
I declare that all the information provided in this application is given by me being the person named as the applicant.

POLICY AND GENERAL COMMITTEE

March 4, 2023

ITEM 10**BROKEN HILL CITY COUNCIL REPORT NO. 55/23**

SUBJECT: MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE
MEETING HELD 15 FEBRUARY 2023 D23/12231

Recommendation

1. That Broken Hill City Council Report No. 55/23 dated March 4, 2023, be received.
2. That the minutes of the S355 Ageing Well Advisory Committee meeting held 15 February 2023 be received.
3. That Council consider funding opportunities for the upgrade and installation of new ramps in the City's Central Business District (CBD).
4. That Council prepare and send correspondence to Regional Development Australia (RDA) to enquire if funding is available for disability ramps.
5. That Council prepare and send correspondence to Maari Ma Health to enquire if funding is available in the Aged Care sector.
6. That Council encourage and invite service organisations and providers to participate as committee members to assist in the breadth of the aged sector being represented.
7. That Council endorses and acknowledges in writing the resignation of Dr J R Mitchell and Ms Jodie McInnes from the Ageing Well Advisory Committee and express its gratitude and appreciation for their contribution to the Committee and the community.

Executive Summary:

Council has received minutes from the S355 Ageing Well Advisory Committee meeting held 15 February 2023.

Report:

As per Council's Section 355 Advisory Committee Framework Manual (adopted 30 March 2022) and the 355 Ageing Well Committee Terms of Reference (adopted 27 April 2022), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Attached for Council's information is the initial background research paper entitled Draft Living Well Ageing Well Position Paper 2023.

Community Engagement:

Policy and General Committee business paper for 22 March 2023.
Council meeting business paper for 29 March 2023.

Strategic Direction:

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

Relevant Legislation:

The S355 Ageing Well Advisory Committee Terms of Reference
Local Government Act 1993

Financial Implications:

Nil

Attachments

1. Minutes of the S355 Ageing Well Advisory Committee Meeting held 15 February 2023
[↓](#)
2. S355 Ageing Well Advisory Committee - Member Resignation Dr J R Mitchell
[↓](#)
3. S355 Ageing Well Advisory Committee - Member Resignation Ms J McInnes
[↓](#)
4. Draft Living Well Ageing Well Position Paper 2023
[↓](#)

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

MINUTES OF THE SECTION 355 AGEING WELL COMMITTEE MEETING HELD 15 FEBRUARY 2023 AT 3.30PM – GROUND FLOOR MEETING ROOM, COUNCIL ADMINISTRATIVE CENTRE, 248 BLENDE STREET

1. Present

Clr David Gallagher	Council Delegate (Chair)
Clr Bob Algate	Council Delegate
Razija Nu'man	Chief Corporate and Community Officer (BHCC)
Irene Davey	Community Representative
Judy Parr	LiveBetter Representative (Invited Guest)
Peter Davis	Australian Unity Representative (Invited Guest)
Christine Morton	President Pensioners Association (Invited Guest)
Sharna Burcher	Administration Officer (Minute Taker -(BHCC)

Present via Teams

Owen Whyman	Community Representative
Melanie Chynoweth	Community Representative
Lyndon Gray	Department Communities and Justice (Invited Guest)
Rhys Comer	Uniting Representative (Invited Guest)

2. Apologies:

Dionne Devlin	Community Development Officer (BHCC)
Julua Hamel	Community Representative

Did not attend:

Clr Ronald Page	Council Delegate
Dr Neil Jeyasingam	Community Representative

3. Acknowledgement of Country

Acknowledgement of Country recited by Councillor David Gallagher

4. Confirmation of Minutes of Previous Meeting:

Previous Meeting: 21 September 2022

Moved: Councillor Algate

Seconded: Razija Nu'man

5. Correspondence

5.1 Resignation of Jodie McInnes

5.2 Resignation of Dr JR Mitchell

Update: Resignations of Jodie McInnes and Dr JR Mitchell accepted by the Committee

Moved: Irene Davey

Seconded: Razija Nu'man

Carried

6. **Business Arising from Previous Minutes**

6.1 **Action List**

Clr Algate expressed concern at the meeting held 1 February 2023 regarding actions outstanding from the meeting held 21 September 2022, however acknowledged the works that had been accomplished to bring these actions up to date. Clr Gallagher echoed this sentiment.

6.1.1 Action: Research to understand the full-service system

Update: Council's Community Development Officer provided a written update to the committee (see attached).

The initial research into the service system was presented to the meeting held 1 February 2023. This position paper forms the basis of further investigation into the gaps present for people who are ageing, infirm or experiencing short- or long-term mobility issues.

6.1.2 Action: Contact service providers, inviting them to join the S355 Committee

Update: Council's Community Development Officer provided a written update (see attached).

Further invitations were sent to:

- Uniting Care – Invitation extended and accepted.
- Black Sheep Services – Invitation extended via email, have not received a response.
- NSW Home Care – Left a message for a call back.
- Hammond Care – Invitation extended via email, have not received a response.

Discussion: Council's Chief Corporate and Community Officer advised the aim of this action was to bring service providers to the table to discuss their service's models to enable the Committee to gain a better understanding of the services that are available to the community.

Recommendation: Black Sheep Services, NSW Home Care and Hammond Care invitations to be followed up.

6.1.3 Action: Invite Lyndon Gray from Department of Community and Justice to the next meeting

Update: Council's Community Development Officer provided a written update, as below:

Lyndon was invited and unable to attend the meeting on 1 February. He was invited to this meeting on 15 February.

Action Completed - To be removed from Action List

6.1.4 Action: The Department of Communities and Justice has an Ageing Wellness Strategy, with a three tier grants program

Update: Council's Community Development Officer provided a written update, as below:

Community Representative, Ms Hamel sent copies of the Ageing Well in NSW Seniors Strategy 2021-2031 and Ageing Well NSW Action Plan 2021/2022. The opportunities for funding contained within the documents had expired. The Department of Communities and Justice advised that there are no open funding rounds at present.

6.1.5 Action: Contact RDA regarding accessibility program for ramps into CBD shops.

Update: Council's Community Development Officer provided a written update, as below:

Regional Development Australia (RDA) Far West were contacted regarding the ramp program they conducted in 2019. Ramps were purchased as part of a funded program and distributed across the region. A total of 73 ramps were distributed. The ramps were provided by Raven Threshold Ramps at a total cost of approximately \$20,000. RDA Far West worked with local businesses across the region to install ramps that met safety and accessibility standards. The ramps increased access from the footpath to the business. There are no current plans to repeat the program as there is no funding available.

Discussion: Community Representative, Ms Davey stated the accessibility ramps from the road in the main street are extremely steep.

Clr Algate mentioned the ramps are a problem and he has spoken with the Mayor and General Manager of Council, who have advised there is very little funding available in Council's resources.

Clr Algate requested a letter be sent to Council with the request for funding for the upgrade of ramps and the installation of new ramps in the City.

Recommendation: Letter to be sent to Council requesting funding to upgrade and install ramps.

Discussion: Community Representative, Ms Irene Davey suggested there may be disability grants Council could apply for to acquire funding and asked if Council has employees who look for grants. Council's Chief Corporate and Community Officer confirmed Council apply for available grants.

Clr Gallagher stated there was available funding for disability ramps through Regional Development Australia (RDA) Far West and requested a letter a be sent to Regional Development Australia.

Recommendation: Letter sent to Regional Development Australia Far West to enquire if there is additional funding for disability ramps.

Discussion: Clr Algate stated if correspondence is sent to Council before the next S355 Ageing Well Advisory Committee meeting, Council can consider the funding at their next budget meeting.

6.1.6 Aged Pensioners Association

Update: Council's Community Development Officer provided a written update, see below:

The President of the Pensioners Association has accepted to attend the next meeting to be held 15 February 2023.

The Pensioner's Association is a small group of people who meet regularly, twice per week at the Aged Persons Rest Centre for meetings that include food and activities.

Discussion: Clr Algate stated he mentioned at the meeting held 1 February 2022 if this committee is to be successful, a representative from the Aged Pensioners Association should be a member of the committee, as the Aged Pensioners Association are in the best position to know the needs of the Pensioners.

Action Completed - To be removed from Action List

6.1.7 Southern Cross Care (SCC)

Update: Council's Community Development Officer provided a written update, see below:

An email was sent to Southern Cross Care (SCC) HR Manager, following up after a phone call to invite board members to the next meeting on 15 February 2023. The Terms of Reference were attached and a further invitation extended for board members or senior staff to join the S355 Ageing Well Committee.

6.1.8 Invitation to Service Providers

Update: Council's Community Development Officer provided a written update, see below:

Invitations were extended to:

- LiveBetter Community Services, Judy Parr
- Meals on Wheels Coordinator, Broken Hill – no response received
- Australian Unity – Peter Davis

6.1.9 Accessibility Program

Update: Not discussed

SERVICE PROVIDER UPDATES

Lyndon Gray
Senior Projects Officer
Department Communities and Justice

Service Provider Update: The projects and grant funding the Senior Projects Officer manages, is more family based, and does not have a lot of involvement in the Aged Care Sector.

Enquiries made to the Ministers' office regarding funding, but with an election in March 2023, funding has been delayed.

Advised the Committee there is a website that lists all NSW Government funded grants that are available in the region. [Grants and funding | NSW Government](#)

Owen Whyman
Community Representative

Suggestion that a letter be sent to Maari Ma Health enquiring if Maari Ma Health are aware of any possible funding available in the Aged Care Sector.

Recommendation: Letter to be sent to Maari Ma Health regarding possible funding available in the Aged Care Sector.

Rhys Comer
Service Lead Western NSW
Uniting Care

Uniting Care provide a mixture of services under the Commonwealth Home Support Program (CHSP) funding which cover entry level services including domestic assistance, social support services at home and other basic care.

Recently Uniting have begun providing nursing and clinical care services under the CHSP. Uniting Care also provide exercise and physiology care.

Uniting Care provide services under the Home Care Package funding, which is more challenging given how the funding is managed and distributed.

The funding is managed by a national waitlist which can make it difficult for clients to access the services.

Uniting Care operate the Miraga Day Centre, exercise classes, art groups and socially based activities are run at the Miraga Day Centre.

Given that deregulation services do not work collaboratively, Service Providers are now more business driven within a very competitive market.

Uniting Care's biggest challenge is staffing shortages.

Council's Chief Corporate and Community Officer asked how many clients Uniting Care provides services for in Broken Hill.

Mr Comer advised there are approximately 100 Home Care Package Clients and an additional 200-300 Clients under Commonwealth Home Support.

Council's Chief Corporate and Community Officer queried the issue of services not working collaboratively and if there is any plan to counter this issue.

Mr Comer responded that the Aged Care Sector is moving more towards the Stay-at-Home program which will change the way the funding is structured and services will be less business driven and be much more driven by the needs of the client.

Melanie Chynoweth
Community Representative

Ms Chynoweth advised she has a background in Aged Care, cares for her elderly parents and helps family and friends navigate the system to access care, which is quite confronting and difficult for the elderly.

Ms Chynoweth expressed it is quite difficult for the elderly to be assessed for Aged Care facilities if they have not been assessed for services while at home.

Discussion: Council's Chief Corporate and Community Officer queried if there is no funding for positions to help people navigate the system, is this a gap in the system?

Judy Parr
LiveBetter

Ms Parr responded to Council's Chief Corporate and Community Officer's query stating there is an attempt to address that gap, with the new Care Finder positions becoming available within the next couple of months. These positions are the result of the Royal Commission into Aged Care and are designed to ensure people who are unable to navigate the system, can access the services they require. There will be two care finder positions in the Far West and will be employed by Kirinari in Albury.

Discussion: Cllr Algate queried if these positions were identified as a gap because of lack of coordination between services?

Ms Parr advised there are multiple reasons, but the driving factor being it is a hard system to navigate, as there are so many services providers available. It is also hard for clients to know what services are available to them if they are on a Home Care Package. These positions will ensure all the client's needs are being met.

The new Staying at Home program is coming into effect next year, which will combine Home Care packages and will not be funded under categories but on individual needs.

Discussion: Cllr Algate raised that he has concerns with the Home Care package structure, as very little money ends up servicing the client. Cllr Algate queried if there are any plans for wage increases for Aged Care workers.

Ms Parr advised there was a recommendation for a 15% pay rise. Low wages are a driving factor for staff shortages within the Aged Care Sector.

Community Representative, Mr Whyman suggested the Committee could be used to bring all services together to find solutions to move forward.

**Peter Davis
Australian Unity**

Australian Unity provide personal care, domestic care and flexible respite care as well as meals. These services are provided under the Commonwealth Home Support Care funding.

Australian Unity also provide a range of services under Home Care packages.

Discussion: Council's Chief Corporate and Community Officer queried how many meal providers there are in Broken Hill? LiveBetter's, Ms Parr advised there are three other meal providers in the City, being Meals on Wheels, Far West Food Services and LiveBetter. LiveBetter's meals are provided by Alfresco's.

Australian Unity provides daily lunch and dinner, with the meals being freshly prepared by the Mulga Hill Tavern.

**Christine Morton
President
Pensioners Association**

Ms Morton advised she has been the President of the Pensioners Association for six years and currently has twelve active members and four committee members.

There is a \$5 annual fee to be a member of the Pensioners Association.

The Pensioners Association hold a monthly meeting, a weekly morning tea and weekly bingo.

No prerequisite to be an Aged Pensioner to join the Pensioners Association, any Pensioners are welcome to join.

7. General Business:

Update: Council's Community Development Officer provided a written update, see below:

To ease cost of living pressures on people in NSW, Service NSW conduct regular Savings Finder information sessions at the Broken Hill City Library. There are pensioner rebates on several NSW government services.

Upcoming meeting dates

- o Wednesday, 3 May 2023
- o Wednesday, 2 August 2023
- o Wednesday, 1 November 2023

8. Next Meeting:

3pm Wednesday 3 May 2023, Ground Floor Meeting Room, Council Administration Building

9. Meeting Closed: 4.40pm

Signed by Councillor Dave Gallagher APM

10. Action List:

ITEM NUMBER	ACTION	RESPONSIBLE	DUE
Meeting held 21 September 2022			
1.	Research to understand the full-service system. <i>Action status to be confirmed at next meeting</i>	Council's Community Development Officer	To be confirmed
2.	Contact service providers and invite them to join the S355 Ageing Well Advisory Committee <i>Action status to be confirmed at next meeting</i>	Council's Community Development Officer	To be confirmed
3.	The department of Communities and Justice has an Ageing Wellness Strategy with a three-tier program <i>Action status to be confirmed at next meeting</i>	Council's Community Development Officer	To be confirmed
4.	Contact RDA regarding accessibility program for ramps into CBD shops <i>Action status to be confirmed at next meeting</i>	Council's Community Development Officer	To be confirmed
Meeting held 1 February 2023			
Item 5.2 Southern Cross Care	An invitation to be extended to the Southern Cross Care Board for a Representative to attend the next S355 Ageing Well Advisory Committee Meeting, to enable the Committee to gain more insight into the Aged Care Sector.	Council's Community Development Officer	To be confirmed
Item 5.2 Invitation to Service Providers	An invitation to be extended for Representatives from Meals on Wheels, Australian Unity and LiveBetter to present to the S355 Ageing Well Advisory Committee on their program delivery.	Council's Community Development Officer	3 May 2023

Item 5.5 Accessibility program for ramps	ABC Article to be distributed to the S355 Ageing Well Advisory Committee <i>Action status to be confirmed at next meeting</i>	Council's Administration Officer	Completed
Meeting held 15 February 2023			
Item 6.1.2 Service Providers	Black Sheep Services, NSW Home Care and Hammond Care invitations to be followed up.	Council's Administration Officer	3 May 2023
Item 6.1.5 CBD Accessibility Ramps	Letter to be sent to Council requesting funding to upgrade and install ramps.	Council's Community Development Officer	3 May 2023
Item 6.1.5 CBD Accessibility Ramps	Letter to be sent to Regional Development Australia Far West to enquire if there is additional funding for disability ramps.	Council's Community Development Officer	3 May 2023
Item 6.1.8 Service Providers	Letter to be sent to Maari Ma Health regarding possible funding available in the Aged Care Sector.	Council's Community Development Officer	3 May 2023

[REDACTED]

From: [REDACTED]@gmail.com
Sent: Saturday, 11 February 2023 10:33 AM
To: Corporate Services
Subject: Re: S355 Ageing Well Advisory Committee Meeting

It is with great disappointment that I advise I must resign from Council committees effective immediately. Unfortunately [REDACTED] I'm no longer in a position to participate. Thankyou for the opportunity to participate, I just wish I had been able to contribute something of significance. I wish all the very best in future endeavours.

Kind regards
Dr. JR Mitchell
[REDACTED]
Broken Hill, 2880
Phone [REDACTED]
Email [REDACTED]@gmail.com

From: Jodie McInnes [REDACTED]@gmail.com>
Sent: Wednesday, 14 December 2022 7:22 PM
To: [REDACTED]@brokenhill.nsw.gov.au>
Subject: Re: S355 Ageing Well meeting

Good evening [REDACTED]

It is with mixed news that I [REDACTED] will be leaving Broken Hill in a few week's time.

For this reason, I will be resigning from the Ageing Well group, which I was looking forward to. I wish the group every success in the future, to help give the elderly a voice in the community.

Kindest regards
Jodie McInnes

DRAFT Living Well Ageing Well Position Paper 2023

Ageing is a normal process that shapes who we are as people, as a community and as a state. As a society we are now living longer than ever before and by 2031, nearly 1 in 4 people will be aged 60 or over. Dr Geoff Lee, NSW Minister for Seniors 2021.

Background

Broken Hill City Council has had a Positive Ageing strategy in place since 2009. The most recent is the **Living Well Ageing Strategy 2016-2021**.

The goal for the Living Well Ageing Strategy is:

To create an accessible and inclusive community that contributes to the wellbeing and personal growth of all older residents.

Broken Hill City Council's commitment to older residents is evident through this commitment to strategy and the addition of an S355 Ageing Well Advisory group in 2022.

Council is committed to delivering on strategies in partnership with stakeholders and the community.

Global Developments

Council's Living Well Ageing Strategy 2016-2021 aligns with the **World Health Organisation** (WHO) global 'age friendly' Cities framework which highlighted the eight interconnected domains of urban life. These are:

- Outdoor spaces and buildings
- Transportation
- Housing
- Community and health care
- Civic participation and employment
- Social participation
- Respect and Social Inclusion
- Communication and Information

"Age friendly environments (such as in the home, community) foster healthy and active ageing by building and maintaining intrinsic capacity across the life course and enabling greater functional ability in someone with a given level of capacity." - **World report on ageing and health (2015)**

The **World Health Organisation** states that, in practical terms, age friendly environments are free from physical and social barriers and supported by policies, systems, services, products and technologies that:

- Promote health and build and maintain physical and mental capacity across the life course; and
- Enable people, even when experiencing capacity loss, to continue to do the things they value.

Age friendly practices help people to build capacity to meet their basic needs, be mobile, build and maintain relationships, grown and learn and contribute.

The **United Nations** declared 2021-2030 the Decade of Healthy Ageing. This global collaboration is aligned with the last ten years of the Sustainable Development Goals and brings together all stakeholders to improve the lives of older people and ensure that older people are not left behind in the pursuit of wellness, connection, and value in their lives.

The United Nations acknowledge that ageing populations impact on almost all aspects of society. The Decade for Healthy Ageing will address four key areas for action:

- **Age friendly environments**

Physical, social and economic environments are important determinants of healthy ageing and powerful influences on the experience of ageing and the opportunities that ageing offers.

- **Combatting ageism**

Negative attitudes about older people are common across societies and seldom challenged despite the many contributions of older people.

- **Integrated care**

Older people require equal access to good quality essential health services including preventative, curative, rehabilitative, palliative care, which is safe, affordable and effective. Older people require essential general medical care, allied health and dental care and assistive technologies.

- **Long term care**

Decline in physical and mental capacity can limit an older person's ability to care for themselves. Access to care and support whether in the home or in an inclusive environment or in good quality long term care is essential.

Older people particularly require supportive and enabling living conditions to compensate for physical and social changes associated with ageing. This necessity was recognised as one of the three priority directions of the **Madrid International Plan of Action on Ageing** endorsed by the United Nations in 2002.

Priority Policies of Australian Governments

Home Care Packages are funded federally and placed to ensure that people can live in their own home for longer with adequate support. The funding model is patient centered and driven by need. The services that are available range depending on the requirements of the consumer.

The Federal Government supplies aged care packages in a range of care levels and uses the My Aged Care web portal to provide information and registration to those people navigating the aged care sector.

The My Aged Care web portal is supported by a contact centre accessible by phone and assessment services. Service provider organisations can receive client referrals and access central client records.

The **NSW Ageing Strategy 2021-2031** responds to the opportunities and challenges of the ageing population across the state. The NSW Government vision is that people in NSW experience the benefits of living longer and 'enjoy the opportunities to participate in, contribute to and be included in their communities'. The NSW strategy focusses on four focus areas, gained from consultation with older people:

- a. Living in age friendly environments
- b. Participating in inclusive communities
- c. Staying safe, active and healthy
- d. Being resilient and informed

The Broken Hill City Council's Living Well Ageing Strategy 2016-2021 reflects Council's commitment to our older residents by promoting a healthy and safe environment and encouraging participation in community life. Council's role in promoting an age friendly city

includes maintaining a Living Well Ageing Strategy and reporting against it to identify needs in the community.

Integrated Care and Long-Term Care

My Aged Care Options

Home Care- personal care, transport, and modifications to the home, meals and help with cooking, cleaning or gardening, equipment such as walking frames, social activities

There are several packages available depending upon the level of help required within the home. Home Care packages includes a mix and amount of:

- Domestic assistance
- Personal care
- Shopping
- Social support
- Garden maintenance
- Personal alarms
- Escorts to appointments
- Other personalized services

Residential Aged Care- Offer respite, which is short term care provided in an aged care facility in times of illness, accident or setback.

Residential Aged Care Homes- if ongoing help is needed with day-to-day tasks or health care an aged care home provides a live-in supported environment where help is available 24 hours per day

Aged Care Quality Framework

The Australian Government introduced a single aged care quality framework (SACQF) which includes eight standards that residential aged care facilities will be assessed against from July 1, 2019. These standards are:

1. Consumer dignity and choice
2. Ongoing assessment and planning with consumers
3. Personal care and clinical care
4. Services and supports for daily living
5. Organisations service environment
6. Feedback and complaints
7. Human resources
8. Organizational governance

Each of the eight draft standards include;

- A statement of outcomes for the consumer
- A statement of expectation for the organization
- Organizational requirements to demonstrate that the standard has been met

Cost of Care

People aged 65+ years (or 50+ years for Aboriginal and Torres Strait Islander people) may be eligible for Australian Government funded aged care services. An assessment is required to ascertain eligibility for partly or fully funded services. Funding is provided for and regulated by the Australian Government.

Those not assessed as eligible or awaiting services can access private services at any time.

Commonwealth Government subsidised Service - An aged care or related service which is partially or wholly subsidised by the Commonwealth Government. Access to these services have specific eligibility requirements such as age and be subject to standardised fee arrangements if the recipient can afford to pay the contribution.

Private Service - An aged care or related service delivered by a Service Provider who is not directly subsidised for that service under any applicable Commonwealth Aged Care Programmes. Access to these services and any fees that may be applied should be discussed directly with the Provider.

COVID 19

From February 2020, the COVID 19 pandemic disrupted the aged care sector and home care sectors as they balanced the care of the physical and mental needs of people receiving care.

Restricted movement and visitation, and increased testing and infection control processes impacted on the mental health and wellbeing of aged care residents and workers, aiming to keep frail elderly residents from contracting the virus. The home care service sector was detrimentally affected when a significant number of people previously accessing home care services cancelled those services to their homes to avoid being exposed to the virus. This caused great concern that frail aged people could compromise their good health status by neglecting basic health and care needs.

Concern was expressed that older people requiring hospital care during the pandemic period may not receive the health care required due to changes in hospital operations. Adequate health care, social care and mental health care is required to maintain optimal health.

To 01 July 2022, most deaths from COVID-19 were in the 70+ age groups.

In 2023, high rates of vaccination, distancing/barrier precautions and anti-viral medications has rendered the COVID-19 less of an impact on daily life, with most activities resuming. It must be noted that deaths from the virus in the frail and aged have escalated substantially in the twelve-month period to 1 January 2023.

Broken Hill

Demographics

The age pension is currently available to Australians aged 67 years who meet specific criteria regarding residency (you must be and have been a resident in Australia for ten years) and meet income and assets tests.

The 2021 Census figures showed that Broken Hill has:

- 1193 people aged 65 to 69 years,
- 2496 people aged 70 to 84 years
- 590 people aged 85 and over.

31% of the population of Broken Hill are aged over 60.

ABS data for the same period shows:

- 2907 people received aged pensions,
- 197 people utilize the Commonwealth Seniors Health Card,
- 1198 people are on the Disability Support pension
- 1037 people have Health Care Cards
- 391 people are receiving the Carer Payment

A small percentage of this age cohort completely self-fund their retirement.

The current maximum fortnightly aged pension rate (2022) is a total of \$936.80 for a single person and for partnered people each can get a maximum of \$706.20.

Assessment

Assessment for Aged Care services in Broken Hill is provided by the ACAT assessment team:

Far West ACAT
Thomas Street
Broken Hill NSW 2880
P: 08 80801656
1800 200 422

Home Care Providers

Broken Hill's marketplace for Home Care services is growing, with several providers entering the market in recent years.

Hammond Care at Home Far West NSW	348 Blende Street, Broken Hill	1800 826 166
Australian Unity Home Care Packages- Western NSW	72 Gypsum Street, Broken Hill	0412744590
Uniting Home Care Far West	265 Oxide Street, Broken Hill	1800 486 484
Uniting DVA Nursing	265 Oxide Street, Broken Hill	
Live Better Community Services Broken Hill	72-74 Gypsum Street, Broken Hill	08829000
NSW Home Care Service	Cnr Wills and Gypsum Streets	1300 203 203
Southern Cross Care (Broken Hill)	238 Piper Street, Broken Hill	08 80801850
Annecto	No local office	0393140988
Meals on Wheels	182 Beryl Street, Broken Hill	0880874468
Black Sheep	187 Argent Street, Broken Hill	1300252257

Meals on Wheels, Australian Unity Home Care Service and LiveBetter Community Services provide meals to residents on NDIS, Home Care Packages or who are frail or aged living in their own home and in need of support to access healthy meals in Broken Hill.

Life n' Easy provide packages of food to NDIS or Home Care Package holders, delivered via post. The meals are adapted for suitability to the client.

Broken Hill Residential Aged Care

All residential aged care services in Broken Hill are provided by one provider, Southern Cross Care. Southern Cross Care is an autonomous company, limited by guarantee, with affiliation to Southern Cross Care Australia. Southern Cross Care (Broken Hill Ltd) is a public benevolent institution operating in NSW and Victoria.

Southern Cross Care (Broken Hill Ltd) has a local board, some of whom are members of the Knights of the Southern Cross- Branch 14, Broken Hill. The further directors are appointed in areas of expertise to ensure the necessary and desirable proper management of the affairs of the organisation.

Southern Cross Care provides respite care and a variety of low to high care options for elderly and infirm residents.

Southern Cross Care provides Home Care services to ensure it can provide options to people when they require additional care.

Southern Cross Care provides the following residential care resources in Broken Hill:

Aruma Lodge (Southern Cross Care) 229 Beryl Street Broken Hill
Harold Williams Home (Southern Cross Care) 267 Eyre Street Broken Hill
St Annes Nursing Home (Southern Cross Care) 238 Piper Street Broken Hill

Retirement Villages:

Southern Cross Care provides two retirement living facilities:

Con Crowley Village 2 Blende Street Broken Hill
War Vets 168 Thomas Street Broken Hill

Eureka Villages has one retirement living facility:

Eureka Shorty O'Neil Village 1 Braceman Street Broken Hill
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Identified Issues in Aged care:

- Difficult for residents to navigate aged care options and digital platforms
- Delays in accessing My Aged Care services due to inherent restrictions
- Difficult for some people navigating the transition into further care options
- Staffing in the aged care sector. Finding and retaining care staff in a population with an ageing demographic provides challenges
- Training for care staff
- Challenge to recruit professional nursing staff and allied health professionals
- NFP aged care operations looking to ensure business sustainability
- Changing funding models
- Obtaining culturally appropriate care

Broken Hill's Assets - relative to the United Nations Decade of Healthy Ageing

1. Age friendly environments

Physical, social and economic environments are important determinants of healthy ageing and powerful influences on the experience of ageing and the opportunities that ageing offers.

Management plans for streets, footpaths, parks and gardens developed and implemented.

There is an Active Transport Plan and a Living Well Ageing Strategy in place.

Housing and Liveability Strategies are under development to address housing issues in social housing and the residential market and identify the liveability needs of older residents to maintain inclusion in community activity.

Intergenerational Programs- Potters Society, Quilters Club, Men's Probus Club, Ladies Probus Club, Landcare, Musical clubs, Book clubs, Arts groups.

Opportunities to Volunteer- Services clubs, Library and City Ambassadors programs.

Recreational opportunities- bowling clubs, use of parks and gardens, annual seniors' concert, arts groups.

The Broken Hill City Council's Regional Aquatic Centre, under management of the YMCA NSW provides programs and services for the older population of Broken Hill. These programs include Seniors Aqua, PrYme Movers classes, gymnasium facilities and social opportunities after classes.

Gaps:

Men's Shed (or similar) program

Coordinated approach to promotion of city information for active older people

Assistance when navigating the care systems

Appropriate social housing, or smaller mainstream private housing which is affordable and appropriate for downsizing seniors

Social opportunities

Employment opportunities

Celebrate the UN International Day of Older Persons on October 1 annually

Celebrate Seniors Week annually

2. Combatting ageism

Negative attitudes about older people are common across societies and seldom challenged despite the many contributions of older people.

Council models the importance of addressing the needs of older residents through the S355 committee, accessible website and DIAP to address barriers to participation.

Local media regularly promote the achievements of older residents

Service club membership is mostly older residents. They play a vital role in the smooth functioning of the community.

Awards and celebrations- Volunteer awards, Australia Day awards, King's Birthday honours

3. Integrated care

Older people require equal access to good quality essential health services including preventative, curative, rehabilitative, palliative care, which is safe, affordable and effective. Older people require essential general medical care, allied health and dental care and assistive technologies.

Medical, allied health and rehabilitation services

Maintain Healthy and Active Lifestyles with adequate medical and allied health care

4. Long term care

Decline in physical and mental capacity can limit an older person's ability to care for themselves. Access to care and support whether in the home or in an inclusive environment or in good quality long term care is essential.

There are currently 10 Home Care providers, three local food delivery agencies, three residential care homes and three retirement villages.

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CITY COUNCIL

www.brokenhill.nsw.gov.au