



BUSINESS PAPER

Ordinary Meeting of Council

Council Chambers
25 October 2023

6.30pm

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that an Ordinary Meeting of the Broken Hill City Council will be held in the Council Chambers on **Wednesday, 25 October 2023** commencing at **6:30pm** 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	Public Forum Session
8	Minutes for Confirmation
9	Disclosure of Interest
10	Mayoral Minute(s)
11	Notice of Motion
12	Notices of Rescission
13	Reports from Delegates
14	Committee Reports a) Recommendations of the Health and Building Committee meeting held Tuesday, 17 October 2023 b) Recommendations of the Policy and General Committee meeting held Wednesday, 18 October 2023
15	Further Reports
16	Questions Taken on Notice from Previous Council Meeting
17	Questions for Next Meeting Arising from Items on this
18	Public Forum Session
19	Confidential Matters
20	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 Ordinary Meeting of the Council meeting held Wednesday, September 27, 2023.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

Meeting commenced at 6:30pm

PRESENT: Councillor T. Kennedy (Mayor) Councillors B. Algate, M. Boland,
M. Browne, A. Chandler, D. Gallagher, H. Jewitt, R. Page and D. Turley.

General Manager, Director Corporate and Community, Director Finance and
Commercial, Director Infrastructure and Environment, Manager
Communications and Marketing, and Executive Assistants.

Media (3), Members of the Public (5).

APOLOGIES: Nil.

LEAVE OF ABSENCE APPLICATIONS:

RESOLUTION

Minute No. 47315

Councillor R Algate moved)
Councillor R Page seconded)

Resolved

That the leave of absence application submitted
by Councillor J. Hickey (Deputy Mayor) be
accepted.

CARRIED UNANIMOUSLY

PRAYER

Councillor Boland delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

Councillor Jewitt delivered the Acknowledgment of Broken Hill's Mining History.

PUBLIC FORUM

Lack of aged care facilities available in Broken Hill

Mr Douglas Coff spoke in relation to the lack of aged care beds available in Broken Hill and how this has affected his mother and his family.

Mr Coff advised that legislation had recently changed and aged care facilities are now required to provide a registered nurse on site 24 hours per day, seven days per week. Broken Hill is currently classified under the Modified Monash Model (MMM) as level 3 which carries the requirement that Southern Cross Care must provide a registered nurse on site 24/7. Southern Cross Care are currently unable to provide staff at their facility and this is resulting in Southern Cross Care being unable to accept any new patients. This has had a flow on affect to the local hospital which has resulted in the Hospital becoming "bed-locked". Aged care patients currently in hospital, and that are unable to return home to receive in-home care, may be required to be relocated to Wilcannia or Adelaide hospitals.

Mr Coff suggested that the solution to this issue would be Broken Hill being reclassified under the MMM from a Level 3 to a Level 6. This would allow Sothern Cross Care extra time to implement the new legislation and open up 20-30 beds to local aged care patients.

Mr Coff advised that he had drafted a letter addressed to the appropriate Ministers and Local Members and asked for Council's assistance in distributing the letter to community members who phone and request a copy of the letter.

The Mayor thanked Mr Coff for bringing this issue to Council's attention and further advised that Broken Hill being reclassified to MMM6 would allow for an on-call registered nurse as opposed to an onsite registered nurse 24/7 and a higher patient to nurse ratio. This would also result in the opening up of beds at Southern Cross Care. The Mayor provided an example of another regional centre which is a similar size to Broken Hill and distance to a Capital City which was previously classified as MMM4 and was recently successful in being reclassified as MMM6.

MINUTES FOR CONFIRMATION

RESOLUTION

Minute No. 47316

Councillor D Gallagher moved)
Councillor A Chandler seconded)

Resolved

That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held August 30, 2023 be confirmed.

CARRIED

DISCLOSURE OF INTEREST

Councillor Gallagher declared:

- a non-pecuniary interest in Broken Hill City Council Report NO 178/23 - Item 7 of the Policy and General Committee as he is the President of the Silver City Cup Committee and advised that he will leave the Council Chambers whilst the item is considered.

MAYORAL MINUTES

ITEM 1 - MAYORAL MINUTE NO. 16/23 - DATED SEPTEMBER 21, 2023 - BROKEN HILL KART CLUB INC D23/51613

RESOLUTION

Minute No. 47317

Mayor T Kennedy moved)
Councillor H Jewitt seconded)

Resolved

1. That Mayoral Minute No. 16/23 dated September 21, 2023, be received.
2. That Council provides immediate in-kind assistance to the Broken Hill Kart Club Inc. to assist with the clearing and removal of weeds and vegetation at the Johnson Speedway Go-Kart Track on the Menindee Road prior to the Karting Australia inspection.
3. That the in-kind assistance consists of a slasher machine, dump truck and two operators for one day.

CARRIED UNANIMOUSLY

ITEM 2 - MAYORAL MINUTE NO. 17/23 - DATED SEPTEMBER 27, 2023 - AGED CARE CRISIS D23/52817

RESOLUTION

Minute No. 47318

Mayor T Kennedy moved)
Councillor R Algate seconded)

Resolved

1. That Mayoral Minute No. 17/23 dated September 27, 2023, be received.
2. That Council write to Minister for Aged Care and Sport Anika Wells, Minister for Health and Aged Care Mark Butler, Federal Member for Parkes Mark Coulton, Member for Barwon Roy Butler and the appropriate Shadow Ministers requesting that Broken Hill's aged care services be urgently reclassified to MM6 under the Modified Monash Model.
3. That Council write to Minister for Aged Care and Sport Anika Wells and Minister for Health and Aged Care Mark Butler requesting an urgent meeting with Southern Cross Care and Far West Local Health District to discuss what immediate short-term financial and staffing support is available to ensure local aged care services do not face further reductions in service or closure.
4. That Council acknowledge and support the work being performed by Southern Cross Care Broken Hill and the Local Far West Health District locally in ensuring aged care is sustainable and begins to grow to ensure the city's valued elderly residents are not neglected and forced to leave their home town in their old age.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

CARRIED UNANIMOUSLY

ITEM 3 - MAYORAL MINUTE NO. 18/23 - DATED SEPTEMBER 27, 2023 - RESOURCES FOR REGIONS D23/52815

RESOLUTION

Minute No. 47319

Mayor T Kennedy moved)

Councillor D Gallagher seconded)

Resolved

1. That Mayoral Minute No. 18/23 dated September 27, 2023, be received.
2. That Council writes to the NSW Premier Chris Minns, Minister for Regional NSW and Western New South Wales Tara Moriarty, Member for Barwon Roy Butler and the Hon Stephen Lawrence MLC, requesting that mining communities receive funding priority under the Regional Development Trust and Working Regions Fund.

CARRIED UNANIMOUSLY

ITEM 4 - VERBAL MAYORAL MINUTE - BARIATRIC AMBULANCE (MM19/23) 11/161

RESOLUTION

Minute No. 47320

Mayor T Kennedy moved)

Councillor R Algate seconded)

Resolved

1. That Mayoral Minute No. 18/23 dated September 27, 2023, be received.
2. That Council provides a letter of appreciation to Kaylee and Cindy from livebetter and Dale Dwyer from the Hospital for their efforts to provide transport for Kim Gasmier from his hospital bed to his home. Without their intervention Kim would have been in hospital until a Bariatric ambulance was available in November.
3. That Council sends correspondence to the appropriate Minister, Local Member Roy Butler and the Hon Stephen Lawrence MLC, and informing them that Bariatric transport is still needed in Broken Hill.

CARRIED UNANIMOUSLY

Councillor Turley declared a non-pecuniary interest in this item as her son is employed by Live Better and remained in the Council Chambers whilst the item was being considered.

Councillor Jewitt declared a non-pecuniary interest in this item as her daughter is employed by Live Better and remained in the Council Chambers whilst the item was being considered.

NOTICES OF MOTION

Nil.

REPORTS FROM DELEGATES

Nil.

COMMITTEE REPORTS

HEALTH AND BUILDING COMMITTEE

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 168/23 - DATED AUGUST 28, 2023 - RESCISSION OF MINUTE NUMBER 45808 (WARNOCK STREET ACQUISITION) D23/45763

RESOLUTION

Minute No. 47321

Councillor D Gallagher moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 168/23 dated August 28, 2023, be received.
2. That Council rescind Minute No. 45808 (of the Council Meeting held 26 April 2018), being the proposed acquisition of Crown Land identified as Lot 7469 in Deposited Plan 1182254.

CARRIED UNANIMOUSLY

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 169/23 - DATED SEPTEMBER 06, 2023 - PROPOSED SECTION 3.22 AMENDMENT OF THE BROKEN HILL LOCAL ENVIRONMENTAL PLAN 2013 - REZONING OF PART LOT 5 DEPOSITED PLAN 1175135 (336A MCCULLOCH STREET) D23/48261

RESOLUTION

Minute No. 47322

Councillor D Gallagher moved)
Councillor D Turley seconded)

Resolved

1. That Broken Hill City Council Report No. 169/23 dated September 6, 2023, be received.
2. That Council submit a request to the Minister for Planning and Public Spaces under Section 3.22 of the *Environmental Planning & Assessment Act 1979* to amend the *Broken Hill Local Environmental Plan 2013*, rezoning part of 336A McCulloch Street (Lot 5 Deposited Plan 1175135 and associated adjoining road from RE1 Public Recreation to R1 General Residential.
3. That the General Manager be delegated to sign any documents relating to the submission.

CARRIED UNANIMOUSLY

POLICY AND GENERAL COMMITTEE

**ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 172/23 - DATED JUNE 08, 2023 -
ANNUAL FEES - MAYOR AND COUNCILLORS** D23/29923

RESOLUTION

Minute No. 47323

Councillor M Boland moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 172/23 dated June 8, 2023, be received.
2. That Council notes the outcome of the community poll conducted regarding whether the Mayor and Councillors should receive a three (3) percent increase in their fees for the 2023/2024 financial year.
3. That Council notes that the Local Government Remuneration Tribunal determined that there be a three (3) percent increase to the minimum and maximum fees applicable to Councillors and Mayors in each existing category for the financial year commencing 1 July 2023.
4. That Council also notes that the current annual fees paid to Broken Hill City Council's Mayor and Councillors is below the maximum fees determined for the category of "Regional Rural".
5. That Council determines that no increases be applied to the current fees for the Mayor and Councillors for the 2023/2024 financial year.
6. That allocation of a fee for the Deputy Mayor when acting in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed.
7. That a copy of the survey results be provided to all Councillors.

CARRIED UNANIMOUSLY

**ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 173/23 - DATED AUGUST 31, 2023 -
ENDORSEMENT OF DISPLAY FORMAT FOR COUNCILLOR MEETING/BRIEFING
ATTENDANCE IN DRAFT 2022/23 ANNUAL REPORT** D23/46951

RESOLUTION

Minute No. 47324

Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 173/23 dated August 31, 2023, be received.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

2. That Council endorse the proposed display format for Councillor attendance at Ordinary, Extraordinary and Standing Committee Meetings and Briefings for placement in the Draft 2022/2023 Annual Report.

CARRIED UNANIMOUSLY

**ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 174/23 - DATED AUGUST 23, 2023 -
PUBLIC INTEREST DISCLOSURES ANNUAL REPORT - 2022/2023** D23/45024

RESOLUTION

Minute No. 47325

Councillor D Gallagher moved)
Councillor M Boland seconded)

Resolved

1. That Broken Hill City Council Report No. 174/23 dated August 23, 2023, be received.
2. That the Broken Hill City Council Public Interest Disclosures Annual Report 2022/2023 be forwarded to the Minister for Local Government and the NSW Ombudsman by 30 October 2023

CARRIED UNANIMOUSLY

**ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 175/23 - DATED SEPTEMBER 07, 2023 -
2022/2023 DRAFT ANNUAL FINANCIAL STATEMENTS** D23/48829

RESOLUTION

Minute No. 47326

Councillor M Boland moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 175/23 dated September 7, 2023, be received.
2. That the 2022/2023 Draft Primary Financial Statements as attached be received.
3. That the 2022/2023 Draft Primary Financial Statements as attached be referred to audit.
4. That Council adopt the attached Statements of Opinion on the 2022/23 General Purpose and Special Purpose Financial Statements and the Mayor, the Deputy Mayor, the General Manager and the Responsible Accounting Officer sign the Statements in accordance with Section 413(2)(c) of the *Local Government Act 1993*.
5. That Council delegate to the General Manager the authority to finalise the date at which the auditor's report and financial statements are to be presented to the public.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

6. That Council delegate the General Manager the authority to authorise the 2022/23 General Purpose and Special Purpose Financial Statements and associated Special Schedules for issue immediately upon receipt of the auditors reports subject to there being no material audit changes or audit issues, in accordance with AASB 110.
7. That Council notes that representatives from the Local Government Grants Commission, who gave a briefing to Councillors and Council Management regarding Financial Assistance Grants, recognised that Broken Hill City Council is one of only a small number of Councils in NSW whose finances are being well managed during the current financial climate, and that Councillors and Council staff should be congratulated on their management of Council's finances.

CARRIED UNANIMOUSLY

ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 176/23 - DATED SEPTEMBER 07, 2023 - BUDGET CARRYOVER'S 2022/23 D23/48540

RESOLUTION

Minute No. 47327

Councillor M Boland moved)
Councillor D Gallagher seconded)

Resolved

1. That Broken Hill City Council Report No. 176/23 dated September 7, 2023, be received.
2. That Council revoke the budget items as listed below in *Table 1* for the amount of \$399,100.
3. That Council note the carryover budget items as listed below in *Table 2* for the amount of \$41,510,479.

CARRIED UNANIMOUSLY

ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 177/23 - DATED SEPTEMBER 07, 2023 - INVESTMENT REPORT FOR AUGUST 2023 D23/48850

RESOLUTION

Minute No. 47328

Councillor M Boland moved)
Councillor D Gallagher seconded)

Resolved

1. That Broken Hill City Council Report No. 177/23 dated September 7, 2023, be received.

CARRIED UNANIMOUSLY

Councillor Gallagher declared a non-pecuniary interest in this item and left the Council Chambers at 7:17pm

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

**ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 178/23 - DATED SEPTEMBER 12, 2023 -
MEMORANDUM OF UNDERSTANDING - FINANCIAL ASSISTANCE TO THE SILVER CITY CUP
RACE COMMITTEE** D23/49511

RESOLUTION

Minute No. 47329

Councillor D Turley moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 178/23 dated September 12, 2023, be received.
2. That the General Manager be authorised to negotiate and execute a Memorandum of Understanding for financial assistance to the Silver City Cup Race Committee for the 2023/24 and 2024/25 financial years.
3. That the terms of the Memorandum of Understanding include financial assistance grants of \$7,300.00 per annum to cover in-kind waste services fees and the remainder to be used towards utility/hire costs for the conduct of the 2023 and 2024 Silver City Cup Races held at the Broken Hill Racecourse in November each year.
4. That the Memorandum of Understanding includes KPI's on the financial reporting of the Silver City Cup Races (income and expenditure financial statements following each Race meet) and the reporting of acquittal of grant funds each year.

CARRIED UNANIMOUSLY

Councillor Gallagher returned to the Council Chambers at 7:18pm

**ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 179/23 - DATED SEPTEMBER 06, 2023 -
MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 2 AUGUST
2023** D23/48283

RESOLUTION

Minute No. 47330

Councillor R Algate moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 179/23 dated September 6, 2023, be received.
2. That the minutes of the S355 Ageing Well Advisory Committee meeting held 2 August 2023 be received.
3. That Council prepare and send correspondence to service providers to enquire if they provide meals to clients, if so, where are the meals prepared and what is the cost of the meals.
4. That the Ageing Well Advisory Committee provides a report to the General Manager

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

outlining the issues currently being faced by the local aged care industry (aged care facilities and in-home aged care providers) with the issue of the reoccurrence of local elderly people being sent to Wentworth or Mildura Nursing Homes to be included in the report.

CARRIED UNANIMOUSLY

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 180/23 - DATED SEPTEMBER 07, 2023 - MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 24 AUGUST 2023 D23/48533

RESOLUTION

Minute No. 47331

Councillor M Boland moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 180/23 dated September 7, 2023, be received.
2. That minutes of the Audit, Risk and Improvement Committee meeting held 24 August 2023 be received and noted.

CARRIED UNANIMOUSLY

RESCISSION MOTIONS

Nil.

FURTHER REPORTS

ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 181/23 - DATED JUNE 27, 2023 - CORRESPONDENCE REPORT - DAMAGING INCREASE IN EMERGENCY SERVICES LEVY COSTS D23/33316

RESOLUTION

Minute No. 47332

Councillor A Chandler moved)
Councillor M Boland seconded)

Resolved

1. That Broken Hill City Council Report No. 181/23 dated June 27, 2023, be received.
2. That reply correspondence dated 9 June 2023 from IPART be received and noted.
3. That reply correspondence dated 13 June 2023, from The Hon Mark Coulton MP, Federal Member for Parkes, be received and noted.
4. That reply correspondence received 7 September 2023, from the Hon Ron Hoenig MP, NSW Minister for Local Government, be received and noted.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

5. That Council notes that reply correspondence from the Treasurer, Minister for Emergency Services, Member for Barwon and from the President of LGNSW has not been received to date.

CARRIED UNANIMOUSLY

**ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 182/23 - DATED JULY 14, 2023 -
CORRESPONDENCE REPORT - 60 DAY DISPENSING OF PBS MEDICINES** D23/37189

RESOLUTION

Minute No. 47333

Councillor A Chandler moved)
Councillor D Gallagher seconded)

Resolved

1. That Broken Hill City Council Report No. 182/23 dated July 14, 2023, be received.
2. That reply correspondence dated 7 July 2023, from the Hon Mark Coulton MP, be received and noted.
3. That Council notes reply correspondence from the Minister for Health and Aged Care, Shadow Minister for Health and Aged Care and the Member for Barwon has not been received.

CARRIED UNANIMOUSLY

**ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 183/23 - DATED SEPTEMBER 18, 2023 -
CORRESPONDENCE REPORT - SUSPENSION OF REGIONAL SENIORS TRAVEL CARD** D23/50673

RESOLUTION

Minute No. 47334

Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 183/23 dated September 18, 2023, be received.
2. That correspondence dated 15 August 2023 from the Federal Member for Parkes, The Hon Mark Coulton MP advising that the Regional Seniors Travel Card Scheme falls under the State Government jurisdiction and advising that he has forwarded Council's correspondence to the Nationals' Duty MLC for Barwon and Shadow Minister for Western NSW, The Hon Sarah Mitchell MLC for her consideration, be received.
3. That correspondence dated 13 September 2023 from the Parliamentary Secretary for Regional Transport and Roads, Ms Anna Watson MP, (on behalf of the Minister for Customer Service and Digital Government and the Minister for Regional Transport and

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

Roads) regarding the Regional Seniors Travel Card Scheme and advising of the availability of other Pensioner and Regional Travel Concession Programs, be received.

CARRIED UNANIMOUSLY

**ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 184/23 - DATED SEPTEMBER 07, 2023 -
CORRESPONDENCE REPORT - CHILDCARE IN BROKEN HILL** D23/48891

RESOLUTION

Minute No. 47335

Councillor A Chandler moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 184/23 dated September 7, 2023, be received.
2. That email correspondence from The Hon Mark Coulton dated 15 August 2023 regarding representations on behalf of Council to The Hon Dr Anne Aly MP, Federal Minister for Early Childhood Education and Minister for Youth, be received and noted.
3. That correspondence from The Hon Dr Anne Aly MP, Federal Minister for Early Childhood Education and Minister for Youth dated 4 September 2023 addressed to The Hon Mark Coulton MP (forwarded to Council by The Hon Mark Coulton MP) in response to representations made on behalf of Council regarding childcare in Broken Hill, be received and noted.
4. That Council notes that the Government have commissioned a comprehensive Productivity Commission Inquiry into Australia's Early Childhood Education and Care System with the Commission's draft Report to be released in November 2023 and the final Report is to be provided to the Government by 30 June 2024.

CARRIED UNANIMOUSLY

**ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 185/23 - DATED AUGUST 30, 2023 -
ELECTION OF DEPUTY MAYOR** D23/46184

RESOLUTION

Minute No. 47336

Councillor D Gallagher moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 185/23 dated August 30, 2023, be received.
2. That Council elect the Deputy Mayor at this meeting in accordance with *Section 231 of the Local Government Act 1993*.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

3. That the election of Deputy Mayor be conducted in accordance with *Schedule 7 of the Local Government (General) Regulation 2021*; and that voting be by open voting, i.e. "show of hands".
4. That the Deputy Mayor be elected for the period from this Council Meeting until the September 2024 Council Meeting scheduled to be held on 14 September 2024.
5. That the result of the election of Deputy Mayor be forwarded to the Office of Local Government and to Local Government NSW.
6. That Council approves the issuing of the Deputy Mayor's Delegations of Authority (pursuant to *Section 377 of the Local Government Act 1993* and as per Minute No. 46737 of the Council Meeting held 23 February 2022 where delegations were issued for the new Term of Council) to the Deputy Mayor elect for the new term of Deputy Mayor in order that the Deputy Mayor can act in the position of Mayor at the Mayor's request; if the Mayor is prevented by illness, absence or otherwise from exercising the functions of Mayor; or if there is a casual vacancy in the office of Mayor.
7. That the Deputy Mayor elect be entitled to be paid an additional fee, being the daily fee based on the annual additional Mayoral fee; with daily fee being calculated dependent on the number of days in the month, with the fee so payable deducted from the Mayor's fee.

CARRIED UNANIMOUSLY

The Mayor appointed the General Manager as Returning Officer for the conduct of the Election of Deputy Mayor.

The Returning Officer advised that one (1) nomination had been received for the position of Deputy Mayor, being:

Councillor Hickey (nominated by Councillor Chandler and Councillor Algate) nomination received: 27 September 2023 at 6:00pm.

The Returning Office advised that although Councillor Hickey was absent from the meeting, he had provided written advice of his acceptance of the nomination.

The Returning Officer called for any further nominations prior to the ballot being conducted.

No further nominations were received.

As Councillor Hickey's nomination for Deputy Mayor was uncontested, the Returning Officer declared Councillor Hickey as Deputy Mayor for the period 27 September 2023 to the September 2024 Local Government Elections.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

The Returning Officer congratulated Councillor Hickey on his re-appointment as Deputy Mayor.

**ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 186/23 - DATED SEPTEMBER 20, 2023 -
APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2023 TO SEPTEMBER 2024
LOCAL GOVERNMENT ELECTIONS AND PROPOSED DISBANDMENT OF THE COMMUNITY
ROUND TABLE COMMITTEE** D23/46213

RESOLUTION

Minute No. 47337

Councillor M Boland moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 186/23 dated September 20, 2023, be received.
2. That Council appoints its Councillor representatives on Section 355 Committees and various other Committees and Working Groups for the period 27 September 2023 until the September 2024 Local Government Election as per the attached current Schedule of Delegates, to ensure continuity in the operation of Council's Committees and Working Groups.
3. That Council appoints Councillor Turley to the Murray Darling Association to fill the position vacated by Councillor Algate.
4. That Council disbands the Community Strategic Plan Round Table Committee and thanks the current Committee members for their interest in joining the Committee; and that Council continues with the new methods of engagement and consultation with the community, business sector, government sector and local industries in the development, monitoring and review of the Broken Hill Community Strategic Plan and its objectives and strategies.

CARRIED UNANIMOUSLY

**ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 187/23 - DATED SEPTEMBER 21, 2023 -
COUNCIL TO DETERMINE NUMBER OF COUNCILLORS FOR 2024-2028 TERM OF COUNCIL** D23/51518

RESOLUTION

Minute No. 47338

Councillor D Gallagher moved)
Councillor D Turley seconded)

Resolved

1. That Broken Hill City Council Report No. 187/23 dated September 21, 2023, be received.
2. That pursuant to Section 224(2) of the *Local Government Act 1993*, Council determines the number of Councillors for the 2024-2028 Council Term of Office to be ten (10), which includes the Mayor.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

3. That the Office of Local Government be notified of Council's resolution.

CARRIED UNANIMOUSLY

ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 188/23 - DATED SEPTEMBER 21, 2023 - CIVIC CENTRE OMBUDSMAN COSTS D23/51433

RESOLUTION

Minute No. 47339

Councillor R Algate moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 188/23 dated September 21, 2023, be received.
2. That Council note the report.
3. That Council note the ongoing legal cost recovery for the Civic Centre and ancillary matters.

CARRIED UNANIMOUSLY

Councillor Algate read a prepared statement regarding his concerns relating to the events held at the Civic Centre prior to a full occupancy certificate being issued and regarding the video-audio tender for the Civic Centre and that these actions resulted in the matter being reported to the Ombudsman. Councillor Algate's statement referred to the former General Manager, Mr James Roncon and the former Mayor Councillor Darriea Turley.

Point of Order:

Councillor Turley called a Point of Order stating that Councillor Algate is attacking her personally when the Ombudsman's Report was relating to allegations made against the former General Manager only and not against the former Mayor.

The Point of Order was sustained and the Mayor ruled that Councillor Algate can continue his address to Council but must refrain from referring to any wrongdoing of the former Mayor regarding the Ombudsman's Report into the Civic Centre matter.

Councillor Algate continued his address to Council.

ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 189/23 - DATED SEPTEMBER 21, 2023 - DRAFT BROKEN HILL AIRPORT MASTER PLAN FOR PUBLIC EXHIBITION D23/51460

RESOLUTION

Minute No. 47340

Councillor M Boland moved)
Councillor D Gallagher seconded)

Resolved

1. That Broken Hill City Council Report No. 189/23 dated September 21, 2023, be received.
2. That council endorse the Draft Broken Hill Airport Master Plan Report, dated 18 September 2023 for the purpose of public consultation.
3. That the Draft Airport Master Plan be placed on public exhibition for comment for a period of twenty-eight (28) calendar days.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

4. That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended amendments arising, with a view to adopting the Draft Airport Master Plan.
5. That a report be prepared for a future Council meeting on the Broken Hill Regional Airport becoming a Federal or State significant Project.

CARRIED UNANIMOUSLY

**ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 190/23 - DATED SEPTEMBER 08, 2023 -
RE-ESTABLISHMENT OF ALCOHOL-FREE ZONES** D23/49090

RESOLUTION

Minute No. 47341

Councillor D Gallagher moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 190/23 dated September 8, 2023, be received.
2. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Creedon Street, including public roads and laneways, public car parks and footpath area of Creedon Street bounded by Rakow and Wills Streets.
3. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Shell Memorial including all public roads and laneways, public car parks and footpaths in an area bounded by Iodide, Thomas, Bromide and Mica Streets including Oxide Street from Thomas Street through to Morgan Street.
4. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone surrounding the E.T. Lamb Memorial Oval, including public roads and laneways, public car parks and footpath area surrounding the oval bounded by South, Boughtman, Comstock and Jamieson Streets.
5. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as South Broken Hill including all public roads and laneways, public car parks and footpaths in an area bounded by Bonanza, Patton, Central and Hebbard Streets including South Street from Piper Street through to Wilson Street; with extension from Bonanza Street to Morish Street and off Bonanza Street from Wilson Street to Picton Street.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

6. That Council refer the Proposals 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.
7. That Council invite public comment on the proposal through an advertisement in local newspaper with time for response within thirty days.
8. That a further report be submitted to Council upon completion of the consultative process.
9. That a report be prepared to a future Council meeting regarding a possible exemption to the prohibition of alcohol from the Norm Fox Sporting Grounds changeroom

CARRIED UNANIMOUSLY

ITEM 26 - BROKEN HILL CITY COUNCIL REPORT NO. 191/23 - DATED SEPTEMBER 21, 2023 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE HELD 29 AUGUST 2023 D23/51443

RESOLUTION

Minute No. 47342

Councillor D Turley moved)
Councillor M Browne seconded)

Resolved

1. That Broken Hill City Council Report No. 191/23 dated September 21, 2023, be received.
2. That minutes of the Broken Hill Heritage Committee Meeting held 29 August 2023 be received.
3. That Council staff be congratulated on the successful 140th Anniversary celebration event held at Sturt Park.

CARRIED UNANIMOUSLY

ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 192/23 - DATED SEPTEMBER 14, 2023 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.439, HELD ON TUESDAY, 5 SEPTEMBER 2023 D23/50158

RESOLUTION

Minute No. 47343

Councillor M Browne moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 192/23 dated September 14, 2023, be received.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

2. That the minutes of the Local Traffic Committee – Meeting No. 439, held on Tuesday, 5 September 2023 be endorsed.
3. That Item No. 439.8.1 recommendation be endorsed:
 - That a response be provided advising Uber services are permitted to park in 'Loading Zones' and 'No Parking' areas for the purpose to drop off and pick up passengers, loading or unloading items, for less than two minutes, with the driver remaining within 3 meters of the vehicle.
4. That Item No. 439.8.2 recommendation be endorsed:
 - That Council develop a concept plan for the three angle parking spaces, located between the two driveways for Hungry Jacks on Argent Street, to be changed to two parallel parking spaces.
5. That Item No. 439.8.3 recommendation be endorsed:
 - That Council place Variable Message Signs (VMS) boards on Horsington Drive during the period for the Mundi Mundi Bash in 2024.

CARRIED UNANIMOUSLY

ITEM 28 - BROKEN HILL CITY COUNCIL REPORT NO. 193/23 - DATED AUGUST 31, 2023 - ACTION LIST REPORT D23/46573

RESOLUTION

Minute No. 47344

Councillor D Gallagher moved)
Deputy Mayor J Hickey seconded)

Resolved

1. That Broken Hill City Council Report No. 193/23 dated August 31, 2023, be received.

CARRIED UNANIMOUSLY

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

ITEM 29 - QUESTIONS ON NOTICE NO. 9/23 - DATED SEPTEMBER 07, 2023 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE 26 JULY 2023 AND 30 AUGUST 2023 COUNCIL MEETINGS D23/48909

RESOLUTION

Minute No. 47345

Councillor M Browne moved)

Resolved

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

Councillor R Algate seconded)

1. That Questions On Notice No. 9/23 dated September 7, 2023, be received.

CARRIED UNANIMOUSLY

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

From Item 21 – Broken Hill Community Strategic Plan – Community consultation

Councillor Turley asked whether Councillors could receive an outline of the new engagement models associated with the community consultation for the review and monitoring of the Broken Hill Community Strategic Plan.

The Mayor took the question on notice.

From Item 19 – Childcare in Broken Hill

Councillor Jewitt referred to the current childcare crisis in Broken Hill and asked whether any other town/cities had been successful in receiving an exemption to the Childcare ratio of one educator for four children (1:4) and to have the ratio increased to 1:5?

The Mayor advised that the government amended the childcare educator/child ratio in 2013 from 1:5 to 1:4 to provide a better level of education for children.

The Mayor advised that no-one had been successful in their advocacy to increase this ratio. An organisation can request an exemption for a short period of time to increase the educator/child ratio from 1:4 to 1:5 (for example if an educator is on leave) but that this is a temporary exemption only and cannot be a permanent exemption.

PUBLIC FORUM SESSION

Nil

RESOLUTION

Minute No. 47346 – Procedural Motion

Councillor D Turley moved)

Councillor M Browne seconded)

Resolved

That the meeting be closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 whilst Council considers the confidential matter.

CARRIED UNANIMOUSLY

Members of the media and public left the Council Chambers at 8:09pm and the live stream of the meeting ceased

CONFIDENTIAL MATTERS

**ITEM 30 - BROKEN HILL CITY COUNCIL REPORT NO. 194/23 - DATED SEPTEMBER 13, 2023 -
LICENCE OF AIRPORT KIOSK AT THE BROKEN HILL AIRPORT - CONFIDENTIAL** D23/49654

(General Manager's Note: This report considers a licence 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).

RESOLUTION

Minute No. 47347

Councillor D Gallagher moved)

Councillor D Turley seconded)

Resolved

1. That Broken Hill City Council Report No. 194/23 dated September 13, 2023, be received.
2. That Council authorise the General Manger to draw up a licence agreement with the preferred applicant to operate the kiosk at the Broken Hill Airport.
3. That the licence be for twelve (12) months.
4. That the licence fee be a fee of \$2200 including GST for the first 12 months.
5. That the General Manager be authorised to negotiate further terms and conditions in-conjunction with Council's Property Manager.
6. That the Mayor and General Manager be authorised to sign and execute any licence documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

**ITEM 31 - BROKEN HILL CITY COUNCIL REPORT NO. 170/23 - DATED AUGUST 29, 2023 -
PROPOSED LICENCE OF 100 SULPHIDE STREET (PART RESERVE 1003026) TO BCH
FITNESS - CONFIDENTIAL** D23/46104

(General Manager's Note: This report considers a licence 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).

RESOLUTION

Minute No. 47348

Councillor R Algate moved)

Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 170/23 dated August 29, 2023, be received.
2. That Council issue a six-month licence for use of 100 Sulphide Street (Crown Reserve 1003026 Lot 702 DP 1096296) with the purpose of 'sporting and organised recreational activities'.
3. That the rent be set at the Crown Lands minimum rental (currently \$579 per annum) and be calculated on a pro-rata basis.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

4. That the licence is able to be renewed for a further six months, should the agreement continue to suit all parties.
5. That the Mayor and General Manager be authorised by sign and execute any licence documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

ITEM 32 - BROKEN HILL CITY COUNCIL REPORT NO. 171/23 - DATED SEPTEMBER 05, 2023 - PROPOSED LICENCE TO CARSCONNECTION PTY LTD - CONFIDENTIAL D23/47894

(General Manager's Note: This report considers a licence 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).

RESOLUTION

Minute No. 47349

Councillor R Algate moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 171/23 dated September 5, 2023, be received.
2. That Council grants a new licence to Carsconnection Pty Ltd for use of a car hire counter and parking spaces at the Broken Hill Airport Terminal
3. That the licence term be five (5) years.
4. That the licence fee be based on a market rent and adjusted by 3% each year.
5. That the Mayor and General Manager be authorised to sign and execute the licence under the Common Seal of Council.

CARRIED UNANIMOUSLY

ITEM 33 - TENDER REPORT NO. 2/23 - DATED SEPTEMBER 22, 2023 - T23/42 SUPPLY AND INSTALL OF AMENITIES BLOCK - DUKE OF CORNWALL PARK - CONFIDENTIAL D23/51711

(General Manager's Note: This report considers a tender for amenities upgrade and is deemed confidential under Section 10A(2) (c) (d) 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; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

RESOLUTION

Minute No. 47350

Councillor D Turley moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Tender Report No. 2/23 dated September 22, 2023, be received.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
SEPTEMBER 27, 2023

2. That Broken Hill City Council award tender T23/42 to Asco Group Aust Pty Ltd for the purchase and installation of amenities block and site works at Duke of Cornwall park for the total price of \$268,633.48 (inc GST).

CARRIED UNANIMOUSLY

RESOLUTION

Minute No. 47351 - Procedural Motion

Councillor D Turley moved)

Councillor H Jewitt seconded)

Resolved

That the meeting resumes in open session.

CARRIED UNANIMOUSLY

Members of the media and public returned to the Council Chambers at 8:11pm.

At the Mayor's invitation, the General Manager reported on the resolutions of Council made in closed session.

There being no further business to consider, the Mayor closed the meeting at 8:15p.m.

THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY)
COUNCIL HELD ON 25 OCTOBER, 2023.)

CHAIRPERSON

MAYORAL MINUTES

1. MAYORAL MINUTE NO. 20/23 - DATED OCTOBER 05, 2023 - 2023 MINISTERS' AWARDS FOR WOMEN IN LOCAL GOVERNMENT (D23/54782) 27

2. MAYORAL MINUTE NO. 21/23 - DATED OCTOBER 13, 2023 - 2023 AWARDS AUSTRALIA - COMMUNITY ACHIEVEMENT AWARDS FOR NSW AND ACT (D23/56398) 29

3. MAYORAL MINUTE NO. 22/23 - DATED OCTOBER 19, 2023 - SUPPORT FOR THE ESTABLISHMENT OF A PARLIAMENTARY INQUIRY INTO CRIME IN REGIONAL, RURAL AND REMOTE NSW (D23/57186) 31

ORDINARY MEETING OF THE COUNCIL

October 5, 2023

ITEM 1MAYORAL MINUTE NO. 20/23

SUBJECT: 2023 MINISTERS' AWARDS FOR WOMEN IN LOCAL GOVERNMENT D23/54782

Summary

The Minister's Awards for Women in Local Government celebrate the contribution of women to their local communities and to Local Government in NSW. In addition to recognising the significant contribution of award winners, the Awards aim to encourage more women to enter the Local Government sector and to take on leadership roles in Local Government in NSW. The Awards event was held at Parliament House on Wednesday 4 October 2023.

Councillor Darriea Turley AM was chosen as an award winner in the 2023 Ministers' Awards for Women in Local Government. Councillor Turley won the "2023 Councillor Lilliane Brady OAM Award". This Award is not chosen from a pool of nominations, the winner is determined by the Ministers to recognise and honour the dedication and tireless work of a female council staff member or elected representative.

On behalf of Council and the community of Broken Hill, I wish to congratulate Councillor Turley on receiving this prestigious award. To be recognised for her contribution to Local Government and to the community of Broken Hill, at this level, is a true testament to her dedication and hard work.

As a Broken Hill Councillor was receiving an award, Council delegates were invited to attend the event and Councillor Marion Browne and the General Manager, Mr Jay Nankivell, travelled to Sydney to represent Council.

Council received notification on 21 September, 2023 from the Minister for Local Government, The Hon. Ron Hoenig MP, that Councillor Turley would be receiving a Minister's award at this event, but this information was embargoed until 4 October 2023 thus it was not reported to the September Council Meeting.

Pursuant to clauses 4.7 and 4.8 of Council's adopted Councillor Support Policy, all Councillor travel must be by Council resolution. Due to this requirement, retrospective approval is being sought from Council for Councillor Browne to travel to Sydney to represent Council at the event. (Councillor Turley's expenses were paid by Local Government NSW as Councillor Turley was attending in her capacity as President of Local Government NSW).

Travel costs for Councillor Browne:

- Return flight to Sydney - \$1180
- Accommodation - \$290

Reimbursements of approved out-of-pocket expenses will be paid as per Council's adopted Councillor Support Policy.

Recommendation

1. That Mayoral Minute No. 20/23 dated October 5, 2023, be received.
2. That Councillor Turley be congratulated on receiving the 2023 Councillor Lilliane Brady OAM Award at the Ministers' Awards for Women in Local Government event held at NSW Parliament House on Wednesday 4 October 2023.
3. That Council retrospectively approves Councillor Browne's travel to Sydney to represent Council at the Ministers' Awards for Women in Local Government event on Wednesday 4 October 2023.

Attachments

There are no attachments for this report.

T. KENNEDY
MAYOR

2. That Council congratulates Mrs Christine Adams on being selected as a finalist in the 2023 Awards Australia for the Community Achievement Award – NSW Government Individual Excellence in Crown Land Management Award, and wish her success in the final awards adjudication.

Attachments

There are no attachments for this report.

T. KENNEDY
MAYOR

ORDINARY MEETING OF THE COUNCIL

October 19, 2023

ITEM 3MAYORAL MINUTE NO. 22/23

SUBJECT: SUPPORT FOR THE ESTABLISHMENT OF A PARLIAMENTARY INQUIRY INTO CRIME IN REGIONAL, RURAL AND REMOTE NSW
D23/57186

Summary

On 19 October 2023 the Country Mayors Association of NSW (CMA) supported by the Police Association of NSW launched the CMA report into Crime, Law and Order in regional communities. The recommendations within the report call for the establishment of a Parliamentary Inquiry, an increase in funding to enhance front-line policing in regional communities in need, establishment of first response agreements in all police stations and that the formula used to determine the first response agreements in those stations with agreements are reviewed. The report also calls for bipartisan support from all State MP's.

Comments

The Country Mayors Association of New South Wales joined forces with the Police Association of New South Wales to call for a Parliamentary Inquiry into crime, law and order in regional New South Wales.

CMA Chairman, Mayor Jamie Chaffey said statistics showed residents of rural, regional and remote New South Wales were more likely to be sexually assaulted, more likely to have their cars stolen, more likely to have their homes broken into and more likely to be impacted by domestic violence. When these crimes did occur, the Police response was delayed due to the resources available.

“It is estimated one-third of New South Wales’ population live outside metropolitan areas” Mayor Chaffey said. “But we are still second-class citizens when it comes to the safety of our communities. For the first time, our CMA annual survey has revealed that crime, law and order is now in the top five emerging issues for New South Wales local governments.”

“We knew crime was increasing, but we looked to the NSW Bureau of Crime Statistics and Research (BOCSAR) data to clarify the situation. We were shocked to learn that as well as the alarming incident counts in regional New South Wales, the rate of incidents per 100,000 people was, in some cases, horrifying when compared to metropolitan figures. Up to 90% of crimes including vehicle theft, breaking and entering, sexual assault and domestic assault are happening here, in our regional communities”, Mayor Chaffey added.

“We also have significantly fewer Police than our city cousins, and as a whole, New South Wales has less Police per head of population than Queensland, Victoria and South Australia. Our Police officers are already facing an incredible workload, with only one Police officer per 467 NSW residents.

“We have not been heard by our state leaders, and our people - particularly the elderly and the vulnerable - are scared. They need to feel safe. They deserve to feel safe.”

“In this Country Mayors Association of New South Wales report, endorsed by the Police Association of New South Wales, are calling for change. The report paints a very clear picture of a law and order crisis in regional communities. Our already-stretched Police Officers cannot continue to try to address this impossible challenge alone.”, Mayor Chaffey concluded.

Conclusion

Following the success of the Parliamentary Inquiry into health outcomes and access to health services in regional New South Wales that was established in 2020, we know the only way forward is to seek the bipartisan support of our State Members of Parliament to commit to this inquiry.

The health inquiry saw 15 public hearings across New South Wales, and heard one heart-breaking story after another about the level of inequity and the lack of care for our regional communities. It came up with 22 findings and 44 recommendations to bring about the changes needed.

This is what we need to make a difference in crime, law and order in our regional, rural and remote communities. We need a bold, hard look at everything from Police numbers, to the experiences of people who have suffered at the hands of this inequity.

This Mayoral Minute seeks Council's support in uniting with the Country Mayors Association and its member Councils to call for the establishment of a Parliamentary Inquiry into crime in regional, rural and remote New South Wales.

Recommendation

1. That Mayoral Minute No. 22/23 dated October 19, 2023, be received.
2. That Broken Hill City Council endorse the following recommendations listed in the Country Mayors Association of NSW report into Crime, Law and Order and call on the Local Member for Barwon, Mr Roy Butler MP, to support the establishment of a Parliamentary Inquiry with the suggested terms of reference in the document.
 - a) That Broken Hill City Council calls on all members of the NSW Parliament to commit to bipartisan support to establish a Parliamentary Inquiry into, and report on, the rate of crime in all categories reported on by the Bureau of Crime Statistical and Research (BOCSAR) in regional, rural and remote NSW, specifically focusing on the inequity between metro and regional Local Government areas.
 - b) That Broken Hill City Council calls on all members of the NSW Parliament to commit to bipartisan support to increase spending on the NSW Police Force to increase front-line policing numbers in regional, rural and remote NSW regions most at need.
 - c) That Broken Hill City Council calls on the NSW Government to commit to the minimum staffing agreements (known in the NSW Police Force as First Response Agreements) for non-24 hour police stations, all of which are located in regional, rural and remote NSW Local Government areas.

- d) That Broken Hill City Council calls on the NSW Government to review the current formula used to assess staffing levels including the universally agreed outdated current model for those Local Government areas that do have a First Response Agreement in place.

Attachments

1. [↓](#) Country Mayors Association Report - Crime, Law & Order

T. KENNEDY
MAYOR



Endorsed Report

Country Mayors Association of NSW

Crime, Law & Order

ENDORSED OCTOBER 2023



**THE COUNTRY MAYORS
ASSOCIATION OF NSW INC**

"What we want is nothing more than equity"



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

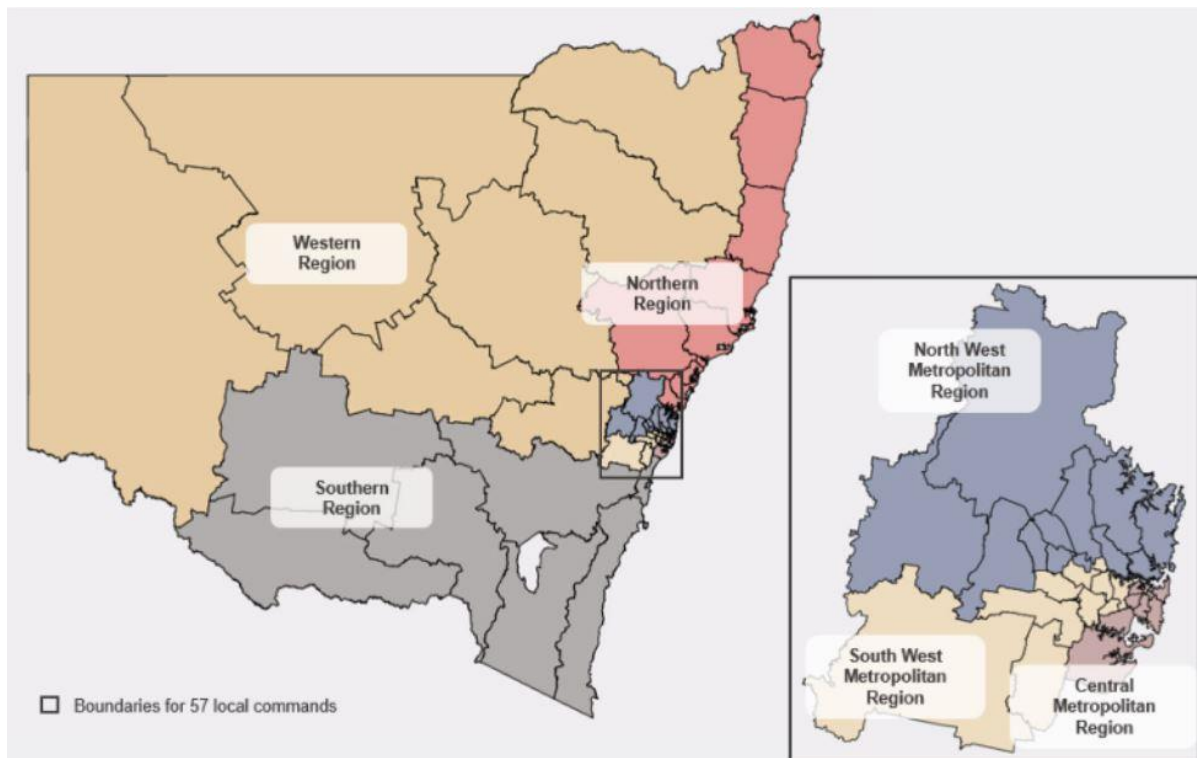
"What we want is nothing more than equity"

Policing Regions

There are 17,659 sworn police officers operating across 57 police area commands and police districts (local commands) and six police regions in New South Wales.

As the image below shows there are three Metropolitan regions with the rest of NSW broken into three Regional, Rural and Remote regions.

The Metropolitan regions service 10,434 square kilometres or 1% of NSW land mass of NSW and the Regional and Rural regions service 789,940 Square kilometres or 99% of the land mass of NSW.



Source of information

NSW POLICE ANNUAL REPORTS

Page 2 of 21

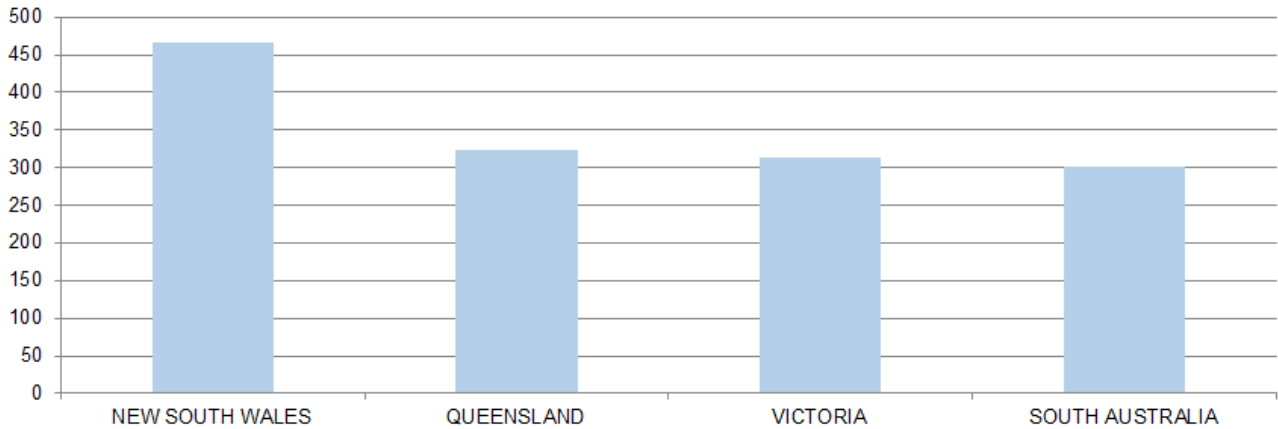
Disclaimer - The content of this report is provided as an information source only. Whilst the material contained within this document has been formulated with all due care, taken from the BOCSAR website <https://www.bocsar.nsw.gov.au/>, the Country Mayors Association of NSW created this report to the best of their knowledge and that all the information contained within the report is a true and accurate representation, and therefore accepts no responsibility for the quality and accuracy of the Material.



COMPARISON
POLICING RESOURCES DISTRIBUTION BETWEEN
METROPOLITAN - REGIONAL & RURAL REGIONS 2021-22 YEAR

STATE	POLICE COUNT	POPULATION	RATIO-POLICE OFFICER PER PERSON	OPERATIONAL EXPENSES	\$ SPENT PER PERSON
NEW SOUTH WALES	17,659	8,238,800	1-467	\$4,615,000	\$560
QUEENSLAND	16,615	5,378,300	1-324	\$2,858,646	\$532
VICTORIA	21,398	6,704,300	1-313	\$4,099,679	\$611
SOUTH AUSTRALIA	6103	1,834,300	1-301	\$1,036,241	\$565

RATIO - POLICE OFFICER PER PERSON



New South Wales Police Officer Counts			
YEAR	POLICE COUNT	POPULATION	RATIO-POLICE OFFICER PER PERSON
2015	16693	7.62	1-456
2016	16627	7.7	1-463
2017	16649	7.81	1-469
2018	16788	7.89	1-469
2019	17111	7.992	1-467
2020	17348	8.072	1-465
2021	17727	8.163	1-460
2022	17659	8.24	1-466
2023	TBA	TBA	TBA

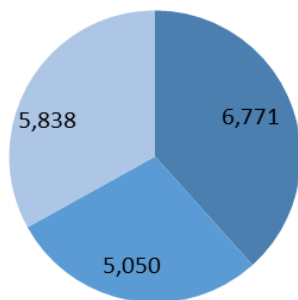


**THE COUNTRY MAYORS
 ASSOCIATION OF NSW INC**

"What we want is nothing more than equity"

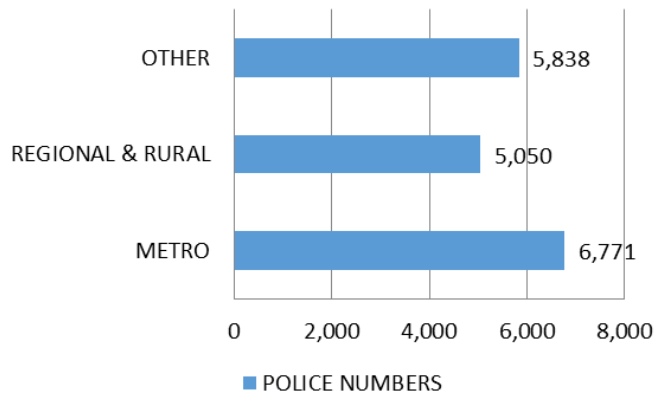
**COMPARISON
 POLICING RESOURCES DISTRIBUTION BETWEEN
 METROPOLITAN - REGIONAL & RURAL REGIONS 2021-22 YEAR**

POLICE NUMBERS



■ METRO ■ REGIONAL & RURAL ■ OTHER

POLICE NUMBERS



	DISTRIBUTION%
NEW SOUTH WALES	100%
METRO	38%
REGIONAL & RURAL	29%
OTHER	33%

[Explanation of Other \(Taken from NSW Police Annual Report\)](#)

Region population estimates have been derived by taking each region's share of the NSW population. The figures above do not include staff (police and administrative) who are centrally managed but deployed throughout the regions in specialist and corporate roles to provide investigative support, radio communications, call centres, forensic services, complaints and employee management, air and sea policing, specialist surveillance, canine and mounted support, media and public relations, counter terrorism and major crime investigation, police prosecutions, technology support, occupational health and safety, injury management, education and training, human resource support and asset management. The figures above represent actual police strength as at 30 June 2022. These figures will vary from month to month and year to year. Actual strength across the NSW Police Force has decreased from 17,727 in 2020-21 to 17,659 in 2021-22.



**THE COUNTRY MAYORS
ASSOCIATION** OF NSW INC
"What we want is nothing more than equity"

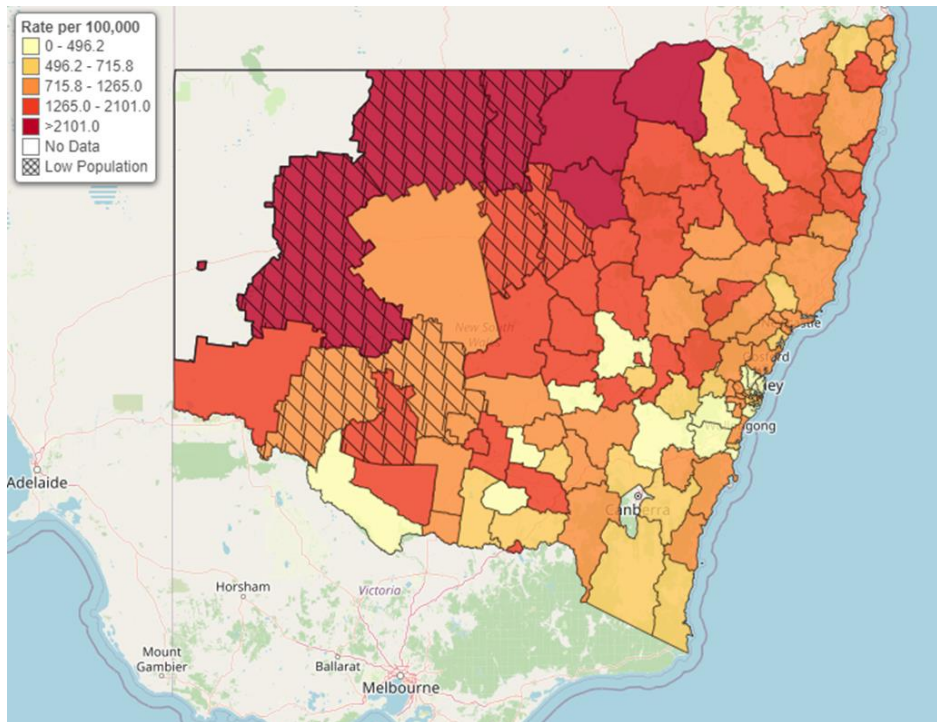
WHERE ARE THE CRIME RATES AND CRIME COUNTS THE HIGHEST





THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"



About:

The Bureau is a statistical and research agency within the Department of Communities and Justice. It was established in 1969.

Their aims are to:

- identify factors that affect the distribution and frequency of crime;
- identify factors that affect the effectiveness, efficiency or equity of the NSW criminal justice system;
- Ensure that information on these factors and on crime and justice trends is available and accessible to our clients.

Their four main areas of activity are:

- developing and maintaining statistical databases on crime and criminal justice in NSW;
- conducting research on crime and criminal justice issues and problems;
- monitoring trends in crime and criminal justice;
- providing information and advice on crime and criminal justice in NSW.

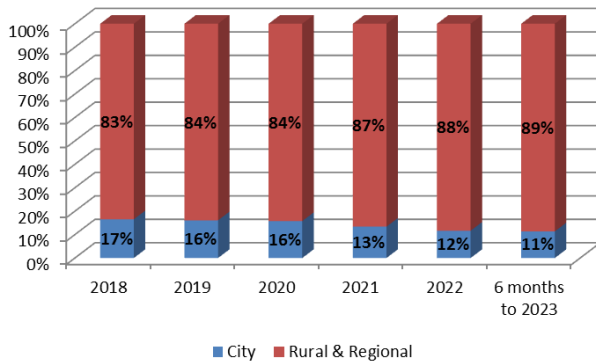


THE COUNTRY MAYORS ASSOCIATION OF NSW INC

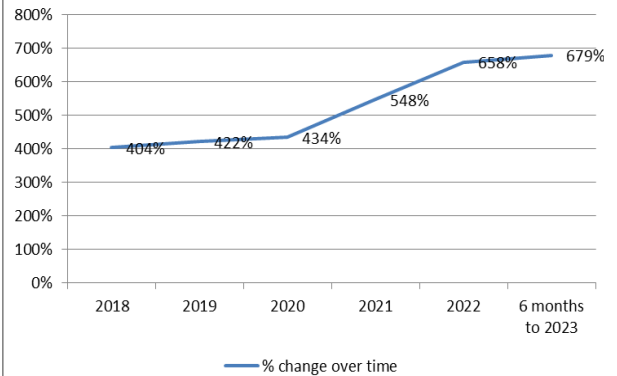
"What we want is nothing more than equity"

MOTOR VEHICLE THEFT

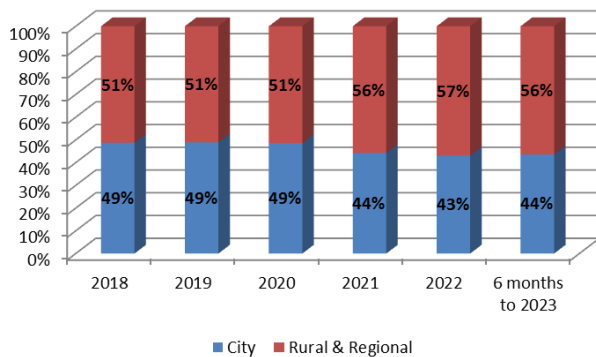
Motor Vehicle Theft - % of Rate of Incidents per 100,000



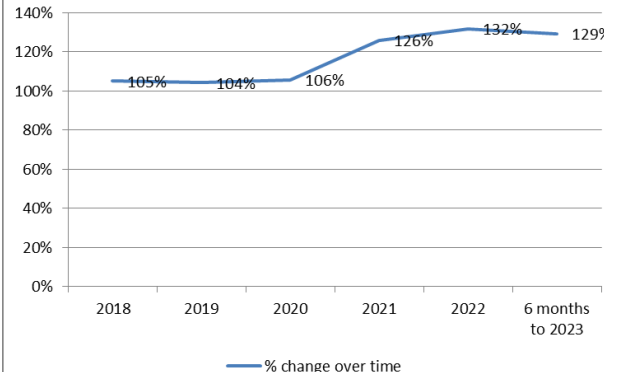
Motor Vehicle Theft - % difference between Rural & Regional and City



Motor Vehicle Theft - Incident Counts as a %



Motor Vehicle Theft - Incident Count - Rural & Regional as a % of City



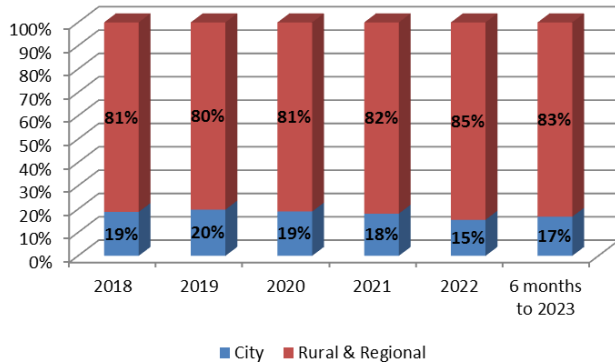
Motor Vehicle Theft - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	6383	6575	5703	4640	5302	3022
Rural and Regional	6707	6853	6026	5845	6990	3905
Total	13090	13428	11729	10485	12292	6927



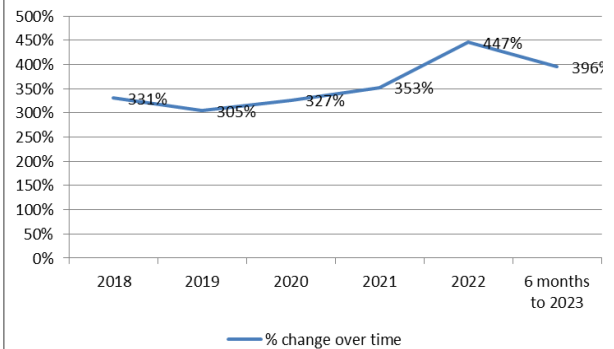
THE COUNTRY MAYORS ASSOCIATION OF NSW INC
"What we want is nothing more than equity"

STEAL FROM MOTOR VEHICLE

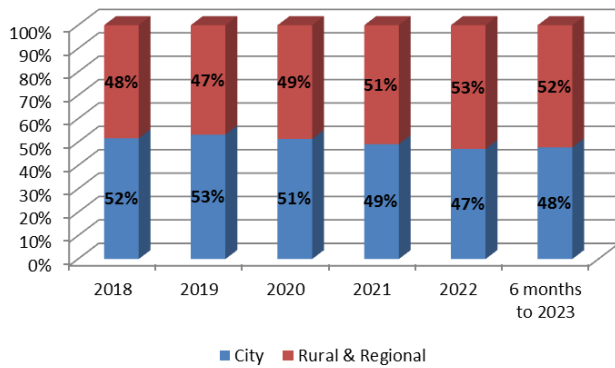
Steal from Motor Vehicle - % of Rate of Incidents per 100,000



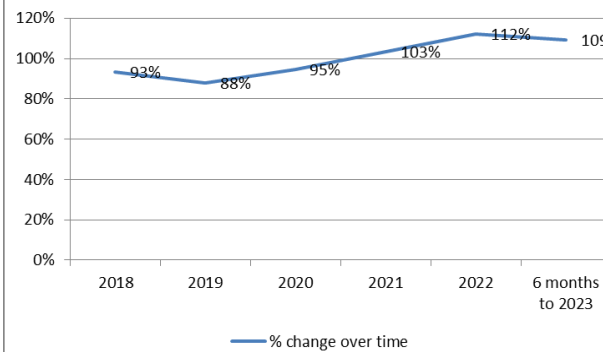
Steal from Motor Vehicle - % difference between Rural & Regional and City



Steal from Motor Vehicle - Incident Counts as a %



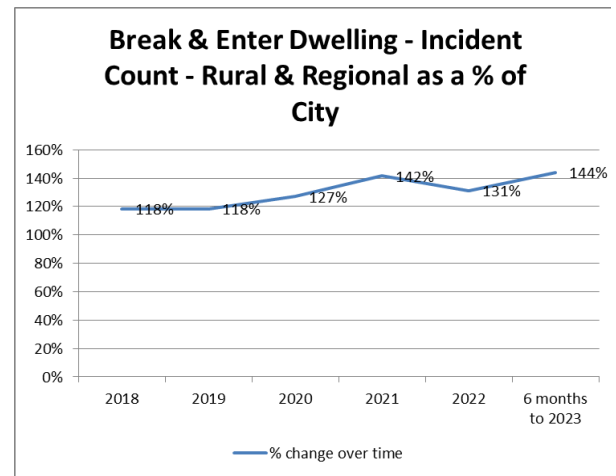
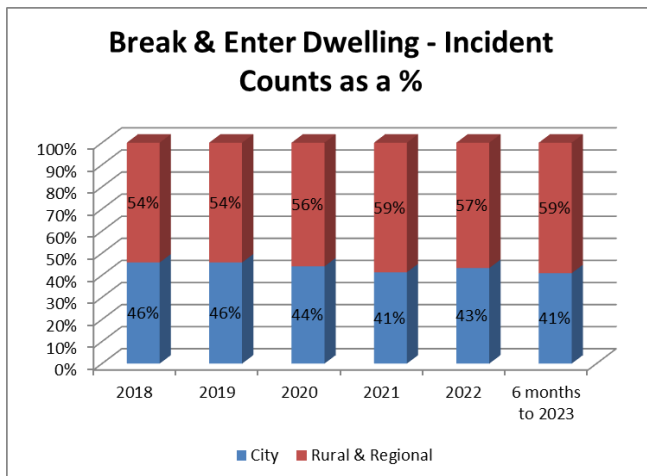
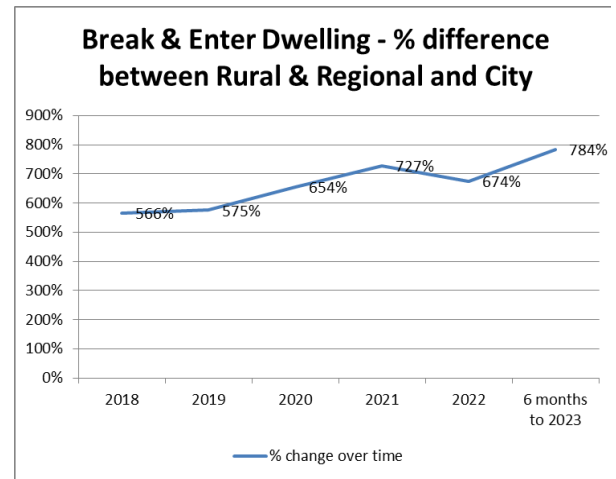
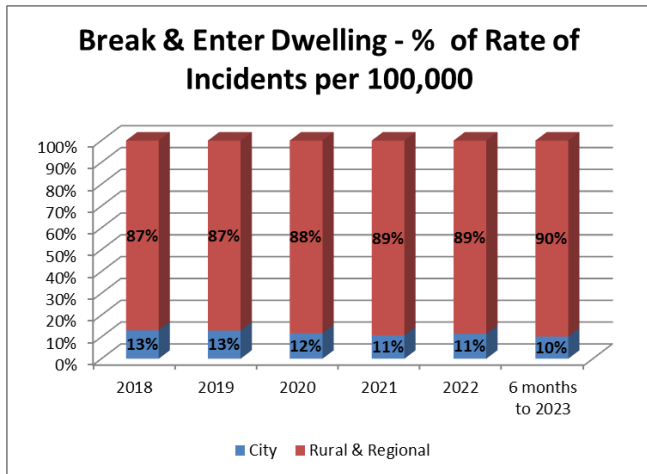
Steal from Motor Vehicle - Incident Count - Rural & Regional as a % of City



Steal from Motor Vehicle - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	19702	20330	14553	13634	12790	7040
Rural and Regional	18407	17856	13781	14090	14370	7699
Total	38109	38186	28334	27724	27160	14739



BREAK & ENTER DWELLING



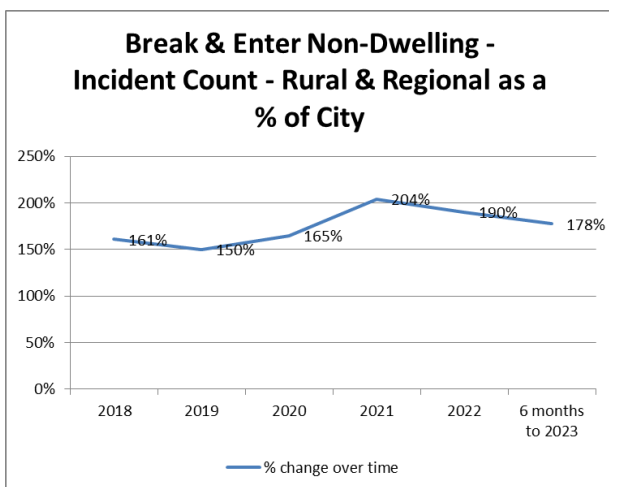
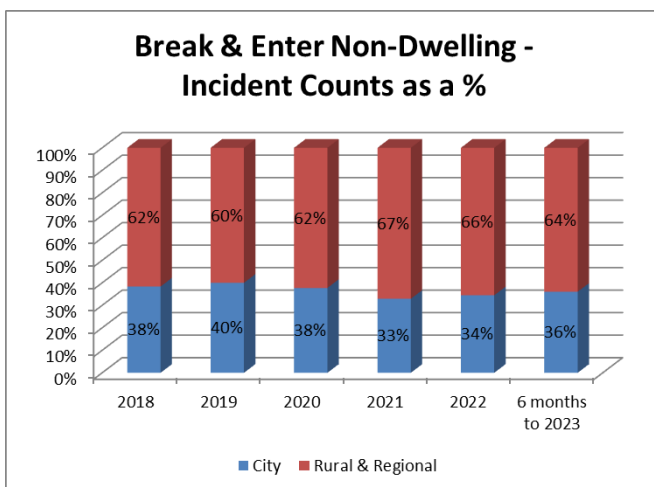
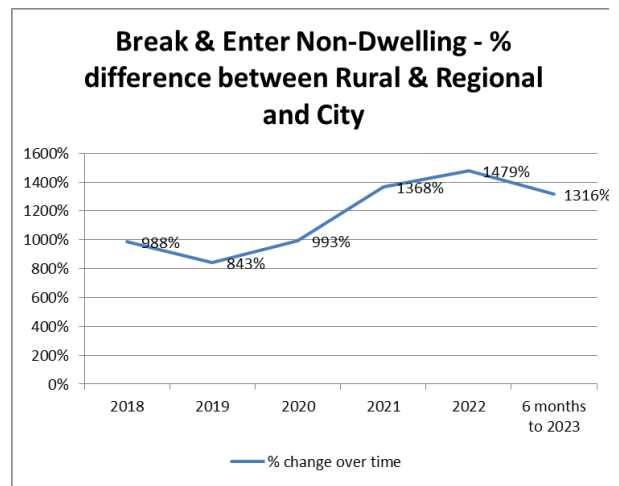
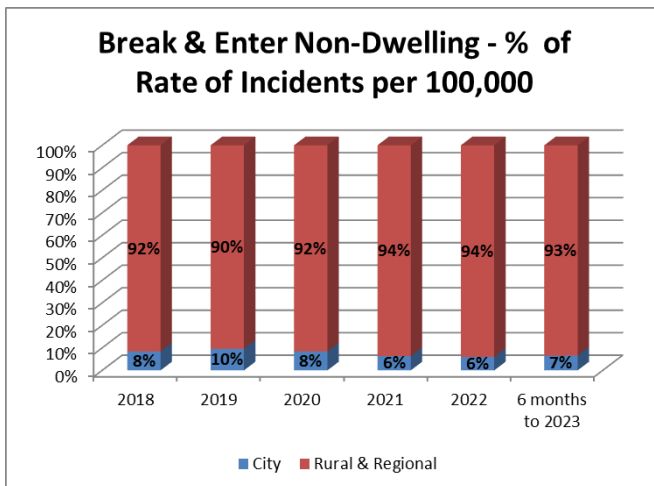
Break & Enter Dwelling - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	12151	11676	8669	7394	8112	3948
Rural and Regional	14398	13834	11027	10480	10645	5693
Total	26549	25510	19696	17874	18757	9641



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

BREAK & ENTER NON-DWELLING

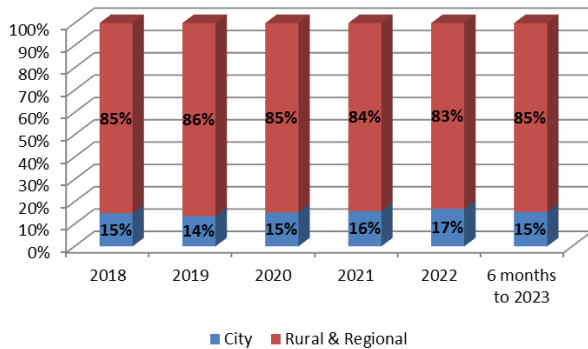


Break & Enter Non-Dwelling - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	3919	3966	2783	2353	2553	1522
Rural and Regional	6303	5950	4593	4801	4857	2702
Total	10222	9916	7376	7154	7410	4224

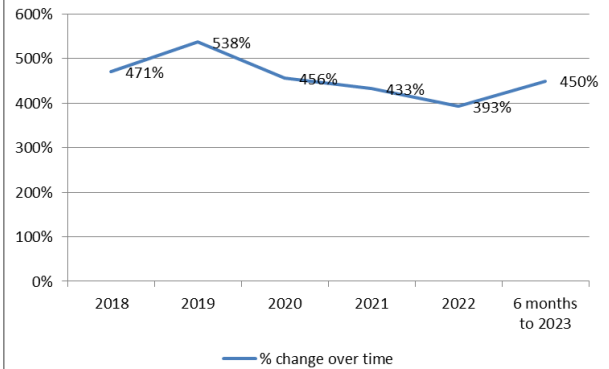


STEAL FROM DWELLING

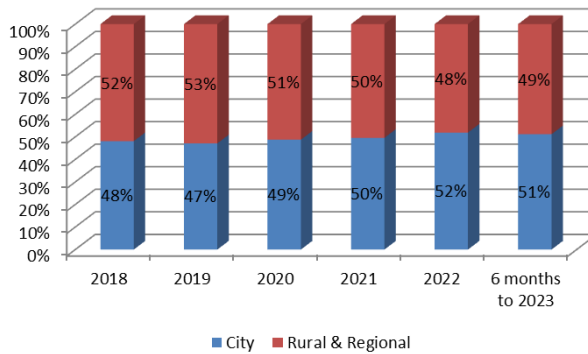
Steal from Dwelling - % of Rate of Incidents per 100,000



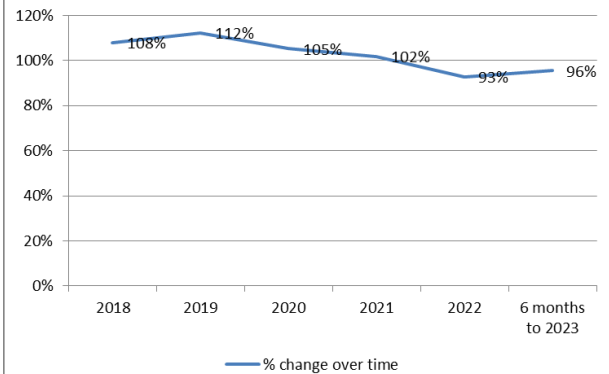
Steal from Dwelling - % difference between Rural & Regional and City



Steal from Dwelling - Incident Counts as a %



Steal from Dwelling - Incident Count - Rural & Regional as a % of City



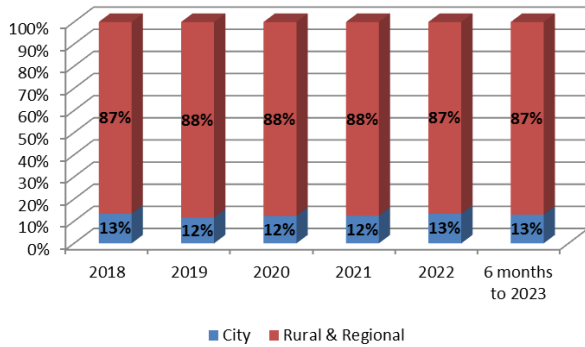
Steal from Dwelling - Incident Count

Location	2018	2019	2020	2021	2022	6 months to 2023
City	9249	8848	8184	8143	7869	3924
Rural and Regional	9984	9939	8612	8290	7294	3749
Total	19233	18787	16796	16433	15163	7673

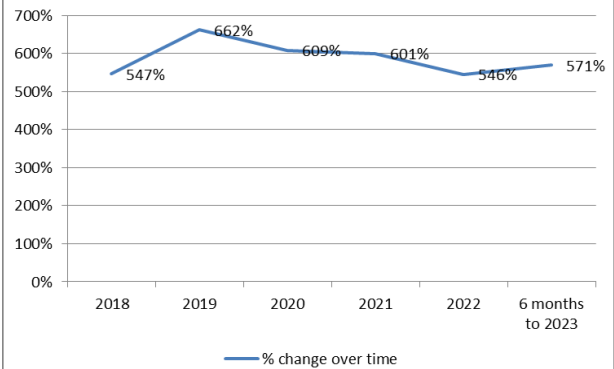


SEXUAL ASSAULT

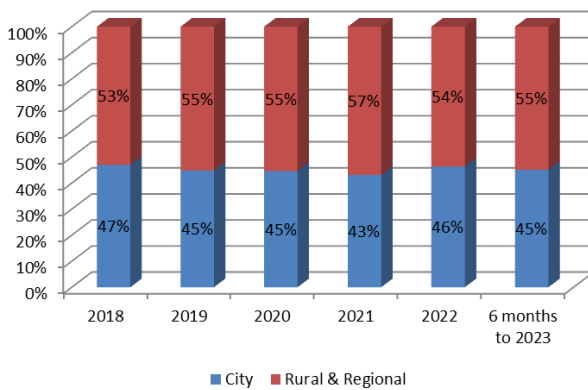
Sexual Assault - % of Rate of Incidents per 100,000



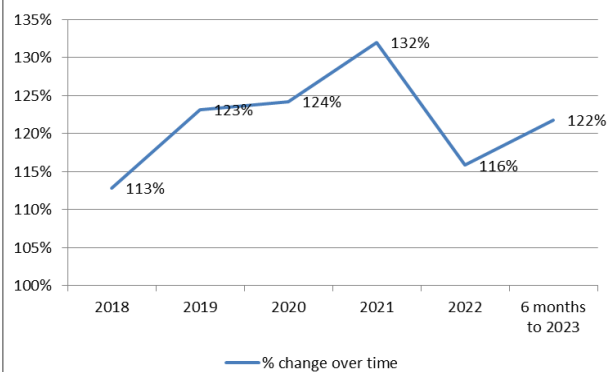
Sexual Assault - % difference between Rural & Regional and City



Sexual Assault - Incident Counts as a %



Sexual Assault - Incident Count - Rural & Regional as a % of City



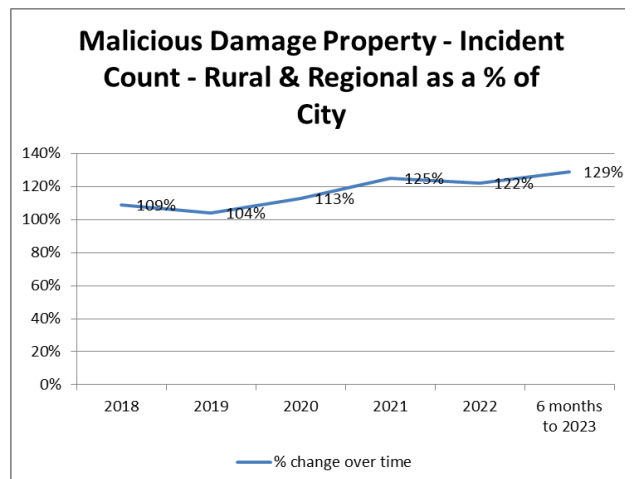
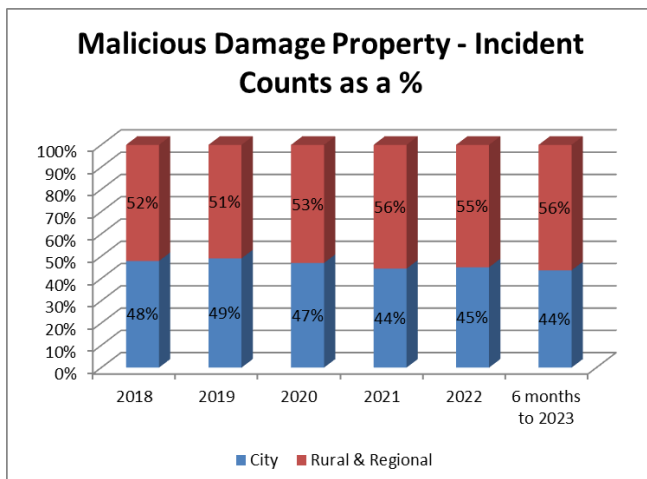
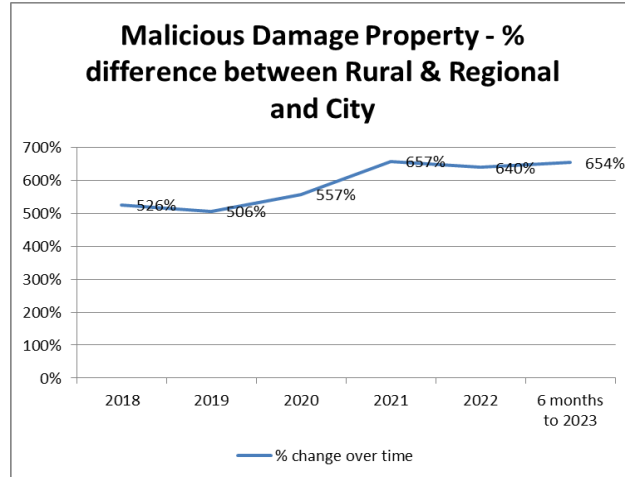
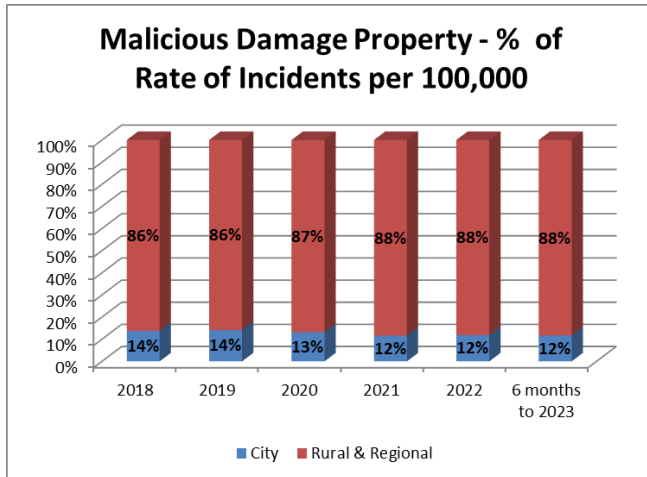
Sexual Assault - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	2754	2843	3127	3149	3396	1564
Rural and Regional	3108	3501	3884	4157	3935	1905
Total	5862	6344	7011	7306	7331	3469



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

MALICIOUS DAMAGE PROPERTY

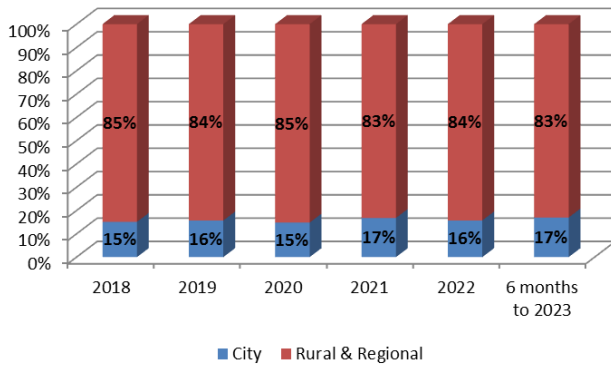


Malicious Damage Property - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	28004	28000	25028	21870	21809	10532
Rural and Regional	30487	29077	28235	27342	26610	13570
Total	58491	57077	53263	49212	48419	24102

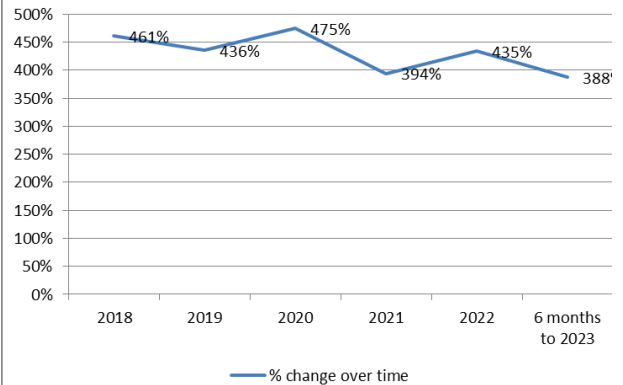


USE-POSSESS CANNABIS

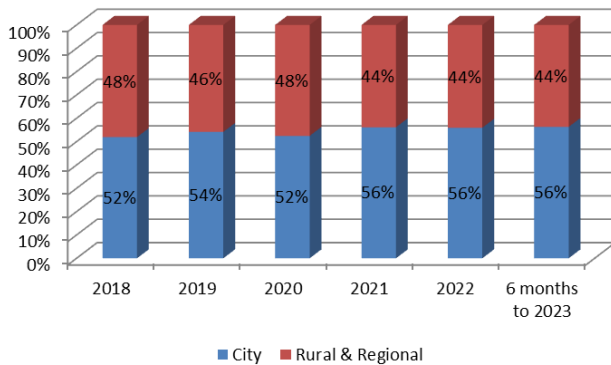
Use-Possess Cannabis - % of Rate of Incidents per 100,000



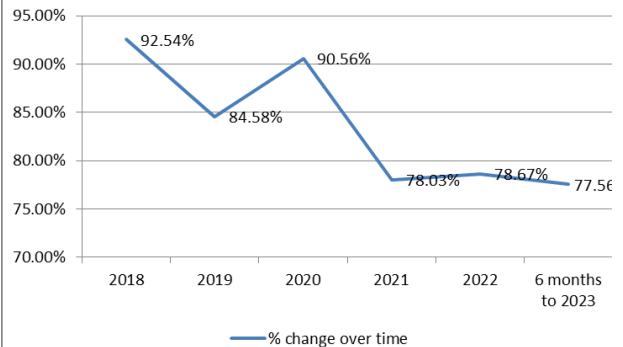
Use-Possess Cannabis - % difference between Rural & Regional and City



Use-Possess Cannabis - Incident Counts as %



Use-Possess Cannabis - Incident Count - Rural & Regional as a % of City

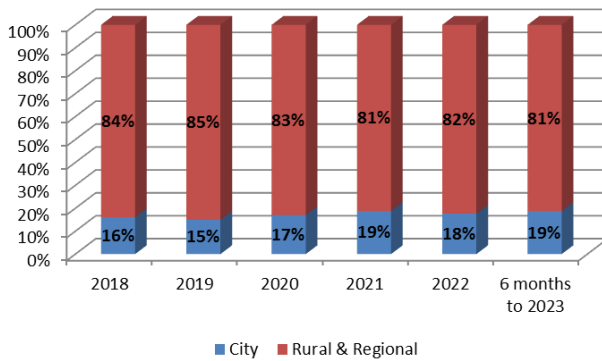


Use-Possess Cannabis - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	8901	9536	9509	9065	8717	4144
Rural and Regional	8237	8066	8611	7073	6858	3214
Total	17138	17602	18120	16138	15575	7358

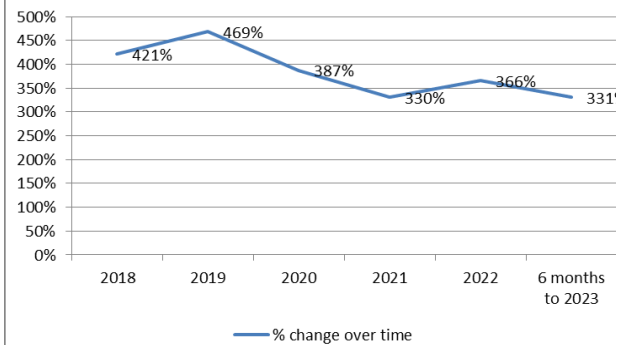


USE-POSSESS AMPHETAMINES

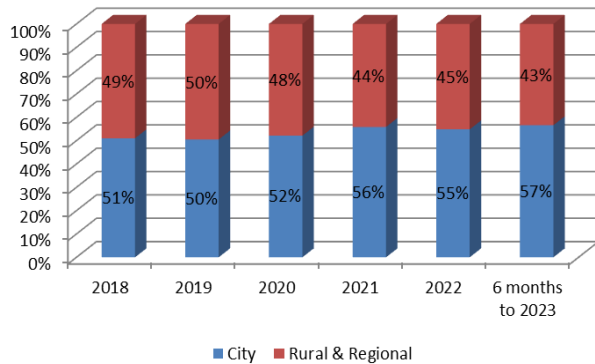
Use-Possess Amphetamines - % of Rate of Incidents per 100,000



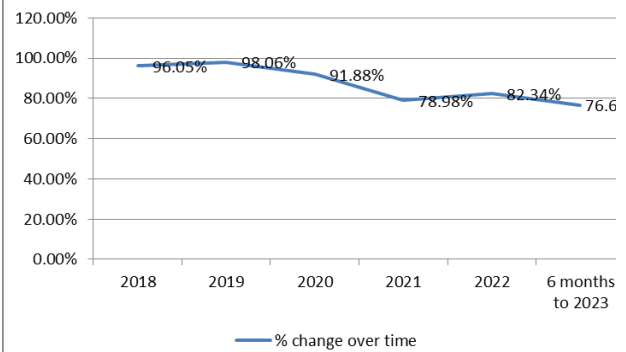
Use Possess Amphetamines - % difference between Rural & Regional and City



Use-Possess Amphetamines - Incident Counts as %



Use-Possess Amphetamines - Incident Count - Rural & Regional as a % of City



Use-Possess Amphetamines - Incident Count

Location	2018	2019	2020	2021	2022	6 months to 2023
City	3597	4015	4160	4100	3432	1774
Rural and Regional	3455	3937	3822	3238	2826	1360
Total	7052	7952	7982	7338	6258	3134

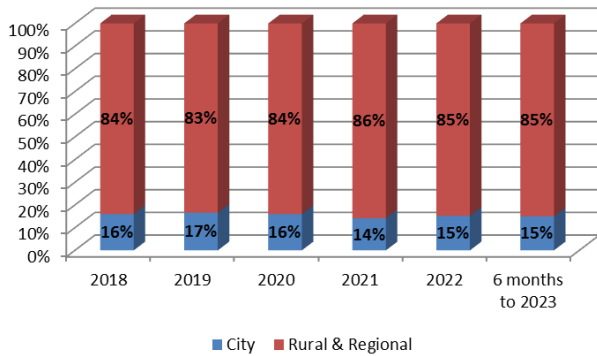


THE COUNTRY MAYORS ASSOCIATION OF NSW INC

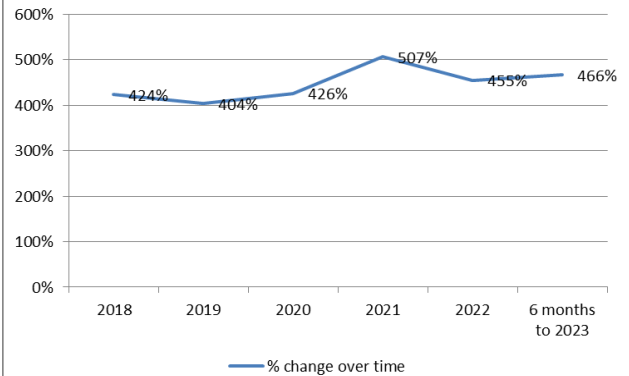
"What we want is nothing more than equity"

NON-DOMESTIC ASSAULT

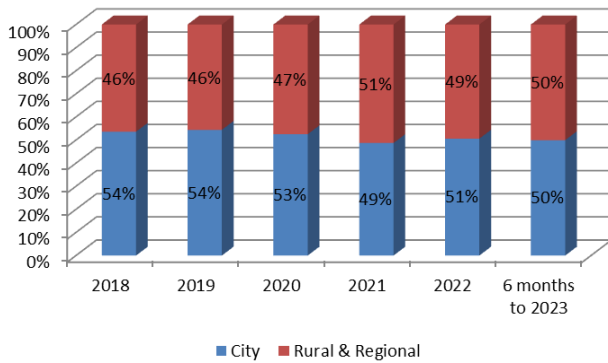
Non-Domestic Assault - % of Rate of Incidents per 100,000



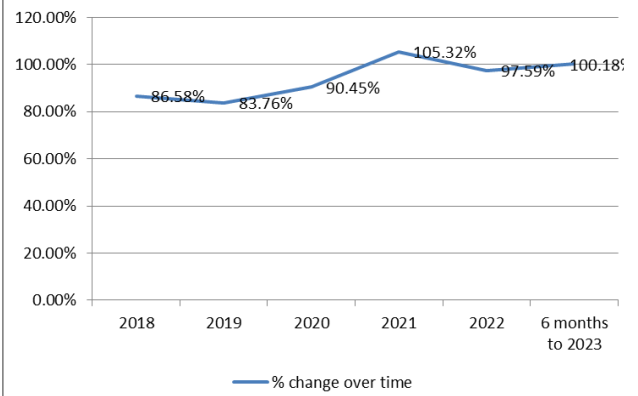
Non-Domestic Assault - % difference between Rural & Regional and City



Non-Domestic Assault - Incident Counts as %



Non-Domestic Assault - Incident Count - Rural & Regional as a % of City



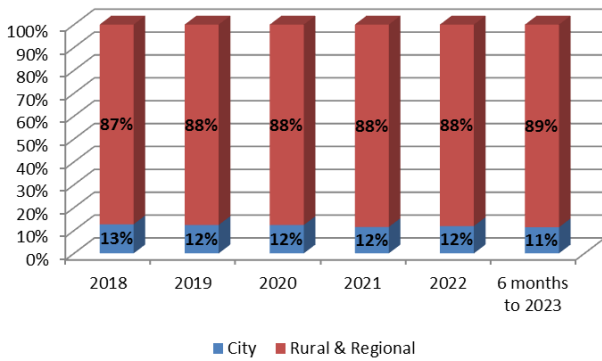
Non-Domestic Assault - Incident Count

Location	2018	2019	2020	2021	2022	6 months to 2023
City	16345	16879	14944	13389	15122	7868
Rural and Regional	14152	14138	13517	14101	14757	7882
Total	30497	31017	28461	27490	29879	15750

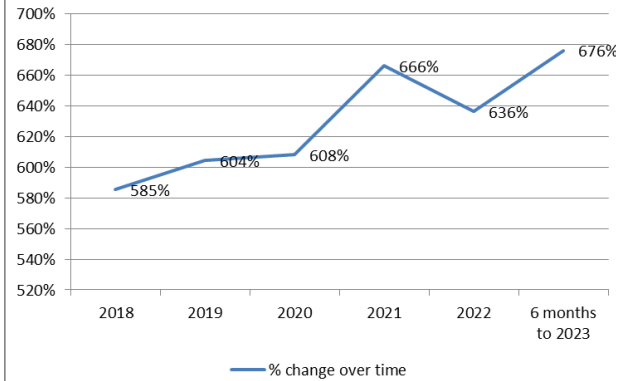


DOMESTIC ASSAULT

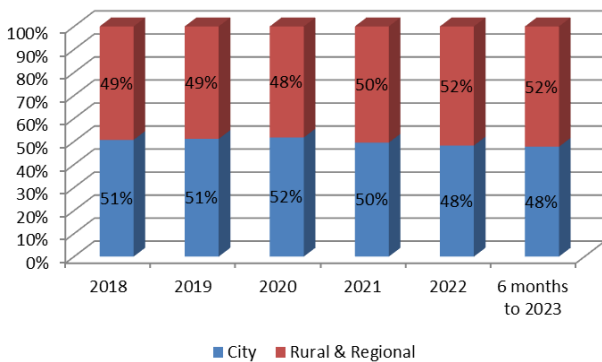
Domestic Assault - % of Rate of Incidents per 100,000



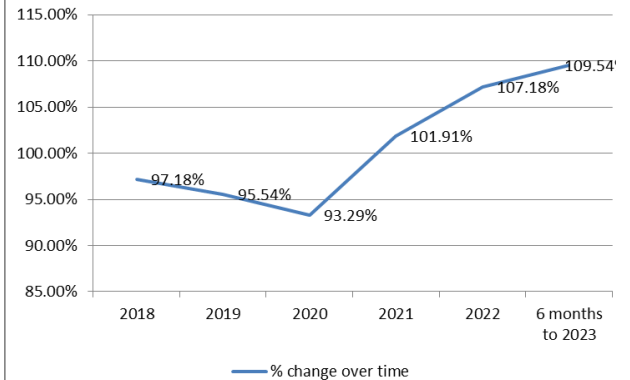
Domestic Assault - % difference between Rural & Regional and City



Domestic Assault - Incident Counts as %



Domestic Assault - Incident Count - Rural & Regional as a % of City



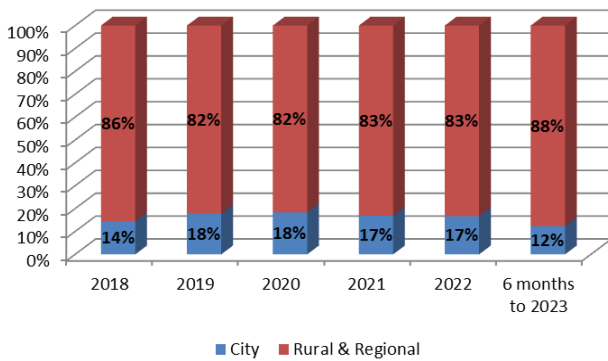
Domestic Assault - Incident Count

Location	2018	2019	2020	2021	2022	6 months to 2023
City	15069	16026	16689	15899	16265	8279
Rural and Regional	14644	15312	15570	16203	17433	9069
Total	29713	31338	32259	32102	33698	17348

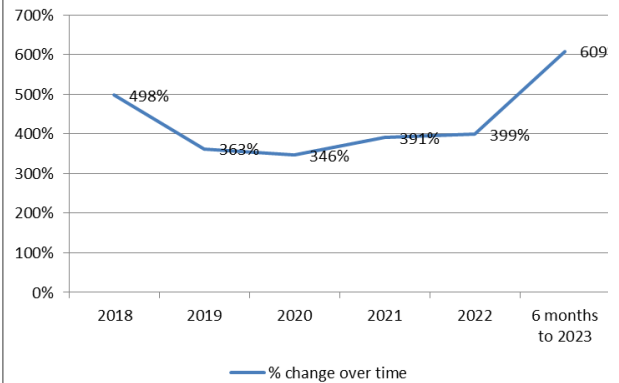


ASSAULT POLICE

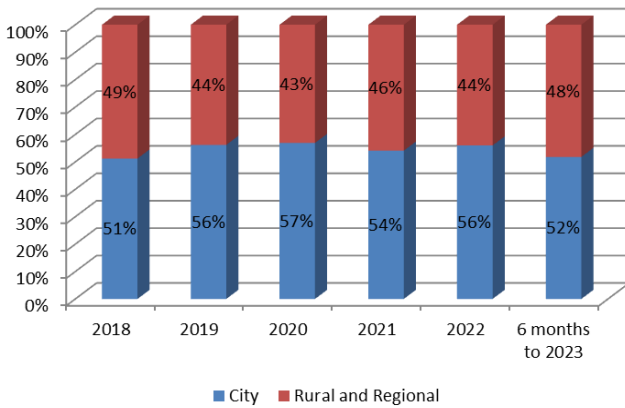
Assult Police - % of Rate of Incidents per 100,000



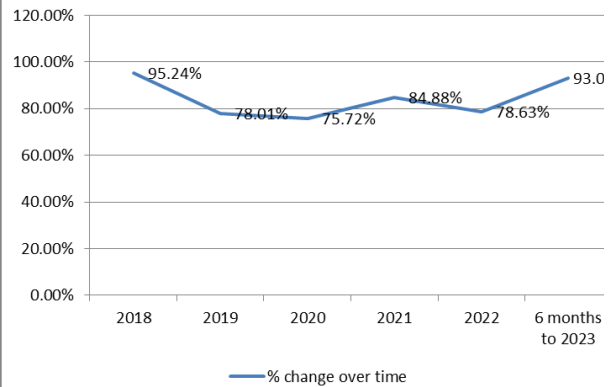
Assult Police - % difference between Rural & Regional and City



Assult Police - Incidents count as %



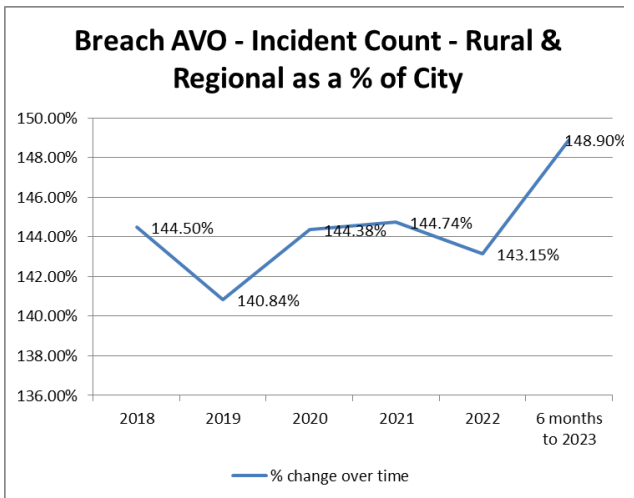
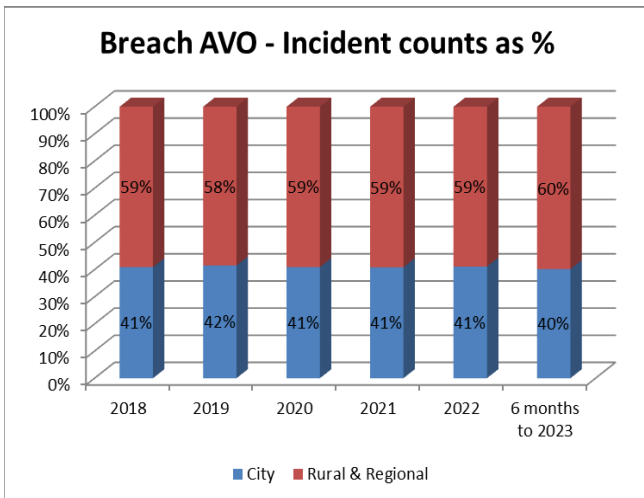
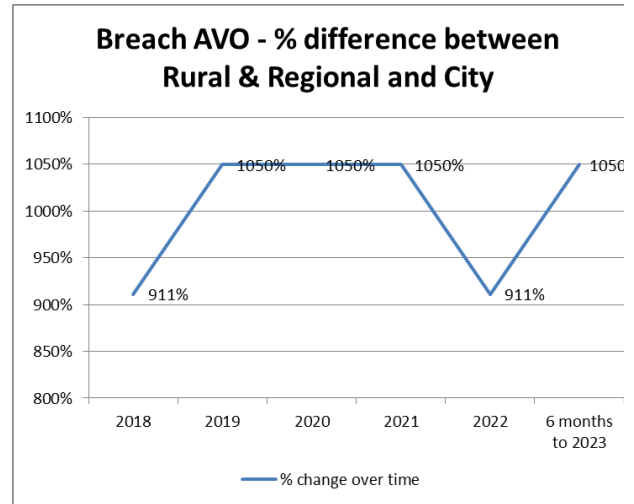
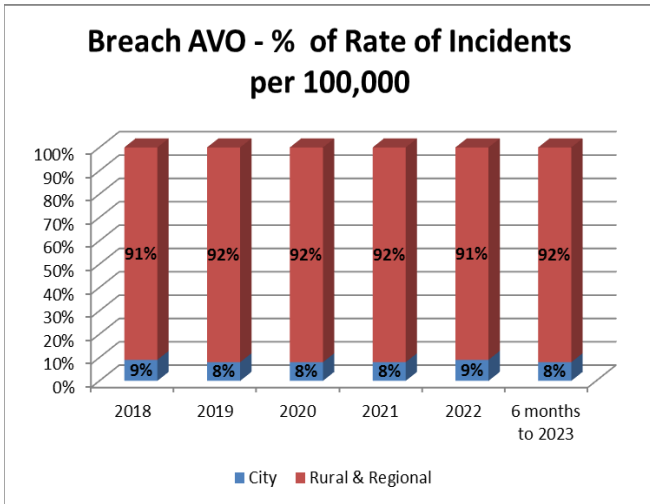
Assult Police - Incident Count - Rural & Regional as a % of City



Assult Police - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	1261	1396	1433	1402	1535	660
Rural and Regional	1201	1089	1085	1190	1207	614
Total	2462	2485	2518	2592	2742	1274



BREACH AVO



Breach AVO - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	6450	7277	8030	8489	9062	4677
Rural and Regional	9320	10249	11594	12287	12972	6964
Total	15770	17526	19624	20776	22034	11641



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

SUMMARY AND RECOMMENDATIONS

As Chairman of the NSW Country Mayors Association (CMA), I offer this report seeking support to effect positive change for Regional, Rural and Remote NSW communities.

CMA conducts an Annual Survey of our members to ensure that we advocate for change in areas that are most of need in our communities. The results from this year's survey can be found on the CMA website <https://nswcountrymayors.com.au/members-annual-survey/>. Crime Law and Order has for the first time now been identified in the top 10 issues impacting our communities.

This report is a comprehensive factual representation of policing numbers, funds spent, distribution of workforce and statistical data on crime categories over a six year period comparing Metropolitan to Regional, Rural and Remote Local Government areas in NSW. The source of data used for this report is a combination of, NSW Annual Police Reports and the NSW Bureau of Crime Statistics and Research (BOCSAR).

According to the NSW Annual Police Report, In 2021/22 year, there were 17,659 police officers which equates to a ratio of residents to police officer (1:467). For that same period of time Queensland had a ratio of (1:324), the South Australian ratio was (1:301), and Victoria's ratio was (1:313). These ratios highlight the increased workload of police officers in NSW when compared to other Eastern seaboard states of Australia.

The rates of crime in the majority of reportable categories in NSW are substantially higher in Regional, Rural and Remote Local Government areas, then the Metropolitan LGA's. We believe this is a strong lead indicator that there are inadequate policing resources to ensure equality of the reportable rates of crime in the Regional, Rural and Remote regions into the future. It is not unreasonable that the residents of Regional, Rural and Remote NSW communities should expect to have rates of reportable crime no greater than Metropolitan residents, to achieve that change is required.

The graphs in each reportable category show the incident counts and incident rates; as a percentage in the highest majority of these reportable areas both the incident rates and counts are higher than in the Metropolitan LGA's. These results are extremely alarming considering only an estimated one third of the population of NSW resides in Regional, Rural and Remote areas.

Recommendations:

- 1) That, the Country Mayors Association of NSW call on the all members of the NSW parliament to commit to bipartisan support to establish a Parliamentary Inquiry into and report on the rate of crime in all categories reported on by the Bureau of crime statistical and research (BOCSAR) in Regional, Rural and Remote New South Wales, specifically focussing on the inequity between Metro and Regional Local Government areas.
- 2) That, the Country Mayors Association of NSW calls on all members of the NSW parliament to commit to bipartisan support to increase spending on the NSW police force to increase front line policing numbers in Regional, Rural and Remote regions most at need.
- 3) That, the Country Mayors Association of NSW call on the NSW Government to commit to the minimum staffing agreements (known in the NSW Police Force as First Response Agreements) for non 24 hour police stations all of which are located in Regional, Rural and Remote Local Government areas.
- 4) That, the Country Mayors Association of NSW calls on the NSW Government to review the current formula used to assess staffing levels including the universally agreed outdated current model for those Local Government areas that do have a First Response Agreement in place.



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

Suggested - Terms of Reference For the Parliamentary Inquiry:

The Country Mayors Association of NSW expects, at the very minimum, that the Inquiry should include public hearings in Rural, Regional and Remote NSW and that the Terms of Reference for the Parliamentary Inquiry should include:

1. That the body undertaking the Parliamentary Inquiry inquire into and report on law enforcement outcomes and access police and police services in Rural, Regional and Remote NSW, and in particular:

(a) Equitable and proportionate policing numbers and service to people living in Rural, Regional and Remote NSW;

(b) A comparison of physical policing numbers and crime statistics for people living in LGAs in Rural, Regional and Remote NSW compared to those living in Metropolitan NSW LGAs;

(c) Access to policing services in Rural, Regional and Remote NSW including service availability, barriers to access and quality of services;

(d) People's experience, wait-times and quality of service in Rural, Regional and Remote NSW and how it compares to Metropolitan NSW;

(e) An analysis of the planning systems and projections that are used by NSW Police in determining the provision of law enforcement services that are to be made available to meet the needs of residents living in Rural, Regional and Remote NSW;

(f) An analysis of the capital and recurrent law enforcement expenditure in Rural, Regional and Remote NSW in comparison to population growth and relative to Metropolitan NSW;

(g) An examination of the staffing challenges and allocations that exist in Rural, Regional and Remote policing and the current strategies and initiatives that NSW Police is undertaking to address them;

(h) Re-offending rates and related impacts on NSW Police, including the ability to retain police officers;

(i) Doli incapax, its application and its effectiveness in actually managing re-offending rates;

(j) The accessibility and availability of support services for members of the NSW Police Service;

(k) An examination of the impact of attrition within the NSW Police Service impacting the ability of those police remaining to effectively and safely undertake their duties;

(l) Analyse police staffing levels in Regional, Rural and Remote Local Government areas and report on the process of committing to a First Response Agreement for non 24 hour police stations;

(m) Review of the methodology used to assess staffing levels for Regional, Rural and Remote Local Government areas that currently have First Response Agreements in place.

(n) Investigate the functions being performed by NSW police officers on behalf of other agencies such as prisoner transport, mental health assistance and all other support functions that impact on the availability of general duties police officers and their response times in Regional, Rural and Remote Local Government areas, and;

(o) Any other related matters.

RECOMMENDATIONS OF HEALTH AND BUILDING COMMITTEE MEETING HELD 17 OCTOBER 2023

1. BROKEN HILL CITY COUNCIL REPORT NO. 195/23 - DATED OCTOBER 05, 2023 - CORRESPONDENCE REPORT - BROKEN HILL ENVIRONMENTAL LEAD PROGRAM (D23/54602) 56

Recommendation

1. That Broken Hill City Council Report No. 195/23 dated October 5, 2023, be received.
 2. That correspondence dated 3 October 2023 from the Premier of NSW, the Hon Chris Minns MP providing an update on the Broken Hill Environmental Lead Response Group and funding of lead monitoring and remediation program be received and noted.
 3. That Council notes that acknowledgement correspondence was received from the Minister for Health and Minister for Regional Health who advised that the correspondence was referred to the Premier of NSW for a response.
 4. That correspondence dated 1 October 2023, from the NSW EPA regarding funding of lead monitoring and remediation program be received and noted.
2. BROKEN HILL CITY COUNCIL REPORT NO. 196/23 - DATED SEPTEMBER 22, 2023 - MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETING HELD 12 SEPTEMBER 2023 (D23/51709) 60

Recommendation

1. That Broken Hill City Council Report No. 196/23 dated September 22, 2023, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held 12 September 2023 be received.

Council has received reply correspondence dated 3 October 2023 from the Premier of NSW and correspondence dated 1 October 2023, from the NSW EPA providing an update on the Broken Hill Environmental Lead Response Group and funding of the lead monitoring and remediation program.

The correspondence is attached to this report.

Attachments

1. Correspondence - Funding for the Broken Hill Lead Program - The Hon Chris Minns
[↓](#)
2. Funding for the Broken Hill Lead Program - NSW EPA
[↓](#)

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

The Hon Chris Minns MP

Premier of New South Wales

03 OCT 2023

03 SEP 2023



Ref: A5832191
Your Ref: L23/1912 - 11/147

Tom Kennedy
Mayor
Broken Hill City Council
PO BOX 448
BROKEN HILL NSW 2880

Re: Broken Hill Environmental Lead Program

Dear Councillor Kennedy,

Thank you for your letter of 8 August 2023 regarding progress of the Broken Hill Environmental Lead Response Group and funding of lead monitoring and remediation programs.

In June my government approved funding for the critical work of the Broken Hill Environmental Lead Program for FY23/24 and 24/25. This provides blood lead screening, case management for impacted children, remediation of affected housing, dust monitoring, and health promotion campaigns.

Future measures deemed necessary by the Response Group to deliver long term solutions will be presented for consideration in future Budgets, in line with the long-term Whole of Government strategy to address the environmental lead issues in Broken Hill.

I am glad that the Council will be represented on the Response Group forum and look forward to receiving updates on the group's progress through the Premier's Department representative Deputy Secretary Shane Hamilton.

Sincerely,



Chris Minns MP
Premier of New South Wales

25/9/23

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6000
nsw.gov.au/premier



Your ref: L23/1913-11/147
Our ref: DW23/390

Cr Tom Kennedy
Mayor
Broken Hill City Council

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

Dear Mr Kennedy

Thank you for your letter dated 8 August 2023 regarding ongoing funding for Broken Hill lead prevention programs.

I am pleased to advise that the Government has recognised the importance of the work being undertaken in Broken Hill to protect the health of children from the impacts of lead. The Government has committed to fund the Broken Hill Environmental Lead Program for a further two years, while the whole-of-Government Broken Hill Environmental Lead Response Group is undertaking its work.

This funding will ensure:

- Continued blood lead screening for approximately 200 Aboriginal children each year through Maari Ma Health Aboriginal Corporation
- Better case management for approximately 300 impacted Aboriginal and non-Aboriginal children each year through Maari Ma and the Far West Local Health District
- Remediation of approximately 40 homes of impacted children each year (triaged according to need)
- Continued operation of a lead dust monitoring network in Broken Hill
- Continued promotion of lead safe practices within the community, largely focused through school incursions

The EPA also continues to participate in Council's Lead Reference Group, as well as working closely with the Premier's Department in preparation for the formation of the Broken Hill Environmental Lead Response Group. The EPA takes the health outcomes of people in Broken Hill extremely seriously.

Your staff can contact Ms Jill Gallagher, EPA Manager Priority Programs, to discuss this matter further on 0499 688 059 or at jillian.gallagher@epa.nsw.gov.au.

Yours sincerely



JACQUELEINE MOORE
A/Chief Executive Officer

1 October 2023

Phone 131 555
Phone 02 9995 5555
(from outside NSW)

TTY 133 677, then
ask for 131 155

Locked Bag 5022
PARRAMATTA
NSW 2124

6&8 Parramatta
Square 10 Darcy
Street
PARRAMATTA NSW
2150

info@epa.nsw.gov.au
www.epa.nsw.gov.au
ABN 43 692 285 758

HEALTH AND BUILDING COMMITTEE

September 22, 2023

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 196/23

SUBJECT: MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETING HELD 12 SEPTEMBER 2023 D23/51709

Recommendation

1. That Broken Hill City Council Report No. 196/23 dated September 22, 2023, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held 12 September 2023 be received.

Executive Summary:

Council has received minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held 12 September 2023 for endorsement by Council.

Report:

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee (both adopted March 2022), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Community Engagement:

Minutes provided to Section 355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee members.

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 within its legal framework

Relevant Legislation:

The Friends of the Flora and Fauna of the Barrier Ranges Community Committee operates under Council's Section 355 Asset Committee Constitution and the *Local Government Act 1993* (Section 355).

Financial Implications:

Nil

Attachments

1. [MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE - 12 September 2023](#)

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

**MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE
BARRIER RANGES COMMUNITY COMMITTEE S355 MEETING
12 SEPTEMBER 2023 AT 6PM – GROUND FLOOR MEETING ROOM,
COUNCIL ADMINISTRATIVE CENTRE, 240 BLENDE STREET** 12/51

1. Present:

Darrell Ford	Living Desert Ranger (BHCC)
Gaylene Ford	Community Representative
Karen Ford	Community Representative
Michael Ford	Community Representative
Jeff Crase	Community Representative
Ann Evers	Community Representative
Patrick Kreitner	Visitor Services Coordinator (BHCC)
Rodney Squire	Workplace Health & Safety Coordinator (BHCC)

2. Apologies:

Councillor Marion Browne	Council Delegate
David Spielvogel	Community Representative
Merran Coombe	Community Representative
Paul Reed	Community Representative
Sue Spangler	Community Representative
Geoffrey Hoare	Community Representative
Jill Spielvogel	Community Representative
Kellie Scott	Community Representative
Evan Scott	Community Representative
Jamie Scott	Community Representative
John Rogers	Community Representative
Jasmin Fryer	Living Desert Ranger (BHCC)
Nick King	Living Desert Ranger (BHCC)

3. Confirmation of Minutes from Previous Meeting: 8 August 2023

Confirmed By: Karen Ford

Seconded By: Gaylene Ford

4. Business arising from Previous Minutes:

Nil

5. Correspondence:

Nil

6. Update on Action List Items:

6.1 Cement Paths

No Update

6.2 Improve roadworks

No Update

8.3 Infrastructure Improvements

Update: All infrastructure improvement projects currently awaiting funding

- Boardwalk from information bay to shelter
- Viewing platforms at the scenic lookout
- Tables and chairs
- Concrete the picnic area allowing for easy wheelchair access
- Concrete two paths in Starview campsite to the star viewing seats
- Sculptures path to be replaced to improve wheelchair accessibility
- New ranger's office to be built before the pay bay
- Working office to be built in the sanctuary
- Aerial to be installed to improve internet access at the ranger's office
- Sculptures carpark to be sealed
- Bend to be removed from the Sculptures Road
- S-Bend to be straightened on the picnic area road
- Replacement of the large barbeque in the picnic area
- Upgrades to the Bilby and Yellow footed rock wallaby enclosure
- Paving paths on trail
- Wheelchair path - from the carpark to the information bay (picnic area carpark to flora site)

7. Reports:

7.1 Visitors

Average 200 -300 visitors per day and the Campsite is near full most nights. Very busy over the 'Broken Heel Festival' Weekend.

8. General Business:

8.1 Work Experience

A year 10 work experience student has been with the Living Desert Team for 2 weeks.

8.2 Wheelchair access

Works to for wheelchair access for the Flora site have fallen through. Looking towards paving the entrance or seeking other grants.

8.3 Myer Myers

The Myer Myers (Aboriginal Huts) have been recovered.

8.4 Working Bee

Working bee will be held on 21 October 2023 for paving and woodchipping. Meet at the Rangers Hut at 9am.

9. Next Meeting:

6pm on Tuesday, 10 October 2023, Council Chambers, 240 Blende Street

10. Meeting Closed:

6.17pm

1. Action List

ACTION	WHO
1. Identification Cards – Continuing	Customer Relations
2. Cement paths – Awaiting funding	Darrell Ford
3. Improve Roadworks – Awaiting Funding	Darrell Ford
4. Infrastructure Improvements – All Infrastructure improvement projects currently awaiting funding	Darrell Ford

RECOMMENDATIONS OF POLICY AND GENERAL COMMITTEE MEETING HELD 18 OCTOBER 2023

1. BROKEN HILL CITY COUNCIL REPORT NO. 197/23 - DATED OCTOBER 05, 2023 - CORRESPONDENCE REPORT - LOCAL GOVERNMENT REMUNERATION TRIBUNAL REVIEW FOR 2024 ANNUAL DETERMINATION (D23/54534) 69

Recommendation

1. That Broken Hill City Council Report No. 197/23 dated October 5, 2023, be received.
2. That a Councillor Briefing be held in November for Councillors to determine whether a Council submission be forwarded to the Local Government Remuneration Tribunal.
3. That should Councillors determine that a submission be sent, this submission be formulated and presented to the November Council Meeting for Council’s endorsement and submission to the Local Government Remuneration Tribunal by 21 December 2023.

2. BROKEN HILL CITY COUNCIL REPORT NO. 198/23 - DATED OCTOBER 06, 2023 - DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS RETURNS (D23/46221) 120

Recommendation

1. That Broken Hill City Council Report No. 198/23 dated October 6, 2023, be received.
2. That Council notes the submission of the required Disclosure Returns by Councillors and Designated Persons of Council and that the Disclosure Returns be tabled by Council.
3. That public access to Council’s Register of Returns of Disclosures by Councillors and Designated Persons be in accordance with the provisions of the *Local Government Act 1993, Government Information (Public Access) Act 2009* and *Government Information*

(Public Access) Regulation 2018 and the Disclosure Returns be published on Council’s website accordingly.

- 3. BROKEN HILL CITY COUNCIL REPORT NO. 199/23 - DATED OCTOBER 05, 2023 - ADOPTION OF REVIEWED INTELLECTUAL PROPERTY POLICY (D23/54538) 123

Recommendation

- 1. That Broken Hill City Council Report No. 199/23 dated October 5, 2023, be received.
- 2. That Council adopts the reviewed Intellectual Property Policy as a Policy of Council.
- 3. That Council notes that, once adopted, the reviewed Intellectual Property Policy will supersede the 2015 Intellectual Property Policy.

- 4. BROKEN HILL CITY COUNCIL REPORT NO. 200/23 - DATED OCTOBER 05, 2023 - ADOPTION OF REVISED DRAFT WORKPLACE HEALTH AND SAFETY POLICY (D23/54609) 131

Recommendation

- 1. That Broken Hill City Council Report No. 200/23 dated October 5, 2023, be received.
- 2. That Council adopts the draft revised Workplace Health and Safety Policy as a Policy of Council.
- 3. That Council notes that, once adopted, the draft revised Workplace Health and Safety Policy will supersede the 2016 Workplace Health and Safety Policy.

- 5. BROKEN HILL CITY COUNCIL REPORT NO. 201/23 - DATED OCTOBER 03, 2023 - DRAFT MANDATORY NOTIFICATION OF DATA BREACH POLICY (D23/53577) 137

Recommendation

- 1. That Broken Hill City Council Report No. 201/23 dated October 3, 2023, be received.
- 2. That Council endorses the draft Mandatory Notification of Data Breach Policy for the purpose of public exhibition.

3. That Council publicly exhibits the draft Mandatory Notification of Data Breach Policy and accepts submissions from the public for a period of 28 days.
 4. That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the draft Mandatory Notification of Data Breach Policy.
6. BROKEN HILL CITY COUNCIL REPORT NO. 202/23 - DATED SEPTEMBER 18, 2023 - SECTION 355 ANNUAL AND FINANCIAL REPORTS 2022/2023 (D23/50741) 147

Recommendation

1. That Broken Hill City Council Report No. 202/23 dated September 18, 2023, be received.
 2. That the 2022/2023 Norm Fox Sporting Complex Community Committee Annual and Financial Reports be received and noted
 3. That the 2022/2023 Broken Hill Heritage Committee Annual Report be received and noted
7. BROKEN HILL CITY COUNCIL REPORT NO. 203/23 - DATED SEPTEMBER 29, 2023 - NOMINATION FOR THE APPOINTMENT AND RESIGNATION OF COMMUNITY REPRESENTATIVE TO SECTION 355 COMMUNITY COMMITTEE (D23/53157) 164

Recommendation

1. That Broken Hill City Council Report No. 203/23 dated September 29, 2023, be received.
2. That Council appoint Ms Brooke Mallison and Mr Dale Sanderson as community representatives on the E.T. Lamb Memorial Oval Community Committee.
3. That Ms Brooke Mallison and Mr Dale Sanderson be advised of their appointment and advice also be sent to the Councillor Delegate/Chairperson of the Committee.
4. That Council endorses and acknowledges in writing the resignation of Mr Ken Kennedy from the E.T. Lamb Memorial Oval Community Committee and thanks Mr Ken Kennedy for his contribution to the management of the E.T. Lamb Memorial Oval .

8. BROKEN HILL CITY COUNCIL REPORT NO. 204/23 - DATED OCTOBER 06, 2023
- INVESTMENT REPORT FOR SEPTEMBER 2023 (D23/54951)..... 173

Recommendation

- 1. That Broken Hill City Council Report No. 204/23 dated October 6, 2023, be received.

POLICY AND GENERAL COMMITTEE

October 5, 2023

ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 197/23**

SUBJECT: **CORRESPONDENCE REPORT - LOCAL GOVERNMENT
REMUNERATION TRIBUNAL REVIEW FOR 2024 ANNUAL
DETERMINATION** **D23/54534**

Recommendation

1. That Broken Hill City Council Report No. 197/23 dated October 5, 2023, be received.
2. That a Councillor Briefing be held in November for Councillors to determine whether a Council submission be forwarded to the Local Government Remuneration Tribunal.
3. That should Councillors determine that a submission be sent, this submission be formulated and presented to the November Council Meeting for Council's endorsement and submission to the Local Government Remuneration Tribunal by 21 December 2023.

Executive Summary:

Council has received correspondence dated 3 October 2023 from the Local Government Remuneration Tribunal seeking submissions from NSW Councils into the review for the 2024 annual determination.

Report:

Correspondence has been received from the Local Government Remuneration Tribunal advising that they have commenced the 2024 review of the annual determination.

Pursuant to Section 241 of the *Local Government Act 1993*, the Local Government Remuneration Tribunal is required to make an annual determination on the fees payable to Mayors and Councillors.

The Tribunal is also required to undertake make a determination on categories, the criteria applicable to each category and the allocation of councils into these categories at least once every three years. This determination was made by the Tribunal in 2023 and the next review and determination will occur in 2026.

Sections 239 and 241 of the *Local Government Act 1993* state:

“239 Categorisation of councils and mayoral offices

- (1) *The Remuneration Tribunal must, at least once every 3 years –*
 - (a) *determine categories for councils and mayoral offices, and*
 - (b) *place each council and mayor office into one of the categories it has determined.*

- (2) *The determination of categories by the Remuneration Tribunal is for the purpose of enabling the Remuneration Tribunal to determine the maximum and minimum amounts of fees to be paid to mayors and councillors in each of the categories so determined.”*

“241 Determination of fees

The Remuneration Tribunal must, not later than 1 May each year, determine, in each of the categories determined under section 239, the maximum and minimum amounts of fees to be paid during the following year to councillors (other than mayors) and mayors.”

As part of the Local Government Remuneration Tribunal’s annual review, the Tribunal will meet with Local Government NSW to receive a sector wide view for local government in NSW.

The Local Government Remuneration Tribunal is seeking submissions from Councils into its annual review. Submissions are required to be endorsed at a Council Meeting and lodged by 21 December 2023.

This report recommends that a Councillor Briefing be held to discuss whether Councillors wish to make a submission, and if so, to formulate the submission to be presented to the November Council Meeting for endorsement by Council.

Attachments

1. [↓](#) Correspondence from the Local Government Remuneration Tribunal
2. [↓](#) Copy of the 2023 Annual Determination Report

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER



Local Government Remuneration Tribunal

Ref: A7503044

To Mayors/General Managers

via email to Councils

Dear Mayors/General Managers,

I write to advise that the Local Government Remuneration Tribunal has commenced its review for the 2024 annual determination.

As outlined in section 241 of the Local Government Act 1993 (LG Act), the Tribunal is required to make an annual determination, on the fees payable to Councillors and Mayors. The determination is to take effect from 1 July 2024.

The minimum and maximum fee levels for each category will be assessed by the Tribunal as part of the 2024 review process.

Submissions

The Tribunal invites submissions from individual councils as part of this review. **It is expected that submissions are endorsed by their respective council.**

Any submission that Council may wish to make should be received no later than 21 December 2023 and should be emailed to remunerationtribunals@psc.nsw.gov.au attention Joanne Nava.

2023 Annual Determination

In 2023 the Tribunal undertook a review of the categories and the allocation of councils into each of these categories as required under the LG Act. The Tribunal is only required to determine categories at least once every three years and will next consider the model, the criteria applicable to each category and the allocation of councils in detail in the 2026 review.

A copy of the Tribunal's 2023 Annual Determination can be found [here](#).

Please note that any material provided to the Tribunal may be made available under the Government Information (Public Access) Act 2009.

As part of the annual review the Tribunal will seek to meet with Local Government NSW, as it does each year, to receive a sector wide view for local government in NSW.

If you require any further information, please email or joanne.nava@psc.nsw.gov.au telephone on 02 8226 0250.

Yours sincerely



Viv May PSM
Local Government Remuneration Tribunal
3 October 2023

**Local Government
Remuneration Tribunal**

Annual Determination

Report and determination under sections
239 and 241 of the Local Government Act
1993

27 April 2023



Contents

Executive Summary	3
Categories	3
Fees	4
Section 1 – Introduction	5
Section 2 – 2022 Determination	6
Section 3 – 2023 Review	7
2023 Process	7
Categories	8
Submissions Received – Categorisation	12
Request for New Categories	12
Requests for Recategorisation	17
Section 4 – 2023 Fees	21
Time for Fresh Thinking	24
Conclusion	27
Section 5 – Determinations	29
Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2023	29
Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2023	33
Appendices	36
Appendix 1 Criteria that apply to categories	36

Executive Summary

The *Local Government Act 1993* (the LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years.

In accordance with the LG Act the Tribunal undertook a review of the categories and allocation of councils into each category as part of this review.

Accordingly, the revised categories of general purposes councils are determined as follows:

Metropolitan	Non-Metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Major	Regional Strategic Area
Metropolitan Large	Regional Centre
Metropolitan Medium	Regional Rural
Metropolitan Small	Rural Large
	Rural

Fees

The Tribunal determined a 3 per cent per annum increase in the minimum and maximum fees applicable to each category.

For the new categories, the Tribunal has determined fees having regard to the relevant factors and relativities of remuneration ranges for existing categories.

Twenty six (26) councils are recategorised into a higher existing category or placed in a new category.

Section 1 – Introduction

1. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a significant review of the categories and the allocation of councils into each of those categories in 2020.
2. Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.
3. Section 242A(1) of the LG Act requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.
4. The Tribunal can also determine that a council can be placed in another existing or new category with a higher range of fees without breaching the Government's Wages Policy as per section 242A (3) of the LG Act.
5. Natural disasters have a significant impact on the way mayors in particular work. There is an increase on time demands from the community, and media during these events as well as an increase in workloads. Whilst it is worth noting these issues, it is not within the Tribunal's authority to determine additional remuneration in recognition of the increasing demands on a mayor's time for these events.
6. The Tribunal's determination takes effect from 1 July each year.

Section 2 – 2022 Determination

7. In 2022, the Tribunal received eight (8) submissions, which included five (5) requests for recategorisation. Three of these requests sought the creation of new categories.
8. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate but noted that some councils may have a case for recategorisation at the next major review of categories in 2023.
9. The Tribunal determined that fees would increase 2 per cent in the minimum and maximum fees applicable to each category from 1 July 2022.

Section 3 – 2023 Review

2023 Process

10. The Tribunal's annual review commenced in October when it wrote to all councils inviting submissions regarding fees, categorisation and any other general matters. The invitation noted that it is expected that submissions are endorsed by the respective council.
11. The Tribunal also wrote to the President of Local Government NSW (LGNSW) inviting a submission.
12. The Tribunal received 18 written submissions, of which 15 were from individual councils, 1 submission from LGNSW, 1 from Australian National University academic, Associate Professor Tanya Jakimow, and 1 from the United Services Union (USU).
13. The Tribunal notes that 12 of the 15 council submissions were endorsed by the representative councils.
14. The Tribunal acknowledges and thanks all parties for their submissions.
15. Noting its comments in its reports of 2021 and 2022, the Tribunal met Central NSW Joint Organisation member representatives in Orange, and Far South West Joint Organisation member representatives in Broken Hill. The Tribunal also gave an overview of its work to a meeting of the Country Mayors' Association in Newcastle. While in Broken Hill the Tribunal met with LGNSW representatives.
16. The Tribunal and Assessors met as required to discuss submissions, review category criteria and allocation of councils

Categories

17. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every three years. The Tribunal last reviewed the categories in 2020.
18. In determining categories, the Tribunal is required to have regard to the following matters that are prescribed in Section 240 of the LG Act:
- *the size of areas;*
 - *the physical terrain of areas;*
 - *the population of areas and the distribution of the population;*
 - *the nature and volume of business dealt with by each council;*
 - *the nature and extent of the development of areas;*
 - *the diversity of communities served;*
 - *the regional, national and international significance of the council;*
 - *such matters as the Remuneration Tribunal considers relevant to the provision of efficient and effective local government; and*
 - *such other matters as may be prescribed by the regulations.*
19. The 2020 Determination established the following categories:

Metropolitan	Non-Metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Large	Regional Strategic Area
Metropolitan Medium	Regional Centre

Metropolitan Small Regional Rural

Rural

20. For its 2023 review, the Tribunal undertook an extensive examination of the categories, criteria and allocation of councils into each of the categories.
21. The Tribunal examined statistical and demographical data, with population data sourced from Australian Bureau of Statistics (ABS) 2021 Census (the latest available data).
22. Having regard to section 239 of the LG Act, information examined and provided through submissions, the Tribunal has determined the categories of general purpose councils as follows:

Metropolitan	Non-Metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Major	Regional Strategic Area
Metropolitan Large	Regional Centre
Metropolitan Medium	Regional Rural
Metropolitan Small	Rural Large
	Rural

23. In reviewing the current model, the Tribunal sought to improve consistency of criteria.
24. In examining the criteria for each of the categories, the Tribunal is of the view that non-resident population criteria should also be included for consistency in the following categories:

- Major Strategic Area
- Regional Strategic Area
- Regional Centre
- Regional Rural

25. Three (3) councils will be reclassified as a result of meeting criteria thresholds into an existing category.
26. The Tribunal has determined the creation of two (2) new categories, being Metropolitan Major and Rural Large.
27. In determining the 2 new categories the Tribunal gave significant consideration to section 239 of the LG Act, statistical data, the existing categories and relativities between each category.
28. It was determined that the existing Rural category did not differentiate between large and small rural councils, in population, size, and terrain. Evidence demonstrated that a number of Rural councils are large in geographic area, requiring great distances to be covered. The Tribunal also examined a range of data that it believes goes to the delivery of efficient and effective local government.
29. Hence a new category Rural Large is created. The determination is amended to reflect the new category and criteria that includes a population greater than ten thousand, and a councillor to resident ratio of 1 to 1200. The Tribunal notes there are a number of Rural councils on the cusp of this new category.
30. The revised category also shows more clearly the differences for large rural and remote councils. It is becoming apparent these councils require

different considerations regarding the role Mayors and Councillors in servicing the community across such large distances.

31. Evidence reviewed established the need to differentiate between some Large Metropolitan councils. Comparison data reviewed included population, operating revenue, and submission evidence relevant to section 239 of the LG Act. This examination further exposed the gap between Metropolitan Large and Major CBD categories, thus resulting in the Tribunal establishing a new category to bridge the gap.
32. The determination is amended to reflect a new category, Metropolitan Major, with a population criteria threshold of 400,000 (including non-resident).
33. Accordingly, the Tribunal has identified a number of councils that will be recategorised into these new categories.
34. Given the relativities in population threshold criteria, the Tribunal is of the view that the population criteria for Regional Strategic Area be adjusted from 200,00 down to 100,000.
35. As a result, three (3) councils will be reclassified as Regional Strategic.
36. Whilst the Tribunal did explore additional criteria points that may go to efficient and effective local government, within the bounds of statutory provisions no further changes to the criteria could be determined in this review.
37. The category County Councils remain unchanged, retaining the categories of Water and Other.

38. **Appendix 1 Criteria that apply to categories** has been amended to reflect changes outlined above.

Submissions Received – Categorisation

39. Nine (9) submissions received from councils requested recategorisation and five (5) of these requested the creation of new categories.
40. A summary of matters raised in submissions and the Tribunal's consideration of those matters is outlined below

Request for New Categories

41. Requests were received for the creation of new categories namely, Metropolitan Large Growth Area, Metropolitan Major, Metropolitan Medium Growth and Regional Growth.
42. Blacktown City Council again requested the creation of a new category, Metropolitan Large - Growth Area. Council stated its current categorisation in Metropolitan Large "*does not reflect the complexities of servicing their rapid rate of growth and economic influence*".
43. Blacktown City Council contends that a new category would allow a criteria to be set that reflects:
- Size
 - Rate of growth
 - Economic influence
 - Operational budget

- Complexities of remaining financially sustainable whilst maintaining services and providing new infrastructure

44. Penrith Council reiterated previous submissions, again requesting the creation of a new category, Metropolitan Large Growth Centre. Council argues they are unique compared to other similar sized councils, providing significant regional services to Greater Western Sydney.
45. Penrith Council contends its claim for creation and inclusion in a new category is enhanced through their leading role in the region demonstrating the exponential growth that will occur in the Penrith Local Government area. Council submits they are playing a leading role in several significant city-shaping projects and initiatives such as:
- Western Sydney Airport
 - Western Sydney Priority Growth Area
 - Penrith Health and Education Precinct
 - The Greater Sydney Commission District planning process
 - National Growth Areas Alliance
 - Sydney Science Park
 - Defence Industries Precinct and
 - South Creek Corridor
46. While the Tribunal understands that areas of Western Sydney are developing rapidly, not least with the new airport and associated infrastructure it is not persuaded to create a new category, Metropolitan Large - Growth Area/Centre. These councils are experiencing growth and will in the future have populations of residents and non-residents that meet the thresholds for recategorisation. It is not within the Tribunal's legislative

remit to anticipate growth. However as dealt with earlier in this determination, the Tribunal acknowledges the need for a new Metropolitan category to reflect increasing population and bridge gap between current categories, Metropolitan Large and Major CBD.

47. Canterbury Bankstown Council proposed the creation of a new category, Metropolitan Major, that would sit in between current category of Metropolitan Large and Major CBD.
48. Council based its argument for a new category on the following grounds:
 - Categories need to have consistent criteria
 - A new category of Metropolitan Major would capture increased population and workloads post amalgamation process
 - New criteria should be based on population size and councillor to resident ratio
 - Councils size, with a current population of 372,322 across five wards
 - Population and distribution of population
 - Councils' area and physical terrain
 - Diversity of communities served
 - Nature and volume of business dealt with by Council
49. Council proposed a new criteria could include population threshold and councillor to resident ratio, with thresholds being 350,000 and 1 to 24,000.
50. The Tribunal considered the suggested criteria of a councillor to resident ratio for all categories. Whilst the Tribunal has included this criteria for

Rural Large category, it has not included it for all categories. It may warrant further consideration for other categories in future reviews.

51. The Tribunal is persuaded to include a new category, Metropolitan Major, with a population criteria threshold of 400,000 in the determination.
52. Camden Council's submission requests the creation of a growth category for Metropolitan Medium councils. They argue the proposed new category would allow criteria to be established to better reflect their growth rate, economic influence and complexities involved in servicing growth.
53. Council proposes the new category be called Metropolitan Medium – Growth Area. Council submits that its inclusion into this new category is based on the following:
 - Population growth
 - Development corridors
 - Growing assets and major infrastructure
 - Major services and institutions
54. The Tribunal has already determined a new metropolitan category, taking into account population and relatives in population between existing categories. It is not persuaded to include another new metropolitan category.
55. Maitland City Council requested the creation of a new category, Regional Growth Area to bridge the gap between Regional Centre and Regional Strategic.
56. Council based its argument for a new category on the following grounds:

- Maitland is the fastest growing regional city in NSW
- significant role in accommodation growth
- Council being an emerging health centre, with the \$470 million investment in the new Maitland Hospital
- Significant role in delivery of state goals, including Greater Newcastle Metropolitan Plan 2036 and a state partner in infrastructure delivery including roads and facilities

57. Council also contends the current categorisation model for non-metropolitan is inadequate. It argues that the application of the population criteria is flawed as increments initially rise by 20,000 before leaping up by 160,000.

58. The current population criteria thresholds for non-metropolitan councils are outlined in the table below:

Category	Population Criteria
Rural	<20,000
Regional Rural	>20,000
Regional Centre	>40,000
Regional Strategic Area	>200,000
Major Strategic Area	>300,000

59. The Tribunal has considered the issues raised in Council's submission but is not persuaded for reasons noted earlier for anticipation of growth versus actual population, to create a new category, Regional Growth Area.

60. The Tribunal acknowledges the point made in Council's submission regarding incremental increases for non-metropolitan categories population criteria.
61. As outlined earlier the Tribunal has determined to change the population criteria for Regional Strategic from 200,000 to 100,000. This will result in Maitland Council being reclassified.

Requests for Recategorisation

62. The Tribunal received four (4) requests for recategorisation. Liverpool, Byron, Tweed and Burwood Councils put forward individual cases for recategorisation for the Tribunal's consideration.
63. A summary of council's requests and the Tribunal's findings are outlined in the paragraphs below.
64. Liverpool Council requested to be reclassified from their current classification of Metro Large to Major CBD category. Liverpool Council's case to be included in Major CBD category is based on the following grounds:
- Population forecast to grow by 59.23% in the next 20 years from 242,817 to 386,646
 - A GDP estimated at \$13.03 billion, with 91,000 jobs in the LGA
 - Significant development in the LGA that includes new council offices and chambers, new city library, childcare facility, and the \$106 million Liverpool Quarter development consisting of retail, commercial, food and beverage spaces

- Liverpool being an integral part of Western Sydney Deal to deliver transformative change
- Liverpool being home to several significant infrastructure projects, including Western Sydney Airport, Western Sydney Infrastructure plan, Holsworthy Barracks and Liverpool Hospital upgrades
- Diversity of population

65. The Tribunal notes that the current criteria for Major CBD remains unchanged. It includes being a major provider of business and government services, and secondary CBD to metropolitan Sydney.
66. Having regard to section 239 of the LG Act, the criteria, the submission put forward, and for reasons outlined earlier in regard to anticipated growth versus actual growth, the Tribunal is not persuaded to include Liverpool Council in Major CBD category.
67. Byron Shire Council requested to be reclassified from their current category of Regional Rural into Regional Centre.
68. Council noted, based on ABS 2021 census data, with a population of 36,077, it is on the cusp of reaching the population threshold of 40,000 residents.
69. Council believes they meet several other additional criteria that supports their case for reclassification. Council's request is based on the following grounds:
- Non-resident population of 4,817 travel from surrounding locations to work in the LGA

- A population growth increase of 7.2% over the last 5 years, which is above the state increase of 5.3%
- Proximity to Gold Coast and Ballina/Byron airports
- Byron being home to internationally renowned Hinterland region
- Byron being home to a large number of festivals and events

70. As outlined earlier in this determination, the criteria for Regional Centre has been amended to include non-resident population as a criteria point.

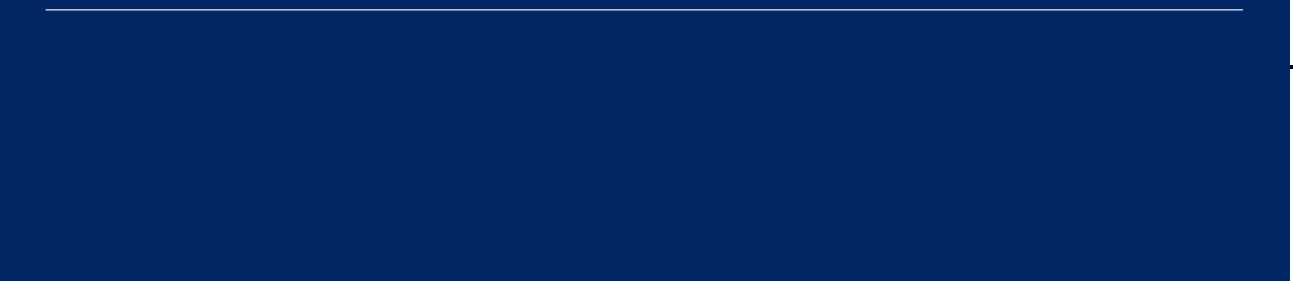
71. This result is Byron Shire Council will be reclassified to Regional Centre.

72. Tweed Shire Council once again requested reclassification from Regional Centre to Regional Strategic Area on the following grounds:

- Proximity to Sydney via Gold Coast airport
- Proximity to Brisbane and Gold Coast
- Tweed being a major city centre and population centre for Northern Rivers Joint Organisation
- Tweed being the largest employer and strongest growth area in the Northern Rivers
- The construction of new state of the art Tweed Valley Hospital due to open in late 2023

73. Tweed Shire Council will be reclassified as a result of changes to Regional Strategic Area criteria outlined earlier in this determination.

74. Burwood Council requested to be reclassified from their current classification of Metropolitan Small to Metropolitan Medium. Council acknowledged that they do not currently meet the population criteria to be



placed into the requested category. The criteria as outlined in the 2022 Determination, Appendix 1 of the criteria that apply to categories states

“Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.”

75. If Burwood Council’s non-resident working population was included, the total population would be 53,435 well short of exceeding the population threshold for Metropolitan Medium.
76. Further examination demonstrates that Burwood council does not meet the broader criteria for Metropolitan Medium. Accordingly, Burwood Council will remain in current classification of Metropolitan Small.
77. The matters raised generally in submissions of Berrigan, Cowra, Inner West, Kur-ring-gai, Singleton and Temora Councils are outside of the scope of the Tribunal statutory functions, but in the view of the Tribunal are worthy of further consideration. These matters relate to the current remuneration principles and structures that apply to mayors and councillors in NSW and the potential impacts of these constraints. These are discussed further below.

Section 4 – 2023 Fees

78. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required by section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or varying awards or orders relating to the conditions of employment of public sector employees.
79. Pursuant to section 146C (1) (a) of the IR Act, the current government policy on wages is expressed in the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014 (IR Regulation). The IR Regulation provides that public sector wages cannot increase by more than 3 per cent per annum and the tribunal therefore has the discretion to determine an increase of up to 3 per cent per annum.
80. Four (4) submissions received addressed the issue of the fees quantum increase. These submissions sought an increase of 2.5% or greater.
81. The LGNSW submission requested that the Tribunal increase fees by the maximum 3 per cent, but further argued that the maximum increase is *“inadequate and does not address the historic undervaluation of work performed by elected representatives and the substantial responsibility associated with local government.”*
82. LGNSW used economic and wage data to support their argument, that included:
- Consumer Price Index (CPI)
 - National and State Wage cases
 - Market comparability

83. LGNSW in their meeting with The Tribunal and Assessors, further emphasised that remuneration for Councillors and Mayors has been reduced in real terms due to impacts of inflation and capping of remuneration increases.
84. The Tribunal received a late submission from the USU, advocating for the maximum increase to be applied. The USU argued that all work carried out in local government needed to be fairly remunerated and reflect the rise in cost of living.
85. Whilst only five of the eighteen submissions received addressed the issue of quantum increase of fees, more than half of the submissions provided commentary on a range of remuneration issues.
86. Submissions suggested that the current remuneration structure is inadequate and requires further review. It has been suggested that the current remuneration structure does not adequately reflect:
- Role, responsibilities, and commitment required to perform functions successfully
 - Workloads
 - Complexity of role
 - Commitment and skills required
 - Fairness
87. Furthermore, it has been suggested that the low level of remuneration is a barrier to encouraging participation and diversity of candidates that reflects communities.

88. Associate Professor Jakimow of the Australian National University provided a detailed submission outlining the negative impacts of inadequate remuneration. The substance of the submission is that current remuneration levels do not adequately reflect the hours and complexity of work. Furthermore, low remuneration is a barrier to participation and diversity.
89. Associate Professor Jakimow argues that:
- “inadequate pay has significant negative consequences: low quality local democracy, an unacceptable burden on councillors and their families, and poor councillor diversity.”*
90. A number of submissions provided comparison data to demonstrate that the current remuneration principles and structure are not reflective of time, skills and competencies required to effectively perform the roles of councillor and mayor.
91. Comparisons were made to State and Federal parliamentary members, councillors and mayors in the Queensland and Victorian local government jurisdictions, average remuneration of a chairperson of a board, not for profit organisations and national minimum wage. The basis of the argument is that NSW mayor and councillors are paid below these organisations.
92. One submission noted that legislative change would be required to change remuneration model.
93. The Tribunal acknowledges issues raised in submissions regarding remuneration principles, structure and potential impacts. Many of these issues are worth serious consideration, they are however not currently

within the Tribunal's remit. The Tribunal concludes these matters should be given further investigation and consideration.

94. The Tribunal has considered key economic indicators, including the Consumer Price Index and Wage Price Index, and has determined that the full 3 per cent increase will apply to the minimum and maximum fees applicable to existing categories.
95. As an initial determination, the ranges for new categories are not subject to the wages policy. Future increases in those categories, as is the case for existing categories, will be subject to wages policy in accordance with section 242A(4) of the LG Act.
96. The minimum and maximum fees for the new categories have been determined having regard to the relativities of existing categories

Time for Fresh Thinking

97. Submissions made to the 2023 review and the Tribunal's own conclusions from evidence it has examined, suggest that there are significant issues underlying the concerns raised about mayor and councillor remuneration. It is apparent to the Tribunal that those issues which include a lack of diversity in representation, changing nature of work required to be undertaken and changed community expectations cannot be easily resolved under the existing framework. In the Tribunal's view, there would be merit in a comprehensive review of the framework for mayor and councillor remuneration.
98. The criteria under which the Tribunal makes these determinations has

been in existence since 1994 and at that time NSW had 177 Councils. Much has changed over the past 30 years, but the criteria has not.

99. As noted earlier in this determination the Tribunal and Assessors met with two Joint Organisation member representatives. While much of what was discussed has been dealt with in this determination it is worthy for the record to restate the view of LGNSW of the *“need for major reform”*.
100. Key themes and issues raised during discussions by mayors, councillors and general managers with the Tribunal and Assessors include:
- Changes to ways of working including expectations of increased use of social media and online platforms (“always on” expectations from constituents)
 - Impacts of future development
 - Impact of changes to legislation and regulation on workload
 - Serving constituents in regional centres, country areas regional areas, rural and remote areas
 - Remuneration principles
 - Natural Disasters including floods, fires, mice, locusts and tragedies generally
 - Confusion in roles and responsibilities – need for compulsory and consistent training of candidates prior to election and induction of those elected

- Popularly elected mayors and two-year mayoral terms and the role of the Deputy Mayor when a mayor is absent, as distinct from temporarily unavailable
- Questioning whether the guidelines by the Office of Local Government for the payment of expenses and the provision of facilities for mayors and councillors that were issued in 2009 are still fit for purpose. There appears to be significant variation in the interpretation of the guidelines and subsequent council policies
- The optional payment of superannuation being used for political purposes
- Paid parental leave for councillors
- Is remuneration holding back quality candidates or are behavioural issues – both in and out of meeting environment
- Parity in the payment differential in existing categories between councillors and mayors
- A possible alignment in categories of councillor to resident and ratepayer ratios and rateable property ratios
- Clarity in the payment of fees for chairpersons and voting members of Joint Organisations for additional workloads

101. Diversity was a strong theme heard by the Tribunal, both diversity of communities served and diversity of representation. We heard that

younger people, women, Aboriginal and Torres Strait Islander people and members of culturally and linguistically diverse communities among others, are underrepresented in many councils.

102. The Tribunal acknowledges that it is not within its authority to address many of the issues that were raised in submissions.

103. The Tribunal is not suggesting a fundamental review of the role of councillors and notes that people enter local government representation from a sense of civic service rather than for remuneration.

Conclusion

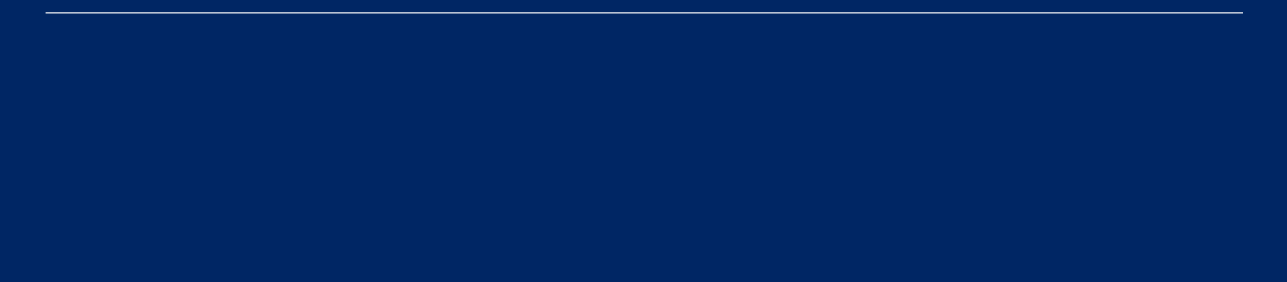
104. The Tribunal is of the view that a broader consideration is required of the matters raised in this determination. If the Minister decided to refer these matters under section 238 (2) of the LG Act the Tribunal would be willing to assist noting that it would require considerable consultation with the sector and access to suitable resources from Government.

105. The Tribunal's determinations have been made with the assistance of the Assessors Ms Kylie Yates, Gail Connolly PSM (in her role as Acting Deputy Secretary) and Mr Brett Whitworth.

106. It is the requirement of the Tribunal that in the future all submissions have council endorsement.

107. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.

108. Determination 2 outlines the maximum and minimum fees paid to



councillors and mayors and members and chairpersons of county councils
as per section 241 of the LG Act.

109. The Tribunal acknowledges and thanks the secretariat for their excellent
research and support in completing the 2023 determination.



Viv May PSM

Local Government Remuneration Tribunal

Dated 27 April 2023

Section 5 – Determinations

Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2023

General Purpose Councils – Metropolitan

Principal CBD (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland
- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (1)

- Central Coast

Regional Centre (23)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella
- Hawkesbury

Regional Strategic Area(4)

- Lake Macquarie
- Maitland
- Shoalhaven
- Tweed

- Lismore
- Mid-Coast
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

Regional Rural (12)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Kempsey
- Kiama
- Lithgow
- Mid-Western
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (18)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Federation
- Greater Hume
- Gunnedah
- Hilltops
- Inverell
- Leeton
- Moree Plains
- Murray River
- Muswellbrook
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (38)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling
- Cobar
- Coolamon
- Coonamble
- Dungog
- Edward River
- Forbes
- Gilgandra

- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee
- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (6)

- Castlereagh-Macquarie
- Central Murray
- Hawkesbury River
- New England Tablelands
- Upper Hunter
- Upper Macquarie

Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2023

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2023 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2023

Category	Minimum	Maximum
Principal CBD	29,610	43,440
Major CBD	19,760	36,590
Metropolitan Major	19,760	34,590
Metropolitan Large	19,760	32,590
Metropolitan Medium	14,810	27,650
Metropolitan Small	9,850	21,730

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2023

Category	Minimum	Maximum
Principal CBD	181,210	238,450
Major CBD	41,960	118,210
Metropolitan Major	41,960	106,960
Metropolitan Large	41,960	94,950
Metropolitan Medium	31,470	73,440
Metropolitan Small	20,980	47,390

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2023

Category	Minimum	Maximum
Major Regional City	19,760	34,330
Major Strategic Area	19,760	34,330
Regional Strategic Area	19,760	32,590
Regional Centre	14,810	26,070
Regional Rural	9,850	21,730
Rural Large	9,850	17,680
Rural	9,850	13,030

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2023

Category	Minimum	Maximum
Major Regional City	41,960	106,960
Major Strategic Area	41,960	106,960
Regional Strategic Area	41,960	94,950
Regional Centre	30,820	64,390
Regional Rural	20,980	47,420
Rural Large	15,735	37,925
Rural	10,490	28,430

County Councils

Councillor/Member Annual Fee (\$) effective 1 July 2023

Category	Minimum	Maximum
Water	1,960	10,870
Other	1,960	6,490

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2023

Category	Minimum	Maximum
Water	4,200	17,850
Other	4,200	11,860

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2))



Viv May PSM

Local Government Remuneration Tribunal

Dated 27 April 2023

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW

- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

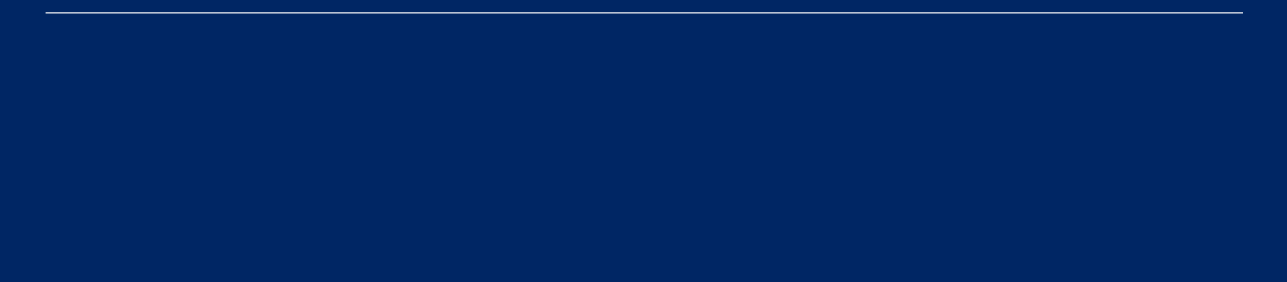
Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.



Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest;

- a person (other than a member of the senior staff of the Council) who is a member of a Committee of the Council identified by the Council as a Committee whose members are designated persons because the functions of the Committee involve the exercise of the Council's functions under this or any other Act (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.

As per the *Local Government (General) Regulations 2021*, Designated Persons must complete the necessary Disclosure of Interest Return which declares their interest in:

- Real property
- Gifts
- Contributions to travel
- Interests and positions in corporations
- Positions in trade unions and professional or business associations
- Dispositions of real property
- Sources of income
- Debts
- Discretionary disclosures

Accordingly, completed Disclosure Returns have been received by the General Manager from all Councillors and Designated Persons required to submit a return for the period to June 30, 2023.

It should be noted that the mandatory proactive release provisions of the *Government Information (Public Access) Act 2009* (GIPA Act) and the *Government Information (Public Access) Regulation 2018* (GIPA Regulation) applies to the disclosure of information contained in returns disclosing the interests of Councillors and designated persons as open access information. The combined effect of the GIPA Act and GIPA Regulation is that the information in the returns needs to be disclosed on the website of each local Council, unless to do so would impose unreasonable costs on the Council, or if there is an overriding public interest against disclosing the information.

A Councillor or Designated Person can apply for specific information to be redacted from the published copy of their Disclosure Return, but only if there is a sufficient reason that relates to a specific clause in Division 2 of the GIPA Act. When considering whether certain information should be redacted from the published copy of a Disclosure Return by Councillors and Designated Persons, the General Manager is required to apply the public interest test. Section 6 of the GIPA Act provides that there is a presumption in favour of disclosure of government information unless there is an overriding public interest against disclosure.

It should also be noted that Section 5 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act) states that nothing in the PPIP Act affects the operation of the GIPA Act and in particular the PPIP Act does not lessen any obligations under the GIPA Act in respect of a public sector agency, and so therefore, does not lessen the presumption in favour of disclosure. The fact that a Disclosure Return by Councillors and Designated Persons is open access information (as prescribed by the GIPA Act) is an important factor in favour of disclosure.

The Disclosures by Councillors and Designated Persons Returns will be published on Council's website under the "Open Access" section in accordance with the provisions of the GIPA Act, GIPA Regulation and any guidelines published by the NSW Information and

Privacy Commissioner, along with a register outlining the nature of any redactions made to Returns.

The Disclosures by Councillors and Designated Persons Returns are to be tabled at this Council Meeting.

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 (General) Regulations 2021 (Division 2)
Government Information (Public Access) Act 2009
Government Information (Public Access) Regulation 2009
OLG Model Code of Conduct for Local Council in NSW
Broken Hill City Council Code of Conduct Policy

Financial Implications:

Nil

Attachments

There are no attachments for this report

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

October 5, 2023

ITEM 3BROKEN HILL CITY COUNCIL REPORT NO. 199/23SUBJECT: ADOPTION OF REVIEWED INTELLECTUAL PROPERTY POLICY
D23/54538**Recommendation**

1. That Broken Hill City Council Report No. 199/23 dated October 5, 2023, be received.
2. That Council adopts the reviewed Intellectual Property Policy as a Policy of Council.
3. That Council notes that, once adopted, the reviewed Intellectual Property Policy will supersede the 2015 Intellectual Property Policy.

Executive Summary:

Council's Intellectual Property Policy was last adopted by Council in 2015 and has been reviewed as part of an organisation wide review of Council's Policy Register currently underway to ensure that all of Council's 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.

It is considered best practice that Policies be reviewed and adopted at least once per Term of Council, regardless of whether the review identified that amendments were required to be made to a Policy.

The review of the Intellectual Property Policy revealed that no amendments were required to be made to the content of the Policy and only one update of a position title was made, and therefore the reviewed Policy is presented to Council for adoption.

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.

The Intellectual Property Policy was introduced to manage, protect, share and commercialise Intellectual Property within Council. The policy applies to all activities of Council and to all Councillors, staff, consultants, contractors or other appointees of Council taking part in such activities (the personal records of Councillors and former Mayors and Aldermen are not considered Intellectual Property for the purpose of this policy).

As part of the Policy Register review, the Intellectual Property Policy was reviewed and found to be compliant with relevant legislation and therefore no amendments have been made to the content of the Policy (there was however one update of a position title made).

Section 335(d) of the *Local Government Act 1993* allows the General Manager to recommend to Council the appropriate form of community consultation required on the

strategic plans, programs, strategies and policies of the Council and other matters related to the Council. As the review identified that no amendments were required to the content of the Policy, the Intellectual Property Policy is now presented to Council for consideration of adoption, which if adopted will supersede the 2015 Intellectual Property Policy.

Community Engagement:

Due to no amendments being made to the content of the Intellectual Property Policy during its review, 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 Section 335(d)

Financial Implications:

Nil.

Attachments

1. [↓](#) Intellectual Property Policy

DARRIN MANUEL
MANAGER COMMUNICATIONS AND MARKETING

JAY NANKIVELL
GENERAL MANAGER

INTELLECTUAL PROPERTY POLICY

QUALITY CONTROL			
EDRMS REFERENCES	12/114 – D15/7452		
RESPONSIBLE POSITION	General Manager		
APPROVED BY			
REVIEW DATE	September 2023	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
29/07/2015	Adopted	45006	

1. INTRODUCTION

The intellectual property (IP) of Broken Hill City Council is an asset. *IP has many of the same ownership rights as physical property and needs to be managed responsibly, in the same way Council manages its tangible assets, such as its finances, buildings, infrastructure and the environment.*

This policy has been introduced to manage, protect, share and commercialise Intellectual Property within Broken Hill City Council.

2. POLICY OBJECTIVE

Broken Hill City Council owns, controls and manages all intellectual property (IP) that it has created or acquired. All staff, contractors and consultants have a responsibility to properly identify, attribute and preserve the IP of Broken Hill City Council.

The two main types of IP owned by BHCC are:

- Copyright, including website content, multimedia, written materials; and
- Registered and Unregistered trademarks, including brand names, logos, tag lines and other insignia of origin.

The purpose of this policy is to ensure that IP is managed professionally, protected, shared and commercialised where appropriate.

3. POLICY SCOPE

This policy applies to all activities of Broken Hill City Council and to all Councillors, staff, consultants, contractors or other appointees of Council taking part in such activities.

The personal records of Councillors and former Mayors and Aldermen are not considered Intellectual Property for the purpose of this policy.

4. POLICY STATEMENT

This policy is intended to apply to all IP created in or during the course of employment or engagement with BHCC and includes IP created while participating in any project or program supported by funding obtained or provided by or through BHCC.

BHCC is committed to ensuring the community of Broken Hill have the best opportunity to benefit from the IP through effective management, protection, sharing and commercialisation Intellectual Property.

4.1 Staff And Intellectual Property Rights

BHCC owns, controls and manages all IP created by BHCC staff pursuant to the terms of their employment or otherwise created under the direction or control of BHCC.

Any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee in the course of employment with BHCC is the sole property of Council and Council will unless otherwise agreed have the exclusive right to use, adapt, patent and otherwise register it.

BHCC staff employed or otherwise engaged outside of this organisation cannot use BHCC IP as part of this employment or engagement unless permission has been granted in writing by the General Manager or his/her delegate.

The employee will immediately disclose to the General Manager any literary work, computer program, invention, design, patent, copyright, trademark, improvement or idea developed by the employee after their commencement date to enable the General Manager to ascertain whether it was discovered, developed or produced wholly outside and wholly unconnected with the course of employment under this contract.

To protect disclosures made by employees, the General Manager or the employee may require a confidentiality agreement to be signed prior to, during or immediately after discussion of the intellectual property being considered.

4.2 Consultants, Contractors And Agency Staff And Intellectual Property Rights

Where BHCC engages any contractor or consultant, and that contractor or consultant creates any IP (including copyright) as part of that engagement, then there must be a written agreement which clearly sets out that BHCC owns this IP.

Any such agreement must also address the issue of sub-contractors being engaged and the ownership of any IP created. This also applies to individuals employed by BHCC through an agency.

4.3 Other Appointees Or Persons And Intellectual Property

IP may be created and owned by persons or organisations not engaged by BHCC in an employment or contractor/consultant relationship, for example:

- committee and board members;
- students on voluntary placements within BHCC, or who receive a nominal
- payment, scholarship or sponsorship; and
- visitors and volunteers.

Whenever BHCC enters into an arrangement with any of the above or agrees to provide services to another party that may result in the creation of IP, there must be a written contract that deals with the relationship and addresses the ownership of any IP created and imported background IP.

Otherwise the other party might claim sole ownership of the IP, notwithstanding that BHCC paid for its development.

Exceptions - BHCC Ownership Of Intellectual Property

There may be situations arise whereby BHCC ownership is not necessary or desirable and it will be more useful or valuable for BHCC to allow third parties to own IP under negotiated arrangements. Ensuring that the BHCC has the right to use the IP for its own internal purposes may be sufficient.

In asserting and negotiating BHCC ownership or rights to use particular IP, the following consideration should be made:

- the purpose of the ownership (i.e. whether it is necessary or desirable for BHCC to own the IP having regard to its internal use, knowledge transfer and commercialisation requirements);
- in the case of contractors, the nature of the services, the other terms and conditions of the contract, how the IP arrangements may impact on the project cost, and ongoing cost to BHCC;
- in the case of joint ventures and cooperative projects, any background IP and other resources brought to the project by the participating parties, any further developments to be made or funded by each party and their respective capacities and opportunities to leverage the developed IP for broader application;
- the cost of protecting and maintaining the IP; and
- in the case of students, joint appointments or secondments, whether joint or a negotiated proportional ownership with the relevant university, research institution or other third party is indicated.

Under such circumstances, approval must be provided by the General Manager.

4.4 Community Use Of Intellectual Property

The General Manager or his/her delegate may approve the use of BHCC IP for non-profit community purposes where a net benefit to the community is considered applicable. In such circumstances, consideration should be given to the impact on the value of IP if such use is approved.

4.5 Commercialisation Of Intellectual Property

Any use of IP owned by BHCC must be approved by the General Manager or his/her delegate.

The preferred approach for the commercialisation of IP owned by BHCC is through assignment or licence to a third party. BHCC may licence the right to exploit IP under certain conditions for a set term.

BHCC remuneration for the assignment or licence may include upfront or deferred payments and periodic royalties.

The assignment or licence may be in return for other benefits such as information and materials exchanges or payments, equity participation in a commercialisation vehicle, collaborative agreements and other forms of remuneration appropriate to the specific case.

Any assignment or license of the IP must be legally documented and, if appropriate, should provide that BHCC can continue to use the IP for its own purposes.

BHCC may assign ownership of its IP outright to a third party under appropriate negotiated arrangements only with the approval of Council.

BHCC may also manage commercialisation of IP or enter into partnership or joint venture commercialisation models.

4.6 Copyright Ownership Statement

All published or distributed copyright material owned by BHCC must include the following copyright statement:

- © Copyright Broken Hill City Council [year]

4.7 Moral Rights

BHCC recognises the moral rights of the creators of certain works in accordance with the Copyright Act 1968. These include the right of fair attribution, and the need for work not to be altered or used in such a way that it harms the reputation of the creator. Where a creator agrees to be involved in research activities as part of a project between BHCC and an external contractor or other third party, the creator may be required to provide a written consent in respect of the creator's moral rights in relation to certain works that may be created during the project prior to work commencing.

4.8 Indigenous Cultural And Intellectual Property Rights

The heritage of indigenous people is a living one and includes items that may be created in the future, based on that heritage. BHCC recognises and will protect indigenous cultural and intellectual property rights as identified under Australian federal laws.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council officers are responsible for the implementation of and the adherence to this Policy:

- General Manager;
- Manager Communications and Marketing
- Managers

5.2 Communication

The Policy will be communicated to the community and staff utilising Broken Hill City Council's Policy and Procedure Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

5.3 Associated Documents

The following documentation is to be read in conjunction with this policy.

- Code of Conduct
- Statement of Business Ethics
- Secondary Employment Policy

- Engagement of Consultants Procedure

Authority for implementation of this Policy is delegated by Council to the General Manager in accordance with the Local Government Act 1993.

6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be every two years from the effective date. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The General Manager is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy considers Patents Act 1990, Copyright Act 1968, Trademarks Act 1995, Designs Act 2003 and Circuit Layouts Act 1989, Councils Code of Conduct and Statement of Business Ethics.

Council Officers and Councillors shall refrain from personal activities that would conflict with proper execution and management of Council's Intellectual Property Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

8. DEFINITIONS

"Background IP"	shall mean IP that is already in existence at the time of entering into a contractual arrangement involving that IP and is made available by a party prior to the development of new IP or during the course of the contractual arrangement.
"BHCC"	shall mean Broken Hill City Council.
"Intellectual Property (IP)"	shall mean Intellectual Property (IP) is a term that describes the application of the mind to develop something new or original. All statutory and other proprietary rights (including rights to require information be kept confidential) in respect of inventions, copyright, trademarks, designs, patents, plant breeder's rights, circuit layouts, know-how, trade secrets and all other rights.

POLICY AND GENERAL COMMITTEE

October 5, 2023

ITEM 4BROKEN HILL CITY COUNCIL REPORT NO. 200/23

SUBJECT: ADOPTION OF REVISED DRAFT WORKPLACE HEALTH AND SAFETY POLICY D23/54609

Recommendation

1. That Broken Hill City Council Report No. 200/23 dated October 5, 2023, be received.
2. That Council adopts the draft revised Workplace Health and Safety Policy as a Policy of Council.
3. That Council notes that, once adopted, the draft revised Workplace Health and Safety Policy will supersede the 2016 Workplace Health and Safety Policy.

Executive Summary:

Council's Workplace Health and Safety Policy was last adopted by Council in 2016 and has been reviewed as part of an organisation wide review of Council's Policy Register which is currently underway to ensure that all of Council's strategic policies are updated to comply with current legislation and industry model codes, guidelines and best practice; and also to reflect any changes in technology or service delivery.

It is considered best practice that Policies be reviewed and adopted at least once per Term of Council, regardless of whether the review identified that amendments were required to be made to a Policy.

The review of the Workplace Health and Safety Policy revealed that only one minor amendment was required to be made to the content of the Policy, and therefore the reviewed Policy is presented to Council for adoption pursuant to the *Local Government Act 1993 Section 335(d)*.

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.

The Workplace Health and Safety Policy was established to address Council's duty of care obligation under the *Work Health and Safety Act 2011* to ensure, as far as is reasonably practical, the health and safety of all workers; and to ensure, through the course of its operations, that the health and safety of other persons is not put at risk from work Council carries out.

As part of the Policy Register review, the Workplace Health and Safety Policy was reviewed and it was found that a minor amendment was required to clause 5.3 - Associated Documents to include reference to Council's Enterprise Risk Management Policy and Framework.

Section 335(d) of the *Local Government Act 1993* allows the General Manager to recommend to Council the appropriate form of community consultation required on the strategic plans, programs, strategies and policies of the Council and other matters related to the Council. As the review identified only a minor amendment to the Policy, the draft reviewed Workplace Health and Safety Policy is now presented to Council for consideration of adoption, which if adopted will supersede the 2016 Workplace Health and Safety Policy.

Community Engagement:

Due to only a minor amendment being made to the Workplace Health and Safety Policy during its review, 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 Section 335(d)
Workplace Health and Safety Act 2011 No 10
Workplace Health and Safety Regulation 2017
 Risk Management – Principles and Guidelines AS/NZS ISO 3100:2018

Financial Implications:

Nil.

Attachments

1. [↓](#) Draft Workplace Health & Safety Policy

CASEY DEERY
EXECUTIVE MANAGER PEOPLE AND CULTURE

JAY NANKIVELL
GENERAL MANAGER

DRAFT WORKPLACE HEALTH AND SAFETY POLICY

QUALITY CONTROL			
EDRMS REFERENCES	12/14 – D15/41619		
RESPONSIBLE POSITION	Executive Manager People & Culture		
APPROVED BY	Council		
REVIEW DATE	1 September 2025	REVISION NUMBER	2
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
24/02/2016	Adopted	45178	

1. INTRODUCTION

This Policy outlines Council's obligations in accordance with the *Work Health and Safety Act 2011*.

2. POLICY OBJECTIVE

Council will adopt an integrated approach to meet our obligations including utilising a risk management approach and cultural change philosophy to ensure Council can meet compliance and improve our safety performance.

3. POLICY SCOPE

This policy shall apply to all "workers" as defined within this policy or as per the definition within the Act (*Part 1 – Preliminary, Division 3 – Interpretation, Subdivision 2 – Other Important terms, Section 7 – meaning of a Worker.*)

This policy shall apply to all "workplaces" as defined within this policy or as per the definition within the Act (*Part 1 – Preliminary, Division 3 – Interpretation, Subdivision 2 – Other Important terms, Section 8 – meaning of a Workplace.*)

This policy shall be read and interpreted in relation with Council's operational policy and procedures relating to our Workplace Health and Safety Management System.

4. POLICY STATEMENT

4.1 Primary Duty of Care

Council has a duty of care obligation under the Act (Part 2 – Health and Safety duties, Division 2 Primary Duty of Care) including but not limited to ensuring as far reasonably practical the health and safety of all workers and ensuring through the course of its operations the health and safety of other persons is not put at risk from work we carry out.

Council will implement into its operations a Workplace Health and Safety Management System to meet its duty of care obligations.

4.2 Duty to Consult

Council has a duty to consult obligation under the Act (*Part 5 – Consultation, representation and participation, Division 2 – consultation with workers*).

Council will consult with workers using formal and informal methods of consultation including working with the Workplace Consultation Committee, toolbox talks, team meetings, newsletters.

Council uses a Consultative Committee for formal consultation and does not have formal Health and Safety Representatives (HRS) as defined within the Act (*Part 5 – Consultation, Representation and Participation, Division 3 – Health and Safety Representatives*) however if circumstances change and HSR are implemented additional consultation may be required.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

Under the Act (*Part 2 - Health and Safety Duties, Division 3 – further duties of a PCBU and Part 2 – Health and Safety Duties, Division 4 – Duties of Officers, Workers and other persons*) we all have duties and responsibilities in ensuring the health and safety of our workplace which are summarised below.

5.1.1 General Manager

As the Person Controlling a Business or Undertaking (PCBU) is responsible for:

- Ensuring to do what is reasonably practical to ensure Workplace Health and Safety
- Management and control of the workplace(s);
- Management and control of fixtures, fittings and plant;
- Implementation of a Workplace Health and Safety Management System including plans to meet compliance, safe systems for work, record management, reporting and consultation; and
- Foresee, plan and eliminate risk of employees making an error that could lead to injury or damage to health; workers becoming distracted; or workers failing to follow instructions or procedures.

5.1.2 Officers

Under the Local Government Act 1993 the General Manager may delegate authority/responsibility to meet Council's obligations to other Council Officers and this may include specific accountabilities with regard to Workplace Health and Safety.

Officers hold positions where they have the capacity to make decisions or influence significantly the whole or a substantial part of the organisation from a financial or operational perspective.

An Officer for the purpose of this policy is to exercise:

- due diligence in relation to ensuring workplace health and safety; and
- to avoid reckless conduct.

Council will define the positions deemed as an Officer under this clause within its Health and Safety Management System and ensure each are notified and trained accordingly.

5.1.3 Management Responsibilities

Managers and Team Leaders/Supervisors are responsible and accountable for the safety of workers and company property under their control so far as reasonably practicable. Managers and Team leaders/Supervisors are responsible for ensuring all policies, procedures, safe work practices and safe work procedures are followed at all times.

5.1.4 Worker Responsibilities

All workers are required to comply with health and safety legislation and Councils policies and procedures by taking reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons. Workers must report all hazards and incidents to their supervisors as soon as practically possible to ensure their own health and safety and the health and safety of others in our workplace, including contractors and third parties.

Council will implement training, instruction and/or information documents to educate workers on their responsibilities.

All contractors engaged to perform work for Council are required to comply with the health and safety legislation as amended from time to time, the policy, programs and procedures of Council as they relate to work health and safety and to observe all directions on health and safety given by management. Failure to comply or observe a direction will be considered a breach of the contract and sufficient grounds for termination of the contract.

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

5.3 Associated Documents

The following documentation is to be read in conjunction with this policy:

- Workplace Health and Safety Management System Policy
- Enterprise Risk Management Policy
- Enterprise Risk management Framework

6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be every two years from the effective date. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Executive Manager People & Culture is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- *Workplace Health and Safety Act 2011* No 10
- *Workplace Health and Safety Regulation 2017*
- *Risk Management-Principles and Guidelines AS/NZS ISO 3100:2018*
- *Local Government Act 1993*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Work Health and Safety Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

8. DEFINITIONS

"Worker"

A worker is defined within the Act as any individual that carries out work in any capacity for council including:

- Employee;
- Contractor or subcontractor;
- Labour hire employee;
- Outworker;
- Apprentice and/ or trainee;
- Work experience student;
- Volunteer;
- Councillors.

"Due Diligence"

Shall mean taking all reasonable steps to:

- Update knowledge and understanding about workplace health and safety as it relates to Council;
- Understand the nature of operations at council including hazards and risks associated with the nature of the organisation;
- Make available resources and processes to eliminate or minimise any risks to health and safety.

"Reasonably Practicable"

Shall mean doing what is effective and possible to ensure the health and safety of workers and others.

"Reckless conduct"

Where a worker or officer without reasonable excuse engages in conduct that exposes another to risk of death, serious injury or illness and the worker is reckless as to the risk in which they are putting the individual in.

"Workplace"

The workplace is defined within the Act as any place where work is carried out or place where work is likely to be carried out while at work i.e. vehicles, working from home.

POLICY AND GENERAL COMMITTEE

October 3, 2023

ITEM 5BROKEN HILL CITY COUNCIL REPORT NO. 201/23

SUBJECT: DRAFT MANDATORY NOTIFICATION OF DATA BREACH POLICY
D23/53577

Recommendation

1. That Broken Hill City Council Report No. 201/23 dated October 3, 2023, be received.
2. That Council endorses the draft Mandatory Notification of Data Breach Policy for the purpose of public exhibition.
3. That Council publicly exhibits the draft Mandatory Notification of Data Breach Policy and accepts submissions from the public for a period of 28 days.
4. That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the draft Mandatory Notification of Data Breach Policy.

Executive Summary:

To codify and document Council's approach to notifying customers and handling disclosure of a data breach, a policy is required. This documented policy is required to comply with the NSW Mandatory Notification of Data Breach Scheme, which is an amendment to the Privacy and Personal Information Protection Act 1998 (PPIP Act).

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. The review was also used to highlight any gaps where Council may not have a policy in place to comply with current legislation.

Due to the Policy Register Review, it was revealed that a policy was required to be developed to provide guidance to Council Officers in the response to a Data Breach of Broken Hill City Council held information.

Council retains personal and sensitive information as part of its daily operations. Part 6A of the Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act) establishes the NSW Mandatory Notification of Data Breach (MNDB) scheme.

The MNDB Scheme requires every NSW public sector agency bound by the PPIP Act to notify the Privacy Commissioner and affected individuals of eligible data breaches.

The draft Mandatory Notification of Data Breach Policy sets out the procedures for managing a Data Breach, including the considerations around notifying persons whose privacy may be affected by the breach.

The new draft Mandatory Notification of Data Breach Policy is presented to Council for the purpose of endorsement for public exhibition. The draft Policy will be placed on public

exhibition for a period of 28 days during which time Council will accept submissions from the public.

Council will then be provided with a further report outlining any amendments made to the draft Mandatory Notification of Data Breach Policy as a consequence of the submissions received.

Community Engagement:

The draft Mandatory Notification of Data Breach Policy will be placed on public exhibition of a period of 28 days during which time Council will accept submissions from the public.

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:

Privacy and Personal Information Protection Act 1998
Local Government Act 1993

Financial Implications:

Nil.

Attachments

1. [↓](#) DRAFT Mandatory Notification of Data Breach Policy

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER

DRAFT MANDATORY NOTIFICATION OF DATA BREACH POLICY

QUALITY CONTROL		
EDRMS REFERENCES	D23/50644	
RESPONSIBLE POSITION	Manager Information & Communications Technology	
APPROVED BY	Council	
REVIEW DATE	November 2026	REVISION NUMBER 1
EFFECTIVE DATE	ACTION	MINUTE NUMBER
<Enter Date>	Public Exhibition	<Enter Minute Number>
<Enter Date>	Adopted	<Enter Minute Number>

1. INTRODUCTION

Part 6A of the *Privacy and Personal Information Protection Act 1998 (NSW)* (PIIP Act) establishes the NSW Mandatory Notification of Data Breach (MNDB) scheme.

The MNDB Scheme requires every NSW public sector agency bound by the PPIP Act to notify the Privacy Commissioner and affected individuals of eligible data breaches.

2. POLICY OBJECTIVE

The purpose of this policy is to provide guidance to employees in responding to a Data Breach of Broken Hill City Council held information.

This policy sets out the procedures for managing a Data Breach, including the considerations around notifying persons whose privacy may be affected by the breach. It:

- provides examples of situations considered to constitute a Data Breach;
- details the steps to respond to a Data Breach; and
- outlines the considerations around notifying persons whose privacy may be affected by the breach.

Effective breach management, including notification where warranted, assists Council in avoiding or reducing possible harm to both the affected individuals/organisations and Broken Hill City Council. It also provides the opportunity for lessons to be learned which may prevent future breaches.

3. POLICY SCOPE

This policy applies to all Broken Hill City Council Officers.

4. POLICY STATEMENT

4.1. Council will form a Data Breach Review Team, whose role it is to investigate, respond and report internally on any known or notified Data Breach involving Confidential Information.

4.2. There are four key steps required in responding to a Data Breach. These are:

1. Contain the breach.
2. Evaluate the associated risks.
3. Consider notifying affected individuals.
4. Prevent a repeat.

4.3. The first three steps may be undertaken concurrently.

4.3.1. Step 1: Contain the breach

- 4.3.1.1. Containing the Data Breach will be prioritised by Council. All necessary steps possible must be taken to contain the breach and minimise any resulting damage. For example, recover or request deletion of the information, shut down the system that has been breached, suspend the activity that led to the breach, revoke or change access codes or passwords.
- 4.3.1.2. If a third party is in possession of personal information and declines to return it, it may be necessary for Council to seek legal or other advice on what action can be taken to recover the information. When recovering information, Council will endeavour to make sure that copies have not been made by a third party or, if they have, that all copies are recovered.

4.3.2. Step 2: Evaluate the associated risks

- 4.3.2.1. To determine what other steps are needed, an assessment of the type of information involved in the breach and the risks associated with the breach will be undertaken.
- 4.3.2.2. Some types of information are more likely to cause harm if compromised. For example, financial account information, health information, and security classified information will be more significant than names and email addresses on a newsletter subscription list.
- 4.3.2.3. Given Council's regulatory responsibilities, release of case-related personal information will be treated very seriously. A combination of information will typically create a greater potential for harm than a single piece of data (for example, an address, date of birth and bank account details, if combined, could be used for identity theft).
- 4.3.2.4. Factors to consider include:
 - a) Who is affected by the Data Breach? Council will review whether individuals and organisations have been affected by the breach, how many individuals and organisations have been affected and whether any of the individuals have personal circumstances which may put them at particular risk of harm.

- b) What was the cause of the Data Breach? Council's assessment will include reviewing whether the breach occurred as part of a targeted attack or through human error or an inadvertent oversight. Was it a one-off incident, has it occurred previously, or does it expose a more systemic vulnerability? What steps have been taken to contain the breach? Has the Confidential Information been recovered? Is the Confidential Information encrypted or otherwise not readily accessible?
- c) What is the foreseeable harm to the affected individuals/organisations? Council's assessment will include reviewing what possible use there is for the Confidential Information. This involves considering the type of information (such as Health Information, Personal Information subject to special restrictions under s.19(1) of the Privacy and Personal Information Protection Act 1998 which could be used for identity theft, or lead to threats to physical safety, financial loss, or damage to reputation. Who is in receipt of the information? What is the risk of further access, use or disclosure, including via media or online? If case related, does it risk embarrassment or harm to a client and/or damage Council's reputation?

4.3.3.Step 3: Consider notifying affected individuals/organisations

- 4.3.3.1. Council recognises that notification to individuals/organisations affected by a Data Breach can assist in mitigating any damage for those affected individuals/organisations.
- 4.3.3.2. Notification demonstrates a commitment to open and transparent governance, consistent with Council's values and approach.
- 4.3.3.3. Council will also have regard to the impact upon individuals in recognition of the need to balance the harm and distress caused through notification against the potential harm that may result from the breach. There are occasions where notification can be counter productive. For example, notifying individuals about a privacy breach which is unlikely to result in an adverse outcome for the individual, may cause unnecessary anxiety and desensitise individuals to a significant privacy breach.
- 4.3.3.4. Factors Council will consider when deciding whether notification is appropriate include:
 - a) Are there any applicable legislative provisions or contractual obligations that require Council to notify affected individuals?
 - b) What type of information is involved?
 - c) Who potentially had access and how widespread was the access?
 - d) What is the risk of harm to the individual/organisation?
 - e) Is this a repeated and/or systemic issue?

- f) What risks are presented by the mode of the breach e.g. is it encrypted information or contained in a less secure platform e.g. email?
- g) Does the breach relate to regulatory functions and include case-related material flowing from the exercise of our regulatory functions?
- h) What steps has Council taken to date to avoid or remedy any actual or potential harm?
- i) What is the ability of the individual/organisation to take further steps to avoid or remedy harm?
- j) Even if Council would not be able to take steps to rectify the situation, is the information that has been compromised confidential, or likely to cause humiliation or embarrassment for the individual/organisation?
- k) In situations when notification is required it should be done promptly to help avoid or lessen any potential damage by enabling the individual/organisation to take steps to protect themselves.
- l) The method of notifying affected individuals/organisations will depend in large part on the type and scale of the breach, as well as immediately practical issues such as having contact details for the affected individuals/organisations.

4.3.4. Considerations include the following:

When to notify

- 4.3.4.1. In general, individuals/organisations affected by the breach should be notified as soon as practicable. Circumstances where it may be appropriate to delay notification include where notification would compromise an investigation into the cause of the breach or publicly reveal a system vulnerability.

How to notify

- 4.3.4.2. Affected individuals/organisations should be notified directly – by telephone, letter, email or in person. Indirect notification – such as information posted on Council's website, a public notice in a newspaper, or a media release – should generally only occur where the contact information of affected individuals/organisations are unknown, or where direct notification is prohibitively expensive or could cause further harm.

What to say

- 4.3.4.3. The notification advice will be tailored to the circumstances of the particular breach.
- 4.3.4.4. Content of a notification could include:
 - a) information about the breach, including when it happened.

- b) a description of what confidential or personal information has been disclosed.
- c) what Council is doing to control or reduce the harm?
- d) what steps the person/organisation can take to further protect themselves and what Council will do to assist people with this?
- e) contact details for questions or requests for information.
- f) the right to lodge a privacy complaint with the NSW Privacy Commissioner.

4.3.5.Step 4: Prevent a Repeat

- 4.3.5.1.1. Council will further investigate the circumstances of the breach to determine all relevant causes and consider what short or long-term measures could be taken to prevent any reoccurrence.
- 4.3.5.1.2. Preventative actions could include a:
 - a) security audit of both physical and technical security controls
 - b) review of policies and procedures
 - c) review of Council Officer/contractor training practices
 - d) review of contractual obligations with contracted service providers.

4.3.6.Notifying the NSW Privacy Commissioner

- 4.3.6.1. As a matter of good practice, Council will notify the NSW Privacy Commissioner of a Data Breach where personal information has been disclosed and there are risks to the privacy of individuals.
- 4.3.6.2. In doing so Council will ensure that relevant evidence is contained securely for access by the Privacy Commissioner should regulatory action be considered appropriate. Such notification will:
 - a) demonstrate to the affected individuals and broader public that Council views the protection of personal information as an important and serious matter and may therefore maintain public confidence in Council; and
 - b) facilitate full, timely and effective handling of any complaints made to the Privacy Commissioner in regard to the breach and thus assist those whose privacy has been breached.
- 4.3.6.3. Notification should contain similar content to that provided to individuals/organisations. The personal information about the affected individuals should not be provided. It may be appropriate to include:
 - a) a description of the breach
 - b) the type of personal information involved in the breach.
 - c) what response Council has made to the breach?

- d) what assistance has been offered to affected individuals?
- e) the name and contact details of the appropriate contact person.
- f) whether the breach has been notified to other external contacts.

4.3.7. Internal notifications

The following roles will be notified of any data breach:

- General Manager
- Director Corporate & Community
- Manager Information & Communications Technology
- Director Finance & Commercial
- Relevant Business Unit Manager
- Manager Corporate Risk

4.3.8. Data breach documentation

- 4.3.8.1. Documentation relating to data breaches will be stored in the Content Manager document management system.
- 4.3.8.2. An internal register of data breach incidents will be recorded in Vault.
- 4.3.8.3. An external register will be accessible on the Broken Hill City Council website for the public to access.

5. IMPLEMENTATION

The following Council Officers are responsible for the implementation and the adherence to this policy.

5.1. Roles and Responsibilities

All Council Officer will:

- immediately report any actual or suspected Data Breaches to the Manager ICT.

The Manager Information & Communications Technology will:

- immediately notify the Data Breach Review Team and assemble the Team as soon as possible.
- undertake relevant internal notifications as required by this policy.
- take immediate and any longer-term steps to contain and respond to security threats to Council's IT systems and infrastructure.

The Data Breach Review Team will:

- assemble promptly to review and respond to a data breach.
- follow this policy when responding to a data breach.

- consult with internal and external stakeholders as required.
- prepare a data breach review report for each separate Data Breach incident.

The Manager Corporate Risk will:

- undertake notifications as required to affected individuals/organisations and the NSW Privacy Commissioner
- notify Council's insurers as required.

5.2. Communication

This Policy will be communicated to Council Officers in accordance with Council's Policy, Procedure and Process Framework. Following approval by the Council, the Policy will be made available on Council's intranet.

6. ASSOCIATED DOCUMENTS

The following documentation is to be read in conjunction with this policy.

- Information and Privacy Commission (IPC) Data Breach Guidance for NSW Agencies
 - NSW Mandatory Notification of Data Breach (MNDB) Scheme
- Information and Privacy Commission Data Breach Policy
- Information & Communications Technology Security Policy
- Privacy Management Plan

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council Officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Manager Information & Communications Technology is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- *Privacy and Personal Information Protection Act 1998*
- *Health Records and Information Privacy Act 2002*

Council Officers shall refrain from personal activities that would conflict with proper execution and management of Council's Mandatory Notification of Data Breach Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

9. DEFINITIONS

Term	Meaning
Broken Hill City Council Officers	Includes Elected Members, full time, part time, casual, temporary and fixed term employees, agency staff and contractors.
Confidential Information	Information and data (including metadata) including Personal Information, Health Information, information protected under legal professional privilege, information covered by secrecy provisions under any legislation, commercial-in-confidence provisions, floor plans of significant buildings, Security Classified Information and information related to the Broken Hill City Council IT/cyber security systems.
Council	Broken Hill City Council
Data Breach	For the purposes of this policy, a data breach occurs when there is a failure that has caused unauthorised access to, or disclosure of, Confidential Information held by Broken Hill City Council.
Data Breach Review Team	<p>The core Data Breach Review Team comprises:</p> <ul style="list-style-type: none"> • Manager Corporate Risk (or delegate) • Manager Information & Communications Technology • Manager Corporate & Customer Experience • Manager Communications & Marketing • Director Finance & Commercial <p>Depending on the nature and circumstances of the breach, other employees may be called on to form part of the Data Breach Review Team.</p>
IPC	Information and Privacy Commission
MNDB	NSW Mandatory Notification of Data Breach Scheme
PPIP ACT	<i>Privacy and Personal Information Protection Act 1998 (NSW)</i>

POLICY AND GENERAL COMMITTEE

September 18, 2023

ITEM 6BROKEN HILL CITY COUNCIL REPORT NO. 202/23

SUBJECT: SECTION 355 ANNUAL AND FINANCIAL REPORTS 2022/2023
D23/50741

Recommendation

1. That Broken Hill City Council Report No. 202/23 dated September 18, 2023, be received.
2. That the 2022/2023 Norm Fox Sporting Complex Community Committee Annual and Financial Reports be received and noted
3. That the 2022/2023 Broken Hill Heritage Committee Annual Report be received and noted

Executive Summary:

In accordance with Section 355 of the *Local Government Act 1993* (the Act), Council has the ability to delegate some of its functions to a Committee of Council by way of appointment of community members to manage or advise on particular Council assets or functions. The committees are commonly known and referred to as Section 355 Committees.

There are currently 12 Section 355 Committees, made up of eight Asset Committees and four Advisory Committees.

Asset Committees:

- Alma Oval Community Committee
- BIU Band Hall Community Committee
- E.T. Lamb Memorial Oval Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Community Committee
- Memorial Oval Community Committee
- Norm Fox Sporting Complex Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee

Advisory Committees:

- Ageing Well Advisory Committee
- Broken Hill City Art Gallery Advisory Committee
- Broken Hill Heritage Committee
- Youth Advisory Committee

Report:

Council's Section 355 Advisory and Asset Committee Manuals state that all committees are in place for the term of the Council (four years) however, due to the COVID-19 Pandemic, Local Government Elections were postponed until December 2021. The Section 355 committees at the time of the delay, were asked to remain in place during the extended term until elections were held. This has caused an ongoing effect whereby the current elected

Section 355 Committees will remain in place for the current Council term of 2 years and 9 months.

Council's Section 355 Advisory and Asset Committee Manuals state that Committees are required to submit Annual and Financial (where applicable) Reports for the 2022/2023 period.

Reports specifically required include:

- Asset Committees: Annual Report 2022/2023 and Financial Report 2022/2023
- Advisory Committees: Annual Report 2022/2023

Reports have been received from the following committees:

- Norm Fox Sporting Complex Community Committee
- Broken Hill City Art Gallery Advisory Committee
- Broken Hill Heritage Committee

Reports remain outstanding for the following committees and will be presented to Council once available:

- Alma Oval Community Committee
- BIU Band Hall Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Community Committee
- Memorial Oval Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee
- Ageing Well Advisory Committee
- Youth Advisory Committee

It is to be noted that the E.T. Lamb Memorial Oval Community Committee held no meetings during the 2022/2023 period and funds have not been returned to the committee since it's re-establishment in August 2022, therefore no Annual Reports will be submitted

The Community Strategic Plan Round Table Committee held no meetings during the 2022/2023 period therefore no Annual Report will be submitted, furthermore the Section 355 Community Strategic Plan Round Table Committee was disbanded by Council at its September 2023 Ordinary Meeting (minute number 47337).

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 - Section 355 'How a council may exercise functions' and Section 377 'General power of the council to delegate'.

Section 355 Asset and Advisory Committees operate under Council's Section 355 Asset or Advisory Committee Framework, which includes the Section 355 Asset or Advisory Committee Manual (adopted 30 March 2022 Minute Number 46795) and each of the individual Section 355 Committee Constitutions (adopted 30 March 2022 Minute Number 46795).

Financial Implications:

There are no financial implications arising from the recommendations of this report. Where relevant, a Financial Report for the 2022/2023 period has been included.

Attachments

1. Section 355 Norm Fox Sporting Complex Community Committee Annual Report 2022-23 - Redacted
[↓](#)
2. Section 355 Norm Fox Sporting Complex Community Committee Annual Financial Report 2022-23
[↓](#)
3. Section 355 Broken Hill Heritage Committee - Annual Report 2022-2023 - Redacted
[↓](#)
4. Section 355 Broken Hill Art Gallery Advisory Committee - Annual Report 2022-2023 Redacted
[↓](#)

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

Section 355 committee annual report

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
If insufficient room please supply additional attachments.

SECTION 355 COMMITTEE

Name of Committee: NORM FOX SPORTS COMPLEX

Annual Report Period: 1ST JULY 2022-30TH JUNE 2023

ANNUAL REPORT			
	Date of Meeting	Meeting held (Y/N)	No quorum
1. Number of meetings conducted and dates of meetings	25/8/22	Y	5
	22/9/22	Y	4
	18/1/23	Y	5
	30/3/23	Y	4
Date of Annual General Meeting	25/8/22	Y	5

2. Meeting Attendance	Member Name	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting
	Colin Casey	25/8/22	22/9/22	18/1/23	30/3/23						
	Peter Johnston	25/8/22	22/9/22	18/1/23	30/3/23						
	Ian Squire	25/8/22	22/9/22	18/1/23	30/3/23						
	Bob Algate	25/8/22		18/1/23	30/3/23						
	D. Turley	25/8/22	22/9/22		30/3/23						

3. Activities and Projects achieved over the past year	Clubsrooms extensively cleaned and outer surrounds of oval well maintained by caretaker
4. Achievements and highlights over the past year	Oval used extensively by mens and womens cricket throughout the summer. North Football Club conducted pre-season AFL training at the ground before switching back to the Jubilee Oval for the season proper. BBQ purchased to bolster canteen facilities
5. Activities/Projects in progress	Looking to improve canteen facilities and equipment to improve revenue raising possibilities
6. Ongoing Issues	Still waiting for promised ride on mower to maintain outer oval areas.
7. Completed Maintenance	
8. Financial Report	\$4,695.52 surplus income over expenditure.

PRIVACY STATEMENT

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998. The purpose for collecting your personal information is to obtain and record contact details and to assess your suitability for appointment to a S355 Committee. The intended recipients of the personal information collected includes Council officers, S355 Committee members, and contractors or other agents contracted by Council. If appointed to a committee, your name and contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers. The supply of the information is voluntary. You may make an application for access to your personal information or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter should be directed to privacy@brokenhill.nsw.gov.au or addressed to Broken Hill City 240 Blende Street.

Signature _____ Date 10/8/2023
 Printed Name Peter Johnston

Section 355 Committee Annual Report

Page 4 of 4

Position Secretary

NormSection 355 Annual Financial Report Instructions and Form

Instructions for Completing Annual Financial Reports for Management Committees

This form is provided to give Executive Committee Members step by step instructions on how to use the Annual Financial Report Form.

The Annual Financial Report Form should be completed at the end of each Fiscal year, (1 July to 30 June) and submitted to Council by the third week in August, annually.

The Annual Financial Report Form can also be used on a more regular basis should the Committee wish to do so. This would simplify the process when completing the Annual Financial Report for Council.

If your Committee is already using an accounting software package there is no need to complete the Annual Financial Report Template, however please submit your software generated Profit and Loss by the third week in August, annually.

Instructions

A photocopy of the Income and Expenditure (Cash Book) must be attached to the completed Annual Financial Report.

- Management Committee:** Fill in the name of the Committee on which you are reporting.
- Reporting Period:** Fill in the period in which you are reporting eg July 2021 to June 2022.
- Income Section**
Record all income (excluding GST) for the entire reporting period. The income should be broken down into income types. There are another two lines which can be used if there are any other income types. Be sure to write what sort of income you are recording should you use either of the blank lines. Income information is to be written onto a printed copy of the spreadsheet.
- Expenditure Section:**
Record all expenditure (excluding GST) for the entire reporting period. The expenditure should be broken down into income types. There are another five lines which can be used if there are any other expenditure types. Be sure to write what sort of expenditure you are recording should you use any of the blank lines. Income information is to be written onto a printed copy of the spreadsheet.
- Profit and Loss:**
From the Annual Financial Report, take the total income and minus the expenditure. If the amount left is a positive, the Committee has made a profit. If the amount is a negative, the Committee has made a loss.

Annual Financial Report

Management Committee: Norm Fox Sporting Complex

Reporting Period: 1st July 2022 to 30th June 2023

Note: All Figures Should Be **Excluding GST**

Income:

Facility Hire	2,264.73
Membership Fees	
Other Income	6,068.00 (Council Support)
Interest Earned	
Total Income	8,332.73

Expenses:

Advertising	
Bank Fees	
Cleaning	867.40
Postage	
Printing	
Building Maintenance	
Grounds Maintenance	212.96
Security	
Stationery	
Electricity	2,556.85
Gas	
Garbage	
Telephone	
Water	
Other Expenses	
Total Expenses:	3,637.21
Profit/(Loss)	4,695.52

SECTION 355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
 If insufficient room please supply additional attachments.

SECTION 355 COMMITTEE

Name of Committee: Broken Hill Heritage Committee

Annual Report Period: 1 July 2022 – 30 June 2023

ANNUAL REPORT

	Date of Meeting	Meeting held (Y/N)	No quorum	
1. Number of meetings conducted and dates of meetings	25 July 2022	Y		
	30 August 2022	Y		
	27 September 2022	Y		
	24 October 2022	Y		
	28 November 2022	Y		
	31 January 2023	Y		
	28 February 2023	Y		
	30 March 2023	Y		
	4 May 2023	Y		
	6 June 2023	Y		
	25 July 2023	N		
Date of Annual General Meeting	25 July 2022	Y		

Member Name	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting
Councillor Darriea Turley	25/7/22	30/8/22	27/9/22	24/10/22	28/11/22	31/1/23	28/2/23	30/3/23	4/5/23	6/6/23	
Councillor Marion Browne	25/7/22	30/8/22	27/9/22	24/10/22	28/11/22	31/1/23	28/2/23	30/3/23	4/5/23	6/6/23	
Councillor Michael Boland	25/7/22									6/6/23	
Christine Adams	25/7/22	30/8/22	27/9/22	24/10/22		31/1/23	28/2/23	30/3/23		6/6/23	
Gary Cook	25/7/22	30/8/22		24/10/22	28/11/22	31/1/23	28/2/23	30/3/23	4/5/23	6/6/23	
Cliff Turley	25/7/22	30/8/22			28/11/22		28/2/23				
Gigi Barbe	25/7/22	30/8/22	27/9/22	24/10/22	28/11/22	31/1/23	28/2/23		4/5/23	6/6/23	
Simon Molesworth		30/8/22	27/9/22	24/10/22	28/11/22	31/1/23	28/2/23	30/3/23	4/5/23	6/6/23	
Jeanette Thompson	25/7/2022		27/9/22		28/11/22	31/1/23	28/2/23	30/3/23	4/5/23		

3. Activities and Projects achieved over the past year	Successful Broken Hill Heritage Festival held in April 2023, and Miners memorial service in October 2022.											
4. Achievements and highlights over the past year	Successful Broken Hill Heritage Festival held in April 2023. Miners memorial service in October 2022.											
5. Activities/Projects in progress	Planning of Heritage events, including Broken Hill Line of Lode 140 th anniversary celebration, and Miners Memorial. Initiate Concept Precinct Plan for Old Sydney Railway/MacGillivray Drive precinct. Work in conjunction with Council staff to establish Repository for heritage materials. Consideration of end of mine life and associated heritage related impacts.											
6. Ongoing Issues	N/A											
7. Completed Maintenance	N/A											
8. Financial Report	N/A											

PRIVACY STATEMENT

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998. The purpose for collecting your personal information is to obtain and record contact details and to assess your suitability for appointment to a S355 Committee. The intended recipients of the personal information collected includes Council officers, S355 Committee members, and contractors or other agents contracted by Council. If appointed to a committee, your name and contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers. The supply of the information is voluntary. You may make an application for access to your personal information or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer council@brokenhill.nsw.gov.au or addressed to Broken Hill City 240 Blende Street.

Signature  Date 10/8/2023

Section 355 Committee Annual Report

Printed Name	Tracey Stephens
Position	Acting Secretary, Broken Hill Heritage Committee

SECTION 355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
 If insufficient room please supply additional attachments.

SECTION 355 COMMITTEE

Name of Committee: Broken Hill Art Gallery Advisory Committee


Annual Report Period: July 1, 2022 to June 30, 2023

ANNUAL REPORT

	Date of Meeting	Meeting held (Y/N)	No quorum
1. Number of meetings conducted and dates of meetings	July 14, 2022	Y	
	June 7, 2023	Y	
	June 22, 2023	Y	
	Date of Annual General Meeting		

2. Meeting Attendance	Member Name	14.07.22	07.06.23	22.06.23	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting
	Rick BALL	X	X	Apology							
Clark BARRETT	X	X	Apology								
Cr Michael Boland	X	Apology	Apology								
Jenny CATTONAR	X	X	X								
Cr Alan Chandler		X	X								
Maureen CLARK	X	X	X								
Joanne CRACE	X	X	X								
Krystle EVANS	X	-	X								
Cathy FARRY	Apology	X	Apology								
Andrew GOSLING	Apology	Apology	Apology								
Blake GRIFFITHS (Manager)	X										
Kathryn GRAHAM (Manager)		X	X								
John HART	Apology										
Julie HORSBURGH	Apology	Apology	X								
Prof Simon MOLESWORTH	Apology	Apology	Apology								
Cr Darrirea Turley	X	X	Apology								

<p>3. Activities and Projects achieved over the past year</p>	<p>Acquisitions accepted:</p> <ul style="list-style-type: none"> • May Harding: View of Broken Hill Fromm The Waterboard Hill circa 1950-60 • Donation Jim Patterson "Broken Hill" • Donation Shane Vink: "Rise of the Ants" • Donation under the Cultural Gifts Program: 22 prominent Aboriginal limited edition prints from 15 artists from the Adrian Newstead Gallery (Bondi)
<p>4. Achievements and highlights over the past year</p>	<ul style="list-style-type: none"> • Pro Hart Outback Art Prize • Maari Ma Indigenous Art Awards opened at the Geo Centre
<p>5. Activities/Projects in progress</p>	<ul style="list-style-type: none"> • Exhibitions opened, workshops and ArtsCool (after school lessons) • Artists talks begun • Consideration of how to celebrate/promote 120 yr anniversary of the Art Gallery • Employment of full and part time workers in progress
<p>6. Ongoing Issues</p>	<ul style="list-style-type: none"> • Works well above 100% in art storage • Need for infrastructure grant/cultural grant and Collection Manager • Isolated fund for Restoration of Works needs to be re established
<p>7. Completed Maintenance</p>	

	New flooring, painting, air conditioning, humidity control completed May 2022
8. Financial Report	N/A
<p>PRIVACY STATEMENT</p> <p>Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998. The purpose for collecting your personal information is to obtain and record contact details and to assess your suitability for appointment to a S355 Committee. The intended recipients of the personal information collected includes Council officers, S355 Committee members, and contractors or other agents contracted by Council. If appointed to a committee, your name and contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers. The supply of the information is voluntary. You may make an application for access to your personal information or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer council@brokenhill.nsw.gov.au or addressed to Broken Hill City 240 Blende Street.</p>	
Signature	 Date <u>9/8/23</u>
Printed Name	<u>MAUREEN CLARK</u>
Position	<u>Deputy Chair / Secretary</u>

POLICY AND GENERAL COMMITTEE

September 29, 2023

ITEM 7**BROKEN HILL CITY COUNCIL REPORT NO. 203/23**

SUBJECT: **NOMINATION FOR THE APPOINTMENT AND RESIGNATION OF COMMUNITY REPRESENTATIVE TO SECTION 355 COMMUNITY COMMITTEE** **D23/53157**

Recommendation

1. That Broken Hill City Council Report No. 203/23 dated September 29, 2023, be received.
2. That Council appoint Ms Brooke Mallison and Mr Dale Sanderson as community representatives on the E.T. Lamb Memorial Oval Community Committee.
3. That Ms Brooke Mallison and Mr Dale Sanderson be advised of their appointment and advice also be sent to the Councillor Delegate/Chairperson of the Committee.
4. That Council endorses and acknowledges in writing the resignation of Mr Ken Kennedy from the E.T. Lamb Memorial Oval Community Committee.

Executive Summary:

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993*, Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted the 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 in receipt of two nominations, Mr Dale Sanderson and Ms Brooke Mallison, for community representation on the E.T. Lamb Memorial Oval Community Committee. The nomination from Ms Brooke Mallison, who is not a resident of the Broken Hill City Council LGA, required additional information, an outline of her interests in the committee and ability to attend committee meetings was requested and provided as follows:

‘Within my role in NSWRL I oversee the Outback Rugby League Competition. This year was the first time in many years we were able to have a full 9 week competition plus a finals series

I would be able to join face to face in the ‘on season’ of football as I travel out to BH every 3 weeks and then all other meetings I would be able to link in online.’

Acceptance of both nominations would assist the committee in maintaining its number of community representatives, as per the E.T. Lamb Memorial Oval Community Committee Constitution and provide increased membership to support fulfilling executive positions on the committee.

Mr Ken Kennedy submitted his formal resignation via email received on 13 September 2023 after a phone conversation with him identified that due to a change of employer and location he wished to submit his resignation from the Committee.

As the committee has not yet held a meeting since being re-established in August 2022, Mr Kennedy’s resignation has not been presented to the committee.

Representation on the E.T. Lamb Memorial Oval Community Committee is outlined in the table below.

Name of Committee	Number of Community Representatives as per Constitution	Council Delegate/s on Committees	Current Community Representatives appointed by Council Resolution at previous Council Meetings	Resignations Received as at 4 October 2023	Nominations Received as at 4 October 2023
E.T. Lamb Memorial Oval Community Committee	8 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	Councillor Gallagher	8 Mr Lyndon Pace Mr Ross Morris Mr Luke Driscoll Mr Dean Meadows Mr Des Rumble Mr Roderick Lamb Mr Bryan Williamson Mr Ken Kennedy	1 Mr Ken Kennedy - resignation received	2 Ms Brooke Mallison Mr Dales Sanderson - nominations received

Community Engagement:

Council completed an initial 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 committees with minimum community representatives. The bi-monthly 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 support 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 E.T. Lamb Memorial Oval Community Committee Nomination Form -
[↓](#) Brooke Mallison - Redacted
2. Section 355 E.T. Lamb Memorial Oval Community Committee Nomination - Brooke
[↓](#) Mallison - Email Correspondence - Redacted
3. Section 355 E.T. Lamb Memorial Oval Community Committee Nomination - Dale
[↓](#) Sanderson - Redacted

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

Section 355 Committee Nomination Form

BROKEN HILL
CITY COUNCIL

Submitted on 19 September 2023, 9:10AM
Receipt number S355N-81
Related form version 7

Contact Details

First Name Brooke

Last Name Mallison

Contact Number

Do you have an email address? Yes

Email Address

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

Applicant State

Applicant Postcode

Committee Details

Which S355 Committee are you nominating for? ET Lamb Memorial Oval Community Committee

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

**NOMINATION FOR THE APPOINTMENT AND RESIGNATION
OF COMMUNITY REPRESENTATIVE TO SECTION 355
COMMUNITY COMMITTEE**

**Attachment 1
Section 355 E.T. Lamb Memorial Oval
Community Committee Nomination
Form - Brooke Mallison - Redacted**

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.

**NOMINATION FOR THE APPOINTMENT AND RESIGNATION
OF COMMUNITY REPRESENTATIVE TO SECTION 355
COMMUNITY COMMITTEE**

Lauren Blunden

**Attachment 2
Section 355 E.T. Lamb Memorial Oval
Community Committee Nomination -
Brooke Mallison - Email
Correspondence - Redacted**

From: Brooke Mallison [REDACTED]
Sent: Wednesday, 20 September 2023 9:26 AM
To: Corporate Services
Subject: RE: Section 355 E.T. Lamb Memorial Oval Community Committee Nomination

Morning Lauren,

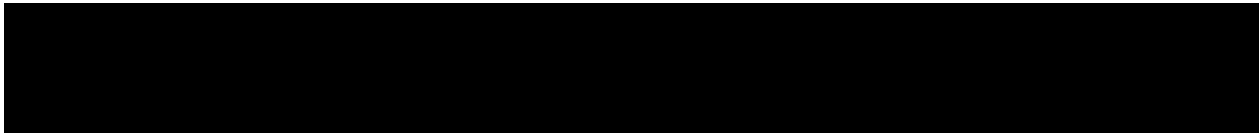
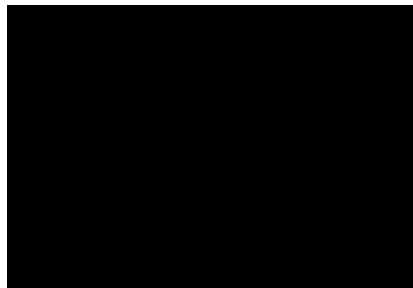
Thanks for quick chat yesterday afternoon

Within my role in NSWRL I oversee the Outback Rugby League Competition. This year was the first time in many years we were able to have a full 9 week competition plus a finals series

I would be able to join face to face in the 'on season' of football as I travel out to BH every 3 weeks and then all other meetings I would be able to link in online.



Brooke Mallison



From: Corporate Services <CorporateServices@brokenhill.nsw.gov.au>
Sent: Tuesday, 19 September 2023 2:09 PM
To: Brooke Mallison [REDACTED]
Subject: Section 355 E.T. Lamb Memorial Oval Community Committee Nomination

Good Afternoon Brooke

I tried to call you earlier today and left a message as Council received your nomination form for the Section 355 E.T. Lamb Memorial Oval Community Committee and would like to gather some further information.

The Declaration on the form states: 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.

Could you please outline why you would like to be a member of the committee and how you will attend meetings.

Thank you

Lauren Blunden
Corporate Support Officer

**NOMINATION FOR THE APPOINTMENT AND RESIGNATION
OF COMMUNITY REPRESENTATIVE TO SECTION 355
COMMUNITY COMMITTEE**

City of Broken Hill
PO Box 448
Broken Hill NSW 2880

Phone 08 8080 3380

Lauren.Blunden@brokenhill.nsw.gov.au

www.brokenhill.nsw.gov.au

**Attachment 2
Section 355 E.T. Lamb Memorial Oval
Community Committee Nomination -
Brooke Mallison - Email
Correspondence - Redacted**



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

DISCLAIMER

This e-mail message and any accompanying attachments may contain information that is confidential and subject to legal privilege. If you are not the intended recipient do not read, use, disseminate, distribute or copy this message or attachments.

If you have received this message in error, please notify the sender immediately and delete this message. Views expressed in this e-mail are those of the individual, except where specifically stated otherwise.

Broken Hill City Council does not warrant this message to be free of errors, interference or viruses.

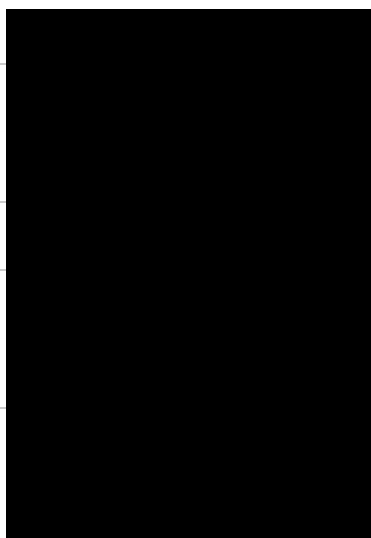
Section 355 Committee Nomination Form

BROKEN HILL
CITY COUNCIL

Submitted on 1 October 2023, 1:43PM
Receipt number S355N-82
Related form version 7

Contact Details

First Name Dale
Last Name Sanderson
Contact Number
Do you have an email address?
Email Address
Applicant Street Number
Applicant Street Name
Applicant Suburb/City
Applicant State
Applicant Postcode



Committee Details

Which S355 Committee are you nominating for? ET Lamb Memorial Oval Community Committee

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

**NOMINATION FOR THE APPOINTMENT AND RESIGNATION
OF COMMUNITY REPRESENTATIVE TO SECTION 355
COMMUNITY COMMITTEE**

**Attachment 3
Section 355 E.T. Lamb Memorial Oval
Community Committee Nomination -
Dale Sanderson - Redacted**

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

October 6, 2023

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 204/23

SUBJECT: INVESTMENT REPORT FOR SEPTEMBER 2023 D23/54951

Recommendation

1. That Broken Hill City Council Report No. 204/23 dated October 6, 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 30 September 2023, Council's Investment Portfolio had a current market valuation of \$36,550,008 or principal value (face value) of \$36,291,016 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 30 September 2023 are detailed in Attachment 1.

Portfolio Summary		
Portfolio Performance vs. RBA Cash Rate	✓	Compliant with policy
Investment Policy Compliance		
Legislative Requirements	✓	Compliant with policy
Portfolio Credit Rating Limit	✓	Compliant with policy
Institutional Exposure Limits	✓	Compliant with policy
Term to Maturity Limits	✓	Compliant with policy

Market Review

Global issues:

Global issues:

- Many central banks are warning that they could still raise rates further. More central banks left rates on hold over the month than hiked but most retain a tightening bias with several signalling expectations that rates would remain higher for longer than originally projected.
- In China, growth in industrial production, retail sales and credit picked up more than expected, falls in exports and imports slowed and deflation abated. While these were positive factors, on a three-month basis the data is still soft and property indicators are

very weak. Economists question whether the policy stimulus seen so far, with a focus on easier monetary conditions, is enough given weak demand and risk that households may be in a liquidity trap after a rapid rise in debt.

- Global share markets had another poor September, not as bad as Sep 2022, but still a reasonable retreat. Carrying on from August, several factors weighed on the markets including the still high risks of recession; concerns of a sluggish Chinese economy; increasing energy prices; stubbornly high services inflation; and the impending threat of another US Government shutdown, which was only resolved, temporarily, after the last day of trading for the month. European and Chinese markets slipped approx. 1.5% while US shares fell nearly 5%. Japanese shares continued their charmed run with a modest gain of 0.4%, bringing its 12 month return over 30%. Domestically, the ASX All Ords ended the month down 2.8%, with Real Estate Trusts and IT the worst performing sectors and only the Energy sector recording a gain for the month, up 2.2%.

Domestic issues

- Latest GDP data showed a slow down to 2.1% year on year(yoy), but the result was stronger than the RBA's forecast of 1.6%yoy. Much of the growth last quarter came from strong population growth, public spending and energy exports, while interest rate sensitive parts of the economy remain under pressure. Consumer spending rose only slightly, and discretionary spending fell for the third quarter in a row. This reflects the hit from higher interest payments, rising tax payments, falling small business income and cost of living pressures offsetting strong growth in wage income.
- Economists expect a further slowing in GDP growth as consumer spending tips negative, dwelling investment continues to fall, business investment slows and recent strength in public spending and exports moderate with slowing global growth (with China being the main risk).
- Latest jobs figures were up a strong 64,900 after a weak July, but the quality of jobs growth was poor (with full time employment up just 2,800 after a fall of 18,700 in July), hours worked fell and a rise in the participation rate to a record high saw unemployment unchanged at 3.7%, still up from a low of 3.4% last October. The jobs market is still tight but the rising trend in unemployment and underemployment indicates that it is gradually cooling.

Interest rates

- At its September meeting the RBA board noted that inflation was still too high and was expected to remain so for an extended period. They kept the cash target unchanged at 4.10% but indicated that another rate raise may be required.
- The experience in other countries continues to suggest that services price inflation might take some time to decline. Overall, the RBA board members decided that the economy still appears to be on the narrow path by which inflation comes back to target and employment continues to grow, but they will be guided by upcoming economic indicators.
- The market has again priced in one more interest rate hike of 0.25% by mid-2024:
- In September, term deposit rates across the 1 to 12 month range were little changed from last month. Meanwhile, rates on terms between 2 to 5 years rose by approx. 20 basis points as the market adjusted to the possibility of inflation staying higher for longer.

Investment Portfolio Commentary

Council's investment portfolio returned 2.09%pa (0.17% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 4.18%pa return. Over the past 12 months, the investment portfolio has returned 3.97% versus the bank bill index benchmark's 3.56%.

The poor results in the bond and share markets, triggered by ongoing recession fears and sluggish economic growth, filtered through to the NSW TCorpIM Medium Term Fund with a return of -1.26% (actual) for the month. The fund's result brought Council's overall return below benchmark for the month on a marked-to-market basis.

During September, Council had \$2.5m of deposits mature across a range of 5 to 24 month terms paying an average of 3.73%pa. Council invested \$3m among four new TDs with maturities ranging between 7 and 12 months paying an average of 5.23%pa, providing a good boost to the portfolio's overall yield. Council's TD portfolio is currently yielding over 5%pa.

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 – September 2023

As at 30 September 2023, Council's Investment Portfolio had a current market valuation of \$36,550,008 or principal value (face value) of \$36,291,016 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL Fund	Operating Capital & Internal Restrictions	\$19,591,958
	Royalties Reserve	\$604,812
	Domestic Waste Management Reserve	\$4,519,564
	Grants	\$11,574,682
	TOTAL PORTFOLIO	\$36,291,016

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 2021*.

Financial Implications:

The recommendation has no financial impact.

Attachments

1. [↓](#) Investment Report September 2023

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER



Investment Summary Report
September 2023

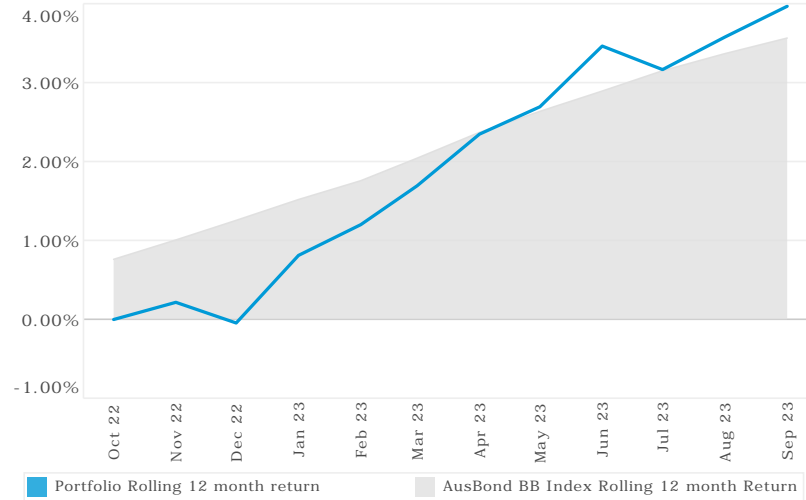




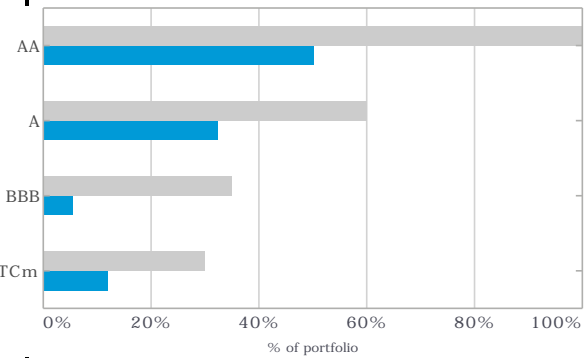
Investment Holdings

	Face Value (\$)	Current Value (\$)
Cash	12,974,259	12,974,259
Managed Funds	4,316,756	4,316,756
Term Deposit	19,000,000	19,258,992
	36,291,016	36,550,008

Investment Performance

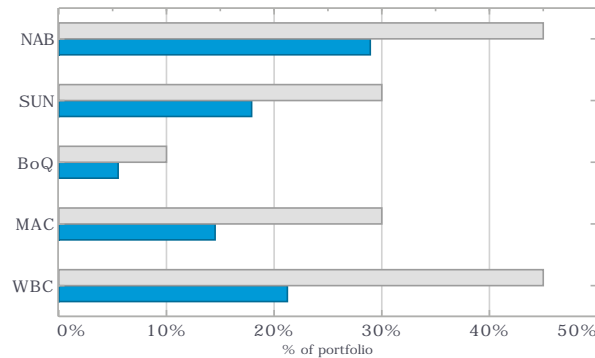


Total Credit Exposure



Investment Policy Compliance

Individual Institutional Exposures



Term to Maturities

	Face Value (\$)	Policy Max
Between 0 and 1 years	36,291,016	100% 100% a
	36,291,016	
Specific Sub Limits		
Between 5 and 10 year	0	0% 30% a

Portfolio Exposure Investment Policy Limit



BRACKEN HILL CITY COUNCIL
Investment Holdings Report - September 2023



Cash Accounts

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
1,958,250.05	0.0000%	Westpac Group	AA-	1,958,250.05	473409	Cheque
5,268,971.32	4.0648%	Macquarie Bank	A+	5,268,971.32	540354	Accelerator
5,747,038.05	5.0500%	Westpac Group	AA-	5,747,038.05	535442	90d Notice
12,974,259.42	3.8877%			12,974,259.42		

Managed Funds

Face Value (\$)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value (\$)	Deal No.	Reference
4,316,756.38	-1.2636%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,316,756.38	536441	
4,316,756.38	-1.2636%				4,316,756.38		

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
3-Oct-23	500,000.00	4.5000%	Suncorp Bank	A+	500,000.00	6-Apr-23	510,972.60	543999	10,972.60	At Maturity	
10-Oct-23	500,000.00	4.6600%	National Australia Bank	AA-	500,000.00	8-Mar-23	513,213.97	543912	13,213.97	At Maturity	
23-Oct-23	500,000.00	4.5200%	National Australia Bank	AA-	500,000.00	26-Apr-23	509,783.01	544036	9,783.01	At Maturity	
7-Nov-23	500,000.00	4.5000%	Suncorp Bank	A+	500,000.00	6-Apr-23	510,972.60	544000	10,972.60	At Maturity	
28-Nov-23	500,000.00	4.5100%	National Australia Bank	AA-	500,000.00	27-Apr-23	509,699.59	544038	9,699.59	At Maturity	
5-Dec-23	500,000.00	4.5000%	Suncorp Bank	A+	500,000.00	6-Apr-23	510,972.60	544001	10,972.60	At Maturity	
6-Dec-23	500,000.00	5.1000%	Bank of Queensland	BBB+	500,000.00	6-Jun-23	508,173.97	544162	8,173.97	At Maturity	
12-Dec-23	500,000.00	4.7800%	National Australia Bank	AA-	500,000.00	10-May-23	509,429.04	544090	9,429.04	At Maturity	
14-Dec-23	500,000.00	5.4100%	Suncorp Bank	A+	500,000.00	15-Jun-23	508,003.84	544202	8,003.84	At Maturity	
19-Dec-23	500,000.00	5.3900%	National Australia Bank	AA-	500,000.00	21-Jun-23	507,531.23	544215	7,531.23	At Maturity	
24-Jan-24	1,000,000.00	5.5000%	Suncorp Bank	A+	1,000,000.00	29-Jun-23	1,014,164.38	544273	14,164.38	At Maturity	
6-Feb-24	1,000,000.00	5.5500%	Bank of Queensland	BBB+	1,000,000.00	4-Jul-23	1,013,532.88	544288	13,532.88	At Maturity	
23-Feb-24	2,000,000.00	5.5000%	Suncorp Bank	A+	2,000,000.00	29-Jun-23	2,028,328.77	544274	28,328.77	At Maturity	
5-Mar-24	500,000.00	4.4700%	National Australia Bank	AA-	500,000.00	5-Apr-23	510,960.68	543995	10,960.68	At Maturity	



INVESTMENT REPORT FOR SEPTEMBER 2023

Attachment 1
2023

BRACKEN HILL CITY COUNCIL
Investment Holdings Report - September 2023



Attachment 1
2023

Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
5-Mar-24	1,000,000.00	5.5100%	National Australia Bank	AA-	1,000,000.00	5-Jul-23	1,013,284.38	544292	13,284.38	At Maturity	
6-Mar-24	1,000,000.00	5.5000%	Suncorp Bank	A+	1,000,000.00	6-Jul-23	1,013,109.59	544296	13,109.59	At Maturity	
20-Mar-24	500,000.00	5.2000%	National Australia Bank	AA-	500,000.00	16-Aug-23	503,276.71	544393	3,276.71	At Maturity	
27-Mar-24	2,000,000.00	5.4500%	National Australia Bank	AA-	2,000,000.00	28-Jun-23	2,028,369.86	544239	28,369.86	At Maturity	
9-Apr-24	500,000.00	5.1700%	National Australia Bank	AA-	500,000.00	5-Sep-23	501,841.37	544469	1,841.37	At Maturity	
9-Apr-24	1,000,000.00	4.4700%	National Australia Bank	AA-	1,000,000.00	5-Apr-23	1,021,921.37	543996	21,921.37	At Maturity	
16-Apr-24	1,000,000.00	5.1600%	National Australia Bank	AA-	1,000,000.00	19-Sep-23	1,001,696.44	544514	1,696.44	At Maturity	
23-Apr-24	500,000.00	5.4600%	Suncorp Bank	A+	500,000.00	26-Jul-23	505,011.23	544336	5,011.23	At Maturity	
14-May-24	500,000.00	5.2200%	National Australia Bank	AA-	500,000.00	11-Aug-23	503,646.85	544380	3,646.85	At Maturity	
25-Jun-24	500,000.00	5.2500%	Bank of Queensland	BBB+	500,000.00	28-Sep-23	500,215.75	544543	215.75	At Maturity	
24-Sep-24	1,000,000.00	5.3500%	National Australia Bank	AA-	1,000,000.00	25-Sep-23	1,000,879.45	544523	879.45	At Maturity	
	19,000,000.00	5.1716%			19,000,000.00		19,258,992.16		258,992.16		

INVESTMENT REPORT FOR SEPTEMBER 2023



BRACKEN HILL CITY COUNCIL
 Accrued Interest Report - September 2023



Attachment 1
 2023
 Report Sep
 Investment
 results
 INVESTMENT REPORT FOR SEPTEMBER 2023

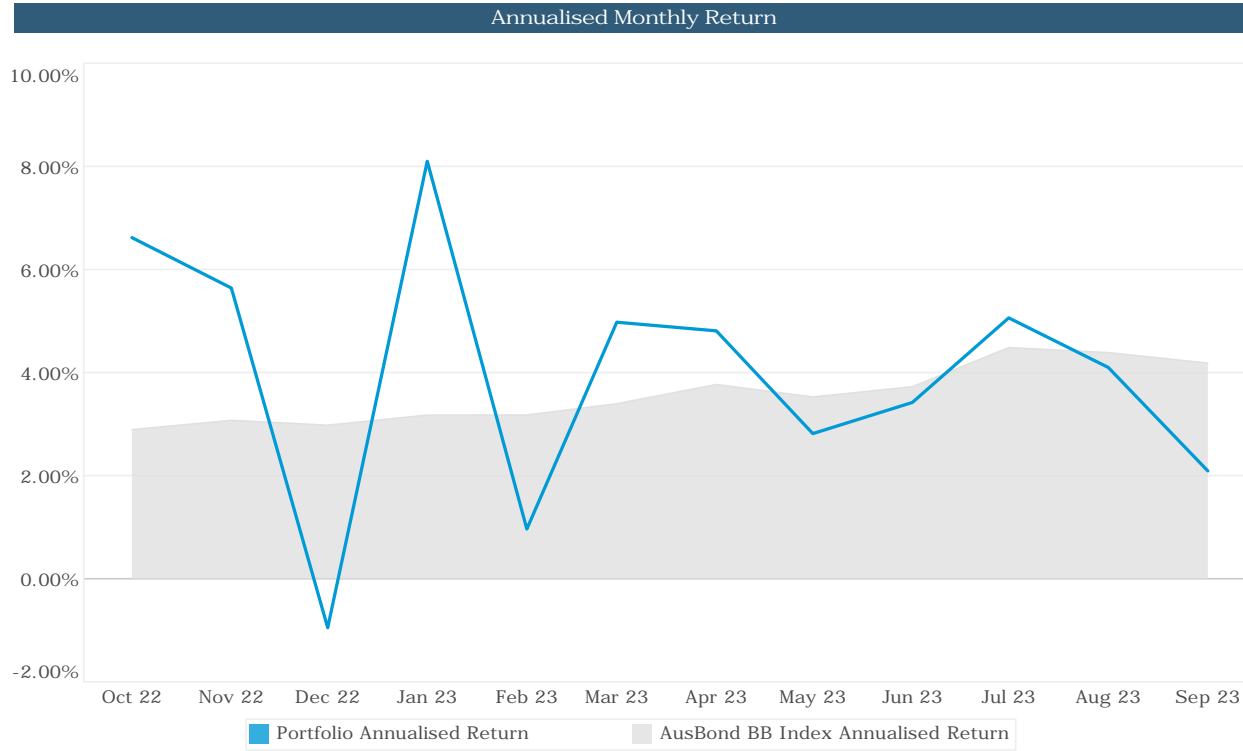
Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Interest Yield (% pa)
Cash									
Macquarie Bank	540354					17,226.58	0	17,226.58	4.06%
Westpac Group	473409					0.00	0	0.00	0.00%
Westpac Group	535442					22,966.85	0	22,966.85	5.05%
						40,193.43		40,193.43	3.87%
Managed Funds									
Nym T-Corp Medium Term Growth Fund	536441				1-Jul-24	0.00	0	-55,245.79	-14.33%
						0.00		-55,245.79	-14.33%
Term Deposits									
AMP Bank	543323		500,000.00	23-Sep-22	25-Sep-23	22,623.29	24	1,479.45	4.50%
AMP Bank	543948		510,109.59	22-Mar-23	22-Sep-23	11,957.53	21	1,364.72	4.65%
Bank of Queensland	543561		500,000.00	16-Nov-22	19-Sep-23	18,504.11	18	1,084.93	4.40%
National Australia Bank	541935		500,000.00	29-Sep-21	27-Sep-23	3,132.74	26	224.38	0.63%
Suncorp Bank	543998		500,000.00	6-Apr-23	5-Sep-23	9,328.22	4	245.48	4.48%
National Australia Bank	543912		500,000.00	8-Mar-23	10-Oct-23	0.00	30	1,915.07	4.66%
National Australia Bank	544036		500,000.00	26-Apr-23	23-Oct-23	0.00	30	1,857.53	4.52%
Suncorp Bank	543999		500,000.00	6-Apr-23	3-Oct-23	0.00	30	1,849.31	4.50%
National Australia Bank	544038		500,000.00	27-Apr-23	28-Nov-23	0.00	30	1,853.43	4.51%
Suncorp Bank	544000		500,000.00	6-Apr-23	7-Nov-23	0.00	30	1,849.31	4.50%
Bank of Queensland	544162		500,000.00	6-Jun-23	6-Dec-23	0.00	30	2,095.89	5.10%
National Australia Bank	544090		500,000.00	10-May-23	12-Dec-23	0.00	30	1,964.38	4.78%
National Australia Bank	544215		500,000.00	21-Jun-23	19-Dec-23	0.00	30	2,215.07	5.39%
Suncorp Bank	544001		500,000.00	6-Apr-23	5-Dec-23	0.00	30	1,849.31	4.50%
Suncorp Bank	544202		500,000.00	15-Jun-23	14-Dec-23	0.00	30	2,223.29	5.41%
Suncorp Bank	544273		1,000,000.00	29-Jun-23	24-Jan-24	0.00	30	4,520.54	5.50%
Bank of Queensland	544288		1,000,000.00	4-Jul-23	6-Feb-24	0.00	30	4,561.65	5.55%
Suncorp Bank	544274		2,000,000.00	29-Jun-23	23-Feb-24	0.00	30	9,041.10	5.50%

BRACKEN HILL CITY COUNCIL
 Accrued Interest Report - September 2023

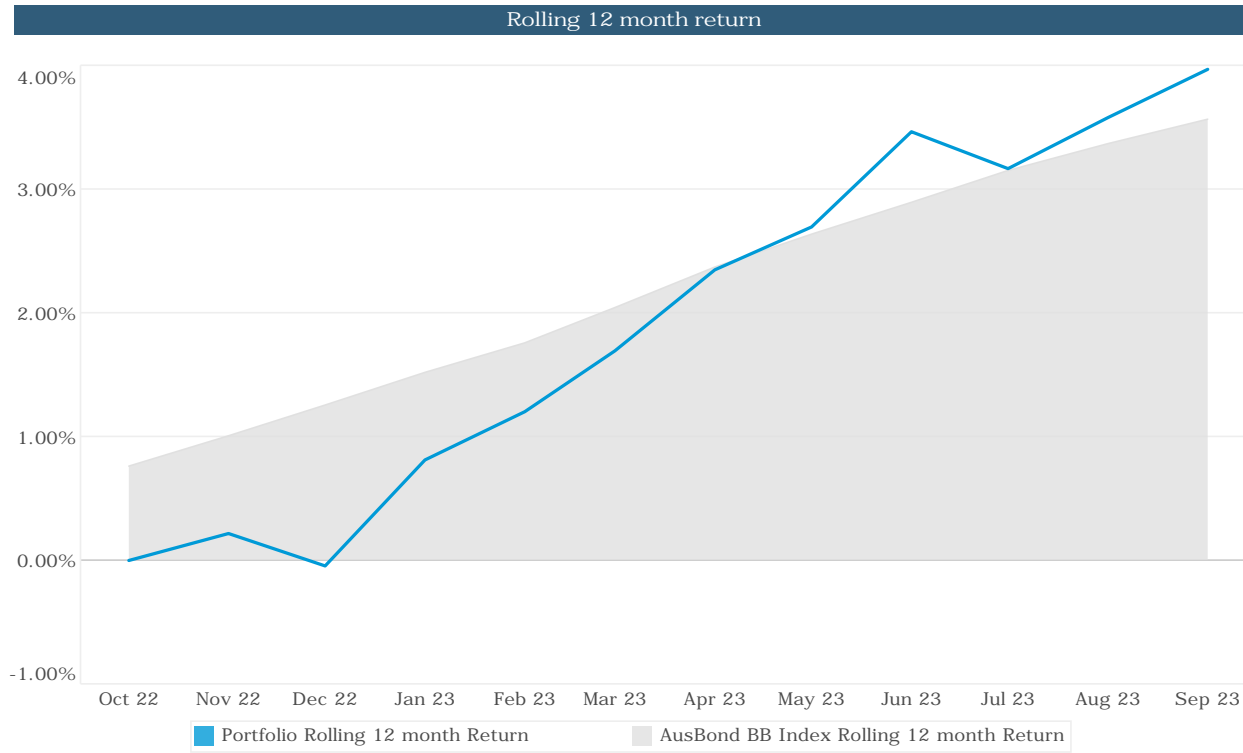


Attachment 1
 - 202
 Investment Report - September
 INVESTMENT REPORT FOR SEPTEMBER 2023

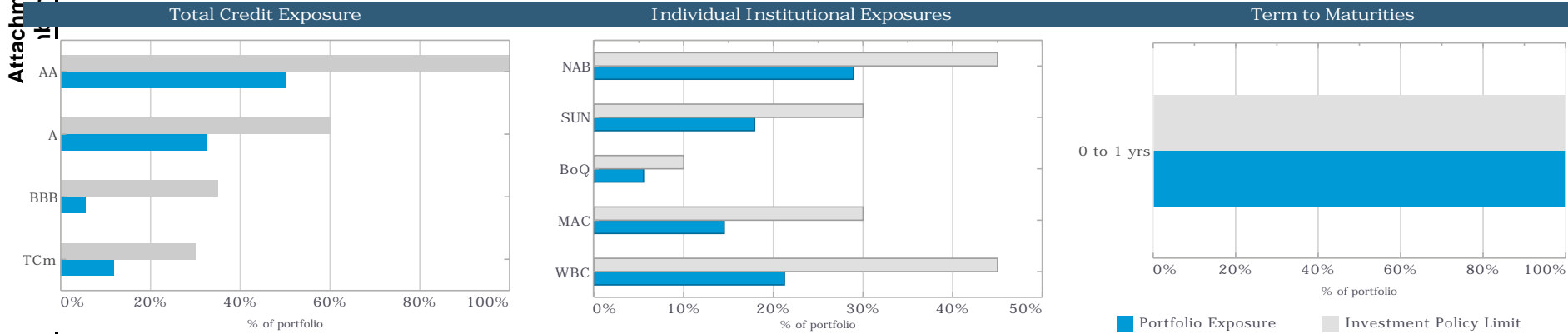
Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Interest Yield (% pa)
National Australia Bank	543995		500,000.00	5-Apr-23	5-Mar-24	0.00	30	1,836.98	4.47%
National Australia Bank	544239		2,000,000.00	28-Jun-23	27-Mar-24	0.00	30	8,958.90	5.45%
National Australia Bank	544292		1,000,000.00	5-Jul-23	5-Mar-24	0.00	30	4,528.76	5.51%
National Australia Bank	544393		500,000.00	16-Aug-23	20-Mar-24	0.00	30	2,136.98	5.20%
Suncorp Bank	544296		1,000,000.00	6-Jul-23	6-Mar-24	0.00	30	4,520.55	5.50%
National Australia Bank	543996		1,000,000.00	5-Apr-23	9-Apr-24	0.00	30	3,673.97	4.47%
National Australia Bank	544469		500,000.00	5-Sep-23	9-Apr-24	0.00	26	1,841.37	5.17%
National Australia Bank	544514		1,000,000.00	19-Sep-23	16-Apr-24	0.00	12	1,696.44	5.16%
Suncorp Bank	544336		500,000.00	26-Jul-23	23-Apr-24	0.00	30	2,243.83	5.46%
National Australia Bank	544380		500,000.00	11-Aug-23	14-May-24	0.00	30	2,145.21	5.22%
Bank of Queensland	544543		500,000.00	28-Sep-23	25-Jun-24	0.00	3	215.75	5.25%
National Australia Bank	544523		1,000,000.00	25-Sep-23	24-Sep-24	0.00	6	879.45	5.35%
						65,545.89		76,873.03	5.02%
Grand Totals						105,739.32		61,820.67	2.09%



Historical Performance Summary (% pa)			
	Portfolio	Annualised BB Index	Outperformance
Sep 2023	2.09%	4.18%	-2.09%
Last 3 months	3.76%	4.35%	-0.59%
Last 6 months	3.72%	4.01%	-0.29%
Financial Year to Date	3.76%	4.35%	-0.59%
Last 12 months	3.97%	3.56%	0.41%



Historical Performance Summary (% actual)			
	Portfolio	Annualised BB Index	Outperformance
Sep 2023	0.17%	0.34%	-0.17%
Last 3 months	0.93%	1.08%	-0.15%
Last 6 months	1.85%	1.99%	-0.14%
Financial Year to Date	0.93%	1.08%	-0.15%
Last 12 months	3.97%	3.56%	0.41%



Credit Rating Group	Face Value (\$)	Policy Max	
AA	18,205,288	50%	100% a
A	11,768,971	32%	60% a
BBB	2,000,000	6%	35% a
TCm	4,316,756	12%	30% a
	36,291,016		

Institution	% of Investment portfolio	Investment Policy Limit	
National Australia Bank (AA-)	29%	45%	a
Suncorp Bank (A+)	18%	30%	a
Bank of Queensland (BBB+)	6%	10%	a
Macquarie Bank (A+)	15%	30%	a
Westpac Group (AA-)	21%	45%	a
NSW T-Corp (TCm)	12%	30%	a

	Face Value (\$)	Policy Max	
Between 0 and 1 years	36,291,016	100%	100% a
	36,291,016		

Specific Sub Limits	Face Value (\$)	Policy Max	
BBB+	2,000,000	6%	35% a

Specific Sub Limits	Face Value (\$)	Policy Max	
Between 5 and 10 years	0	0%	30% a

Credit Rating	Current Longest Maturity (years)	Policy Max	
AA+, AA, AA-	0.99	5.00	a
A+, A, A-	0.56	3.00	a
BBB+	0.74	3.00	a

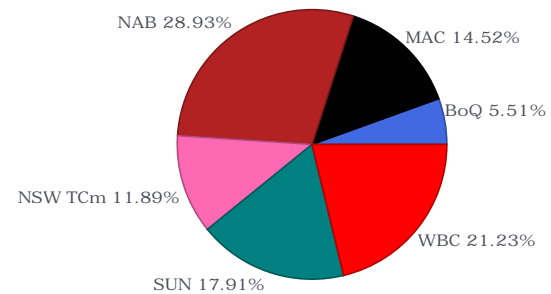
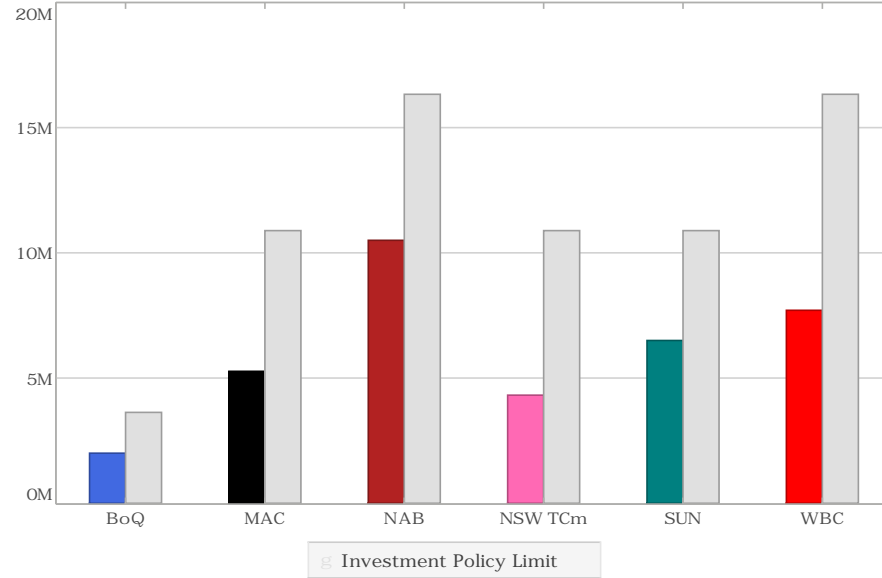
a = compliant
r = non-compliant



Individual Institutional Exposures

Individual Institutional Exposure Charts

	Current Exposures		Policy Limit		Capacity
State of Queensland (BBB+)	2,000,000	6%	3,629,102	10%	1,629,102
Macquarie Bank (A+)	5,268,971	15%	10,887,305	30%	5,618,334
National Australia Bank (AA-)	10,500,000	29%	16,330,957	45%	5,830,957
NSW T-Corp (TCm)	4,316,756	12%	10,887,305	30%	6,570,549
Suncorp Bank (A+)	6,500,000	18%	10,887,305	30%	4,387,305
Westpac Group (AA-)	7,705,288	21%	16,330,957	45%	8,625,669
	36,291,016				



BRACKEN HILL CITY COUNCIL
 Cashflows Report - September 2023



Actual Cashflows for September 2023

Attachment 1
 Investment Report Sep
 INVESTMENT REPORT FOR SEPTEMBER 2023

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
5-Sep-23	543998	Suncorp Bank	Term Deposit	Maturity: Face Value	500,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	9,328.22
		<u>Deal Total</u>			
5-Sep-23	544469	National Australia Bank	Term Deposit	Settlement: Face Value	-500,000.00
		<u>Deal Total</u>			
Day Total					9,328.22
9-Sep-23	543561	Bank of Queensland	Term Deposit	Maturity: Face Value	500,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	18,504.11
		<u>Deal Total</u>			
9-Sep-23	544514	National Australia Bank	Term Deposit	Settlement: Face Value	-1,000,000.00
		<u>Deal Total</u>			
Day Total					-481,495.89
22-Sep-23	543948	AMP Bank	Term Deposit	Maturity: Face Value	510,109.59
		AMP Bank	Term Deposit	Maturity: Interest Received/Paid	11,957.53
		<u>Deal Total</u>			
Day Total					522,067.12
25-Sep-23	543323	AMP Bank	Term Deposit	Maturity: Face Value	500,000.00
		AMP Bank	Term Deposit	Maturity: Interest Received/Paid	22,623.29
		<u>Deal Total</u>			
25-Sep-23	544523	National Australia Bank	Term Deposit	Settlement: Face Value	-1,000,000.00
		<u>Deal Total</u>			
Day Total					-477,376.71
27-Sep-23	541935	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	3,132.74
		<u>Deal Total</u>			
Day Total					503,132.74



Attachment 1
 Budget
 Investment Report
 Bracken Hill City Council
 Cashflows Report - September 2023

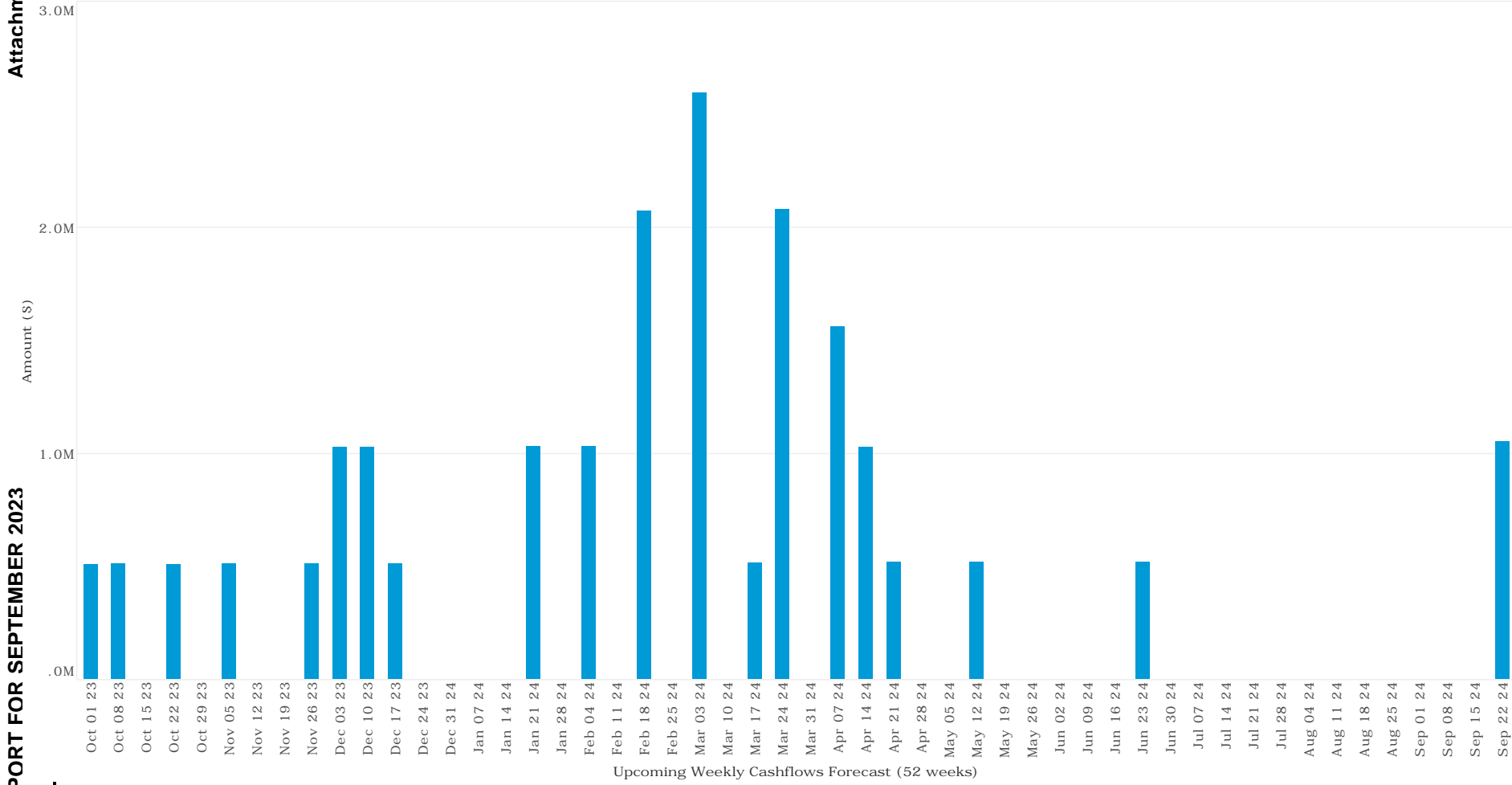


Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
28-Sep-23	544543	Bank of Queensland	Term Deposit	Settlement: Face Value	-500,000.00
				<u>Deal Total</u>	<u>-500,000.00</u>
				Day Total	-500,000.00
				<u>Total for Month</u>	<u>-424,344.52</u>

Forecast Cashflows for October 2023

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
3-Oct-23	543999	Suncorp Bank	Term Deposit	Maturity: Face Value	500,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	11,095.89
				<u>Deal Total</u>	<u>511,095.89</u>
				Day Total	511,095.89
10-Oct-23	543912	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	13,788.49
				<u>Deal Total</u>	<u>513,788.49</u>
				Day Total	513,788.49
23-Oct-23	544036	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	11,145.21
				<u>Deal Total</u>	<u>511,145.21</u>
				Day Total	511,145.21
				<u>Total for Month</u>	<u>1,536,029.59</u>

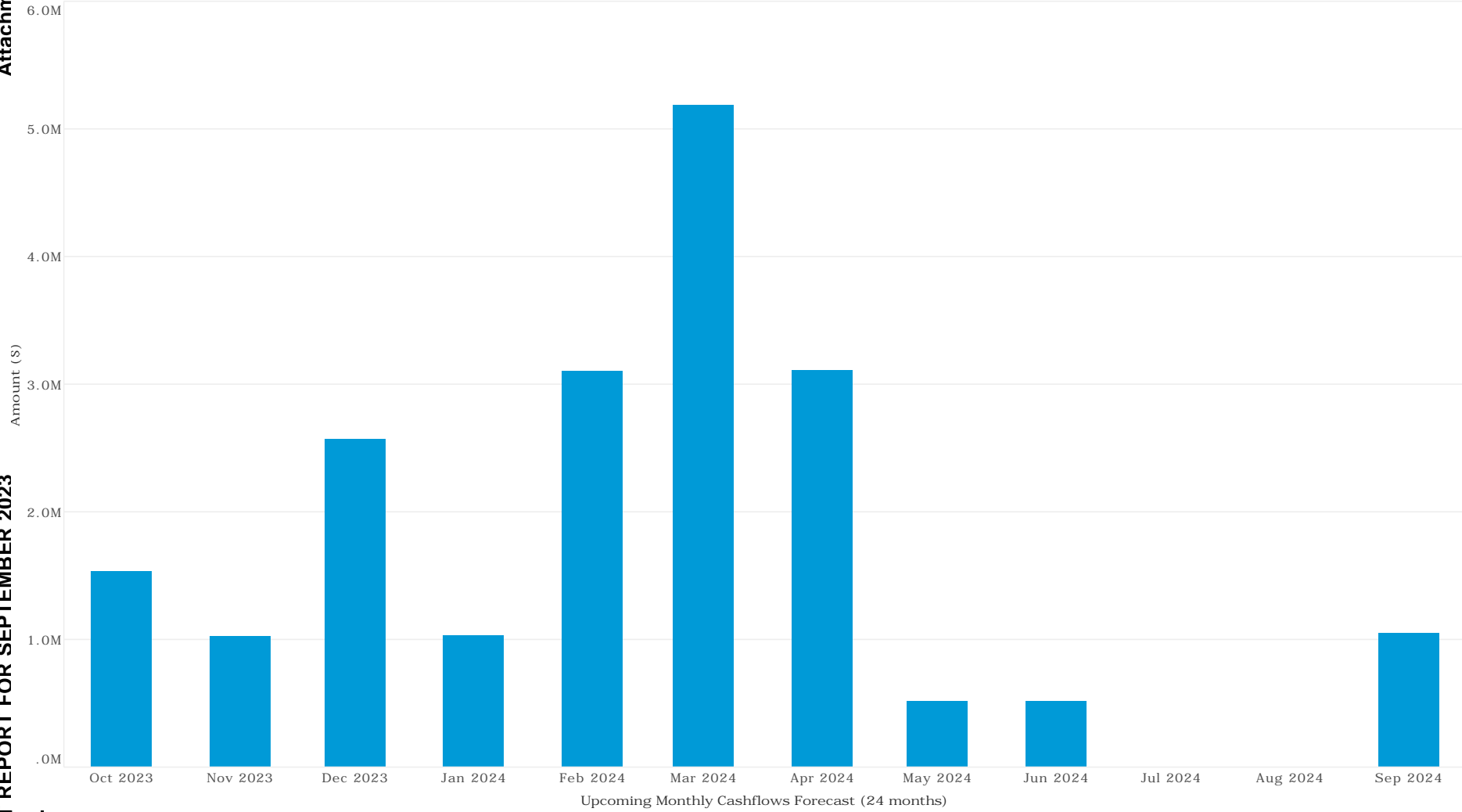
INVESTMENT REPORT FOR SEPTEMBER 2023





Attachment 1

INVESTMENT REPORT FOR SEPTEMBER 2023



FURTHER REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 205/23 - DATED OCTOBER 11, 2023 - SALE OF SHORTY O'NEIL VILLAGE - COUNCIL RESOLUTIONS 2013-2015 (D23/56054) 192
2. BROKEN HILL CITY COUNCIL REPORT NO. 206/23 - DATED OCTOBER 11, 2023 - WARNOCK STREET DEPOT - FINAL (100%) TECHNICAL DESIGN (D23/56048) 369
3. BROKEN HILL CITY COUNCIL REPORT NO. 207/23 - DATED SEPTEMBER 20, 2023 - BROKEN HILL LEAD REFERENCE GROUP MINUTES OF MEETING HELD 24 AUGUST 2023 (D23/51210)..... 415
4. BROKEN HILL CITY COUNCIL REPORT NO. 208/23 - DATED OCTOBER 17, 2023 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 440, HELD ON TUESDAY, 10 OCTOBER 2023 (D23/56806)..... 422
5. BROKEN HILL CITY COUNCIL REPORT NO. 209/23 - DATED OCTOBER 05, 2023 - ACTION LIST REPORT (D23/54781)..... 438

informed.

- a Risk Management Plan to identify and mitigate risks.
- a Change Management Plan to manage and support affected staff
- an Agreement with Legacy regarding changeover for “Legacy-allocated” units.
- Process to seek approval from Federal Government will be required following Council’s resolution.

Stage 2 – Sale of Shorty O’Neil Village

Once all residents have transferred to other aged care providers:

- finalise Shorty O’Neil Village Exit Strategy
- all required Federal Government approvals obtained by June 30 2014
- commence process for sale of Shorty O’Neil Village by April 2016

Stage 3 – Advocate for aged care accommodation and support services to meeting current and future demands

- Council to lobby and advocate for appropriate aged care services for Broken Hill residents.

Council resolution – 18 December 2013:

<p>ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 345/13 - DATED DECEMBER 09, 2013 – SHORTY O’NEIL VILLAGE – EXPRESSIONS OF INTEREST - CONFIDENTIAL</p> <p>(General Manager’s Note: This report considers Expressions of Interest and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret</p>	
<p><u>Recommendation</u></p> <p>That Broken Hill City Council Report No. 345/13 dated December 9, 2013, be received.</p> <p>That Council acknowledge that the operation of aged care accommodation services by Council is unsustainable</p> <p>That an exit strategy be developed with a view to closure of aged care operations at Shorty O’Neill Village by March 2016 and subsequent sale of the facility.</p> <p>That Council make representations to the Federal Government in relation to the aged care needs of the Broken Hill community.</p> <p>That Council continue to support aged care provision in the community through the provision of services where adequate funding is available.</p>	
<p>RESOLUTION Minute No 44544 Councillor D. Turley moved) Councillor M. Browne seconded)</p>	<p>That the recommendation of item 25 be adopted.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p>

Council Meeting held 30 April 2014 – Adoption of Draft Exit Strategy

- Exit Strategy outlines the steps that Council was to take to ensure operations at the Village cease on or before 31 March 2016. Specific objectives included:
 - an appropriate standard of care to continue to be provided to all residents of Shorty O’Neil Village until the facility closes.
 - residents to be supported to transfer to other accommodation that meets their personal needs and aspirations.
 - Shorty O’Neil Village will be closed on or before 31 March 2016.
 - wherever practicable, staff are to be redeployed to other positions at Council.

- as far as practicable, service capacity at Shorty O’Neil Village will be reduced to match diminishing demand for services as residents move out, to minimize unnecessary costs to Council during the transition period.

- At the time of considering this report (30/04/2014) 14 of the 39 hostel residents at Shorty O’Neil Village had moved out of the facility.
- From 2016/2017 onwards, it was estimated that Council would continue to incur costs of approximately \$350,000 to \$400,000 per annum for Shorty O’Neil Village, unless or until ownership of the facility was transferred to another party. These costs would comprise approximately \$300,000 per annum in non-cash depreciation charges, and \$50,000 to \$100,000 per annum in expenses such as utility service charges and minor infrastructure maintenance costs.
- Detailed operating cash flow estimates were included within the Draft Exit Strategy.

Council resolution – 30 April 2014:

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 79/14 - DATED MARCH 31, 2014 - SHORTY O’NEIL VILLAGE - DRAFT EXIT STRATEGY		11/333
<u>Recommendation</u>		
That Broken Hill City Council Report No. 79/14 dated March 11, 2014, be received.		
That Council endorse the Draft Exit Strategy for Shorty O’Neil Village.		
RESOLUTION		
Minute No. 44633		
Councillor M. Browne moved)	That the recommendation of item 8 be adopted.
Councillor J. Richards seconded)	
		CARRIED

Council Meeting held 25 February 2015 – Shorty O’Neil Village Update

The report provided information to Council regarding:

- Since the decision of Council to close the Shorty O’Neil Village and within 13 months, hostel resident numbers had reduced to nil with the transition of hostel residents to alternative suitable accommodation progressing well ahead of plan. With the transition of hotel residents now complete, attention is turned to property matters.
- The Exit Strategy identified that 12 units would remain for self-care living, with 6 of these currently managed by Legacy plus another 6 residential tenancy units. These units are all located together in the Gossan Street cluster.
- The process required for Subdivision of the 12 units from the Shorty O’Neil Village complex and for negotiations to commence with Legacy regarding transfer of title for these units.
- The development of the EOI process for real estate agency services including sale by auction and lease value estimates for reporting back to Council.

Council resolution – 25 February 2015:

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 44/15 - DATED FEBRUARY 16, 2015 - SHORTY O’NEIL VILLAGE UPDATE	11/333
--	--------

RESOLUTION

Minute No. 44877

Councillor B. Algate moved)

Councillor D. Gallagher seconded)

That Broken Hill City Council Report No. 44/15 dated February 16, 2015, be received.

That Council authorise the General Manager to:

1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,
2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,
3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and
4. Develop and progress with Expressions of Interest for real estate agency services including specifically sale by auction and lease value estimates for the property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street, and report back to Council for a decision on the sale or lease of same.

CARRIED

Council Meeting held 29 April 2015 – Shorty O'Neil Village Update

The report provided information to Council regarding:

- Infrastructure works required to be undertaken to progress to subdivide the cluster of 12 units at the Gossan Street end of the Village (works estimated at \$110,000).
- The progress of discussions with Legacy regarding the 6 Legacy units and Legacy taking ownership of the additional 6 self-care units.

Council resolution – 29 April 2015:

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 80/15 - DATED APRIL 22, 2015 - SHORTY O'NEIL VILLAGE UPDATE 11/333

Councillor Gallagher declared a non-pecuniary interest in item 6 and left the Council Chamber at 6.44pm

Recommendation

That Broken Hill City Council Report No. 80/15 dated April 22, 2015, be received.

That Council write to Adelaide Legacy offering transfer of title for the 12 Gossan Street units on the basis that:

1. Council undertake the cost and project management of installation of separate water and electricity metering.
2. Council undertake the cost and project management of the installation of hot water system units as the present units are shared between each two units of the twelve unit cluster.
3. Council undertake the costs of subdivision and transfer of title.
4. The transfer of title of all twelve units is subject to acceptance of tenancy of the current residents of Gossan Street units alongside Legacy residents until such time as vacancies occur. When vacancies occur among the six non-Legacy residents, Legacy will apply Legacy criteria for future residents.
5. Any caveat remaining on the Shorty O'Neil Village site is transferred to the Gossan Street property parcel.

RESOLUTION

Minute No. ~~4492~~8

Councillor D. Turley moved)
Councillor C. Adams seconded)

That the recommendation of item 6 be adopted.

CARRIED

Council Meeting held 26 August 2015 - Sale of Shorty O'Neil Village at Auction

The report provided information to Council regarding the sale by auction of the Shorty O'Neil Village Complex less the 12 unit cluster at Gossan Street following the caveat placed on the Village and lease value estimates should Council resolve to retain the complex and lease the units:

- A valuation of the property was prepared by Herron, Todd White (attached to the report) of between \$1,600,000 - \$1,900,000.
- A sales estimate price by local agencies of:
 - Ray White Real Estate sales estimate of \$1,620,000
 - Elders Real Estate sales estimate of \$1,700,000 - \$1,900,000
 - Century 21 Real Estate sales estimate of \$1,300,000 - \$1,500,000
 - First National Real Estate sales estimate of \$2,100,000 - \$2,200,000.
- Given the valuation by Herron, Todd White and the sales estimates from the local Real Estate Agents the financial estimates of the report were made assuming a sale price would be achieved of \$1,600,000.
- Based on a sale price of \$1,600,000 the total cost of commission to First National Real Estate (recommended Real Estate Agent for the sale of Shorty O'Neil Village by auction) would be \$26,181.

- The estimated value of the commission of \$26,181 is within the General Manager’s procurement limits and could be approved by the General Manager should Council resolve to sell the property by auction.
- The report also provided an option with estimates for Council to maintain ownership of the Shorty O’Neil Village and:
 - a) lease out the units to the residential sector
 - b) lease out management rights to third parties to operate motel/serviced apartments, units for the education sector or health sector.

Council resolution 26 August 2015:

ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 197/15 - DATED JUNE 03, 2015 -
CONFIDENTIAL

(General Manager’s Note: This report considers Responses to an Expression of Interest and is deemed confidential under Section 10A(2)(d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Recommendation

That Broken Hill City Council Report No. 197/15 dated June 3, 2015, be received. → ¶

That Council approve the sale by auction process of Shorty O’Neil Village less the twelve units between Gossan and Skipman Streets subject to lifting of the caveat over the site by NSW Land and Housing Corporation and final subdivision from the overall site of the twelve unit cluster. ¶

Authorise the General Manager to proceed to subdivision of the site from the 12 unit cluster at Gossan Street once agreement has been reached with NSW Land and Property on the removal of the caveat. ¶

Minute No. 45059 ¶
 Councillor P. Black moved →) ¶
 Councillor D. Gallagher seconded →) ¶

¶ That the recommendations of items 25 to 26 be adopted. ¶
 ¶

CARRIED

Council Meeting held 26 August 2015 - Sale of Shorty O’Neil Village Bed Licences

The report provided information to Council regarding the sale by bed licences from Shorty O’Neil Village:

- Cooper Newman Aged Care, Melbourne was engaged to undertake the sale of the 40 bed licences.
- Arcare Aged Care were the successful bidders with a bid of \$1,850,000 or \$46,250 per bed licence.
- The Department of Social Services approved the bed licence transfer to take place on 7 September 2015.
- Commission and legal costs associated with the sale was 3.75%.

Council resolutions – 26 August 2015:

ITEM 26 - BROKEN HILL CITY COUNCIL REPORT NO. 198/15 - DATED AUGUST 18, 2015 - CONFIDENTIAL

(General Manager's Note: This report considers a contract that is yet to be finalised and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Recommendation

That Broken Hill City Council Report No. 198/15 dated August 18, 2015, be received.

That Council endorse the actions of the General Manager in relation to the sale of bed licences.

Minute No. 45059

Councillor P. Black moved →)
Councillor D. Gallagher seconded →)

That the recommendations of items 25 to 26 be adopted.

CARRIED

SHORTY O'NEIL VILLAGE SALE

- At the Ordinary Council Meeting held 26 August 2015 Council resolved to sell Shorty O'Neil Village by Auction.
- Shorty O'Neil Village Part 5895/241855 was transferred by Broken Hill City Council to Eureka Cascade Gardens (Broken Hill) Pty Ltd for \$1,155,000 in December 2016, following an unsuccessful auction held 1 June 2016 at which no bids were received for a starting price of \$1,500,000.
- The final sale price of \$1,155,000 was subsequently negotiated by private treaty and contracts were signed in September 2016.

The report provided to Council for the meeting held 26 August 2015 provided market valuations of the properties expected sale price as well as estimates for options if Council were to maintain ownership of the property.

Estimated sale prices had been sought from 5 valuers with estimates ranging from \$1,300,000 to \$2,200,000 for the site. A formal valuation from Herron Todd White was attached to the report with a valuation of \$1,600,000 to \$1,900,000. Using this valuation, an estimated sale price of \$1,600,000 was used for calculations of options throughout the report.

The first option was for Council sale of the property by Auction. The estimated sale price was \$1,600,000 with a \$27,000 expense for sales commission for the real estate agent.

Option 2 presented options for Council to maintain ownership of the village as below.

Lease Value

Estimates for the lease value of Shorty O'Neil Village at the time used a number of assumptions. Those being a 20% vacancy rate, with rent of \$160 per week for one bedroom units and \$190 Per week for 2 bedroom units. The Council owned part of Shorty O'Neil Village had 40 one bedroom units and two 2 bedroom units with income of \$352,560 being the annual income calculated as below. Allowing for a 20% vacancy rate, income would drop to \$282,048.

Unit Size	Quantity	Rate	Weeks	Income
1 Bedroom	40	\$160	52	\$332,800
2 Bedroom	2	\$190	52	\$19,760
Total				\$352,560
20% Vacancy rate				-\$70,512
Total				\$282,048

Estimated annual expense costs for the site were as below

Depreciation	\$230,000
Agents Costs	\$28,000
General Maintenance/Insurance	\$50,000
Rates	\$10,000
Interest	\$25,000
Vacancy Rate (20%)	\$70,512
Total	\$413,512

These figures led to an estimated annual deficit of 60,952.

Current Market Analysis

Assumptions used for a current market analysis include current rental prices charged at the village, a vacancy rate of 5% due to the current housing shortage and expenses indexed based on historical CPI from December 2016 to June 2023.

Conducting this analysis with income based on current market conditions and expenses adjusted for CPI, the estimated annual result is a surplus of \$150,178. Whilst the initial estimates have been used as the basis for the comparison, The actual costs of running the village would have varied depending on the model of operation that Council chose at the time in terms of additional services offered and any changes made subsequently.

Whilst there is a current shortage of housing in Broken Hill with demand being high this hasn't always been the case and it is difficult to analyse how the village may have performed financially from 2016 through to the current day.

Unit Size	Quantity	Rate	Weeks	Income
1 Bedroom	40	\$300	52	\$624,000
2 Bedroom	2	\$300	52	\$31,200
Total				\$655,200
5% Vacancy rate				-\$32,760
Total				\$622,440

Depreciation	\$280,899
Agents Costs	\$34,196
General Maintenance/Insurance	\$61,065
Rates	\$12,213
Interest	\$30,533
Vacancy Rate (5%)	\$86,116
Total	\$505,022

Third Party Management Rights

Third party management rights were also considered in the report however not recommended due to discussions with the heads of Health and Education not being fruitful due to the configuration of the units and lack of capital funding.

Herron Todd White, in analyzing the market for use a motel/serviced apartments at the time expected an occupancy rate of 45%-50% with achievable unit income of \$95 per night. This equates to income of Approximately \$730,000 per year. It was noted in the report that at that point in time market analysis indicated that motel occupancies were in decline in Broken Hill with several motels on the market.

Financial Implications

If Council at that point in time were to retain ownership of the village, based on estimated deficits of \$60,952 per year at a discount rate of 5%, The net present value of returns over the following 10 years was calculated to be -\$470,655.19, or if the village was sold in the 10th year for \$1,600,000 the net present value would be \$549,025.

If the village was held by Council today, and the assumptions in the current market analysis in this report held true with a surplus of \$150,178 per year. The net present value of income over the next 10 years from 2023 would be \$1,159,635.

The net present value at the time if the property had sold for the estimated \$1,600,000 and achieved returns on the proceeds of 5% for the next 10 Years would have been \$2,141,548.

The net present value at the time of the property being sold for the actual sale price of \$1,155,000 at the same discount rate of 5% for the next 10 Years would have been \$1,524,822.

Attached to this report is the relevant report copies from 2013 to 2015 including extracts from the minutes of the Council Meetings.

Community Engagement:

Nil.

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:

Nil

Financial Implications:

Nil

Attachments

1. [↓](#) Shorty O'Neil Village EOI Report to Council December 2013
2. [↓](#) Extract from Minutes - December 2013
3. [↓](#) Shorty O'Neil Village Draft Exit Strategy Report April 2014
4. [↓](#) Extract from Minutes - April 2014
5. [↓](#) Shorty O'Neil Village Update Report February 2015
6. [↓](#) Extract from Minutes - February 2015
7. [↓](#) Shorty O'Neil Village Update Report to Audit Committee October 2014
8. [↓](#) Shorty O'Neil Village Update Report April 2015
9. [↓](#) Extract from Minutes - April 2015
10. [↓](#) Shorty O'Neil Village Report Sale by Auction August 2015
11. [↓](#) Shorty O'Neil Village Bed Licences Report August 2015
12. [↓](#) Extract from Minutes - 2 Reports - August 2015

JAY NANKIVELL
GENERAL MANAGER

CONFIDENTIAL MATTERS OF THE COUNCIL

December 9, 2013

BROKEN HILL CITY COUNCIL REPORT NO. 345/13

SUBJECT: SHORTY O'NEIL VILLAGE - EXPRESSION OF INTEREST EOI13/03

(General Manager's Note: This report considers Expressions of Interest and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

PREVIOUS ITEMS: BHCC300/13 - SHORTY O'NEIL VILLAGE DRAFT EXPRESSIONS OF INTEREST - Ordinary Council - 30 October 2013

Recommendation

That Broken Hill City Council Report No. 345/13 dated December 9, 2013, be received.

That Council acknowledge that the operation of aged care accommodation services by Council is unsustainable

That an exit strategy be developed with a view to closure of aged care operations at Shorty O'Neill Village by March 2016 and subsequent sale of the facility.

That Council make representations to the Federal Government in relation to the aged care needs of the Broken Hill community.

That Council continue to support aged care provision in the community through the provision of services where adequate funding is available.

Introduction:

As part of the Shorty O'Neil Village project, Council endorsed both the content and advertising for Expressions of Interest (EOI) for the "management and operation of Shorty O'Neil Village".

Advertisements were placed in the Sydney Morning Herald, the Age in Melbourne, the Adelaide Advertiser and the Broken Hill Barrier Daily.

A compulsory site inspection of SOV was undertaken on November 18. There were three groups that undertook the inspection:

- United Care Ageing
- Southern Cross Care
- Life Without Barriers

Expressions of Interest closed on 3 December at 3.00pm, with the result - no Expressions of Interest were received.

Feedback from the EOI Process

Follow up discussions have occurred with the three organisations that attended the site inspection to determine what issues prevented them from submitting interest in the Village.

Feedback included:

Uniting Care Ageing: Currently undergoing major internal restructure and not in a position at this time to progress with tender;

Southern Cross Care: Three issues were identified – Industrial/staffing matters; building /maintenance requirements; and the “fact” that \$10 million would be required to build a purpose built facility as current structures are no longer “fit for purpose”.

Life without Barriers: Not currently residential aged care provider; building/maintenance issues; more interested in Community Housing model than running an aged care facility.

Discussion:

The current complex and challenging situation at SOV has come about as a result of the interaction of a series of issues:

- The changing nature of the client base, leading to the situation where SOV is no longer “fit for purpose”;
- The increasingly challenging nature of the aged care industry: regulation is increasing; and the standards of care are becoming more and more demanding. There are significant impacts on costs;
- The difficulty of running a “stand-alone facility” is leading to a consolidation of the industry into larger and larger organisations;
- Low profitability across the industry means that there is less and less incentive to run aged care facilities: in summary, the long term viability of facilities like SOV is becoming increasingly marginal;
- Staff wage costs are out of sync with the rest of the industry;
- The quality of services provided to clients is unaffordable, particularly the overnight “stand-up” shifts;
- Finding quality management for SOV has been a problem over an extended period;
- Maintenance issues are becoming a major problem. Not only is there a need to install sprinklers to comply with increased standards (estimate of cost: \$600,000), there is also a need to spend money upgrading the village: the refrigeration in the kitchens is a good example. Further, the structures themselves require a full assessment: there is a view that “rising damp” is a major problem in the village though this has yet to be confirmed.
- The closure of SOV would free up Council resources to concentrate on core business functions.

The option of continuing on, unchanged, no longer exists and as such it is recommended that Council proceed with closure and sale of the Shorty O'Neill Village.

This process will result in significant change and will need a large organisational effort to ensure a successful outcome.

A multi-stage process needs to be set in place for the closure and sale of SOV including an exit strategy that considers the needs and transition of current residents as a priority.

Stage 1: Exit Strategy

An "Exit Strategy" will be prepared which includes:

- A Transition Plan for existing SOV hostel residents to other aged care service providers;
- A communications/stakeholder management plan so that residents, staff and all other affected parties are well informed about both the process and the timeframes involved;
- A risk management plan so that all risks associated with this project are identified "up front" and that mitigating actions are identified;
- A Change Management Plan so that staff are well managed and supported through this process; and
- Agreement with Legacy regarding "Legacy-allocated" units and a strategy for changeover.

Approval from the Federal Government will be required. In this regard actions will include:

- Preparation of a letter from Council to the Federal Government advising them of Council's decision;
- Development of documentation that meets Federal Government requirements for the closure of an aged care facility;
- Working with the Federal Government, as needed, to transit SOV hostel residents to other aged care providers.

Stage 2: Sale of SOV: once all hostel residents have transferred out, then a sale process would be implemented for the disposal of SOV. A tender would be prepared and sent to market.

In summary, the following actions are recommended:

Action: Develop SOV Exit Strategy

Timetable: Project will commence upon Council approval

Project will conclude by end of March 2014

Transition Strategy presented to April Council Meeting for information

Output: SOV Exit Strategy

Action: Seek approval of Federal Government for closure of SOV

Timetable: Letter prepared and sent to Federal Department of Social Services advising them of Council's decision immediately after Council approval

All required approvals obtained by June 30 2014

Output: Written approval from Federal Government for closure of SOV.

Action: Sale of SOV

Timetable: To take place after hostel residents have exited SOV

Will commence no later than April 2016

Output: Agreement for sale of SOV

Stage 3: Council advocate for aged care accommodation and support services that meets current and future demand.

Whilst Council is not in a position to fund aged care into the future, as a community leader it has a role to advocate the community's needs to the Federal Government and make appropriate representations to ensure that demand for aged care accommodation and services is met.

Council does have the ability to support other providers seeking grant funding from the Federal Government by making representations on behalf of the community. It is likely that the Federal Government in particular will be seeking "turn-key" infrastructure projects in coming years and there may be possibilities in this regard.

There will be an on-going need for purpose built accommodation that genuinely meets the high care needs of the frail aged. There are indications from the Aged and Community Services Association that the number of beds required in coming years will increase as the population ages.

However, it is uncertain as to what impact the change to "ageing in place" will have on traditional nursing home options and functionalities, with the intention certainly being to increase in home aged care. This could reduce the expected increase in demand for nursing home beds if successful.

Whilst Council is unable to fund aged care accommodation, Council is able to provide aged care packages and will continue to position itself as a key provider of this service to the community.

Action: Lobby and advocate for appropriate aged care services for Broken Hill residents

Timetable: Ongoing

Output: Regular reports to Council on service provision to the frail aged/disabled

**Governance Implications:
(Including policy, legal and priority or otherwise in Council's adopted Delivery Program)**

Accords with Key Direction: Our Community

Shorty O'Neil Village contributes to Council's aim to enhance the quality of life, independence and wellbeing of the Broken Hill community. Specifically, this means providing a low care aged residential facility as part of Strategy number "1.3 Provide programs & services that may address the needs of aged persons."

**Social Implications:
(Community impact and engagement – principally equity, access, participation, and consultation)**

Accords with clause 5.2A of Council's Social Plan 2005/2010, whereby Council will plan for and support the development and provision of a range of community services and facilities that will assist in meeting the community's needs and aspirations.

**Economic Implications:
(Financial)**

SOV has incurred major financial deficits over the past five years. These cost pressures are not specific solely to SOV, and appear aligned with the financial unsustainability of smaller stand alone aged care facilities across the country.

Unless significant action is taken, these deficits will continue and likely grow due to the significant maintenance requirements identified earlier.

**Environmental Implications:
(Current and future impacts – aligns with Sections of Council's current adopted State of the Environment Report and Council's adopted Delivery Program)**

Nil.

Summary and Conclusion:

Following no interest being received in the 'Operation of Management of SOV', Council will need to determine an alternate course of action in relation to the future of the Village.

Attachments

There are no attachments for this report.

THERESE MANN
GENERAL MANAGER

EXTRACT FROM MINUTES:

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
DECEMBER 18, 2013

¶

¶

Members of the media and public left the Council Chamber at 7:41 p.m.¶

¶

¶

ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 345/13 - DATED DECEMBER 09, 2013 -

SHORTY O'NEIL VILLAGE - EXPRESSIONS OF INTEREST - CONFIDENTIAL

(General Manager's Note: This report considers Expressions of Interest and is deemed confidential under Section 10A(2)(d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret

Recommendation

That Broken Hill City Council Report No. 345/13 dated December 9, 2013, be received.

¶

That Council acknowledge that the operation of aged care accommodation services by Council is unsustainable.

¶

That an exit strategy be developed with a view to closure of aged care operations at Shorty O'Neill Village by March 2016 and subsequent sale of the facility.

¶

That Council make representations to the Federal Government in relation to the aged care needs of the Broken Hill community.

¶

That Council continue to support aged care provision in the community through the provision of services where adequate funding is available.

¶

RESOLUTION

Minute No 44544

Councillor D. Turley moved →)

Councillor M. Browne seconded →)

¶

¶

That the recommendation of item 25 be adopted.

¶

CARRIED UNANIMOUSLY

ORDINARY MEETING OF THE COUNCIL

March 31, 2014

BROKEN HILL CITY COUNCIL REPORT NO. 79/14

SUBJECT: SHORTY O'NEIL VILLAGE - DRAFT EXIT STRATEGY 11/333

PREVIOUS ITEMS: BHCC57/14 - SHORTY O'NEIL VILLAGE - DRAFT EXIT STRATEGY
- Ordinary Council - 26 March 2014

Recommendation

That Broken Hill City Council Report No. 79/14 dated March 11, 2014, be received.

That Council endorse the Draft Exit Strategy for Shorty O'Neil Village.

Executive Summary:

This report considered at the Council Meeting held March 26, 2014. As no resolution was made the report is now resubmitted for Council's further consideration.

At its meeting on 18 December 2013, Council resolved as follows:

That Council acknowledge that operation of aged care accommodation services by Council is unsustainable

An exit strategy be developed with a view to closure of aged care operations at Shorty O'Neil Village by March 2016 and subsequent sale of the facility

Council make representations to Federal Government in relation to the aged care needs of the Broken Hill Community

Council continue to support aged care provision in the community through the provision of services where adequate funding is available

The purpose of this report is to present the Draft Exit Strategy for Shorty O'Neil Village to Council for endorsement.

Report:

Background

Council's decision in relation to the closure of Shorty O'Neil Village has not been made in isolation of broader challenges both within Council and throughout the aged care industry.

For many years, Broken Hill City Council has sustained significant deficits in its financial position which are unsustainable and have been highlighted in a number of reviews as needing action to ensure the City of Broken Hill remains viable into the future through the continuation of Local Government infrastructure provision and services.

Local Government has a responsibility to ensure decisions that are made today are made after considering the effects of both the current generation and future generations. Local Government provides the core structure through infrastructure and essential services to ensure liveability within the City.

Councils operating in successive deficit positions are not only unable to meet the demands for new infrastructure and services in line with our changing lifestyles, they are not even able to maintain the current level of infrastructure and service, and this is not a legacy that ensures prosperity of any City for future generations.

In recognising the need to improve Councils financial position and overall performance, Council was presented an Organisational Review in 2011 that contained a number of recommendations with a view to ensuring the sustainability of Broken Hill City Council.

The provision of aged care is not a core business of Local Government, however in many local government areas Councils have provided these services in response to community demand and lack of interest from other providers. Where such non-core services can be provided on break-even terms, it is certainly a win for the community. Where non-core services cannot break-even, the financial impact is felt across the Local Government Area with fewer resources available for essential infrastructure and services and communities will see a decline in asset conditions and service levels as a result.

As a non-core Local Government activity, Shorty O'Neil Village has incurred losses totalling approximately \$4.32 million over the last five years, comprising approximately \$2.97 million in cash expense and \$1.35 million in non-cash expenses such as depreciation. In addition to these losses, in considering future viability, significant funding would also be required for capital upgrades and maintenance of the facility.

At its Operational Plan Review Committee meeting in July 2011, Council received the Organisational Review containing recommendations for Councils operations.

Recommendation 3.3 in this report recommended Council "withdraw from operating Shorty O'Neil retirement village and sell the buildings." This recommendation was made in light of the financial impacts associated with staffing costs, capital requirements and ongoing maintenance expenses at Shorty O'Neil Village. These financial impacts were deemed to have a financial impact on Councils ability to continue to operate a sustainable Local Government for the City of Broken Hill.

The need to review operations of Shorty O'Neil Village was also identified in the Ageing Strategy for Broken Hill. Aged Care reforms, including an emphasis on ageing in place have changed and will continue to change both the required services and the viability of varying models of aged care accommodation.

At its meeting in August 2011, in considering the recommendation, Council resolved that a report be prepared regarding the future operations and viability of the Shorty O'Neil Village and the possibility of Council operating a separate thirty unit independent living facility on a suitable site in Broken Hill.

In February 2012, an operational review was carried out (copy attached to this report). The conclusion drawn in the report was as follows:

"Operation of 40 bed low care facilities such as Shorty O'Neil Village are no longer financially viable, as the increasing care needs of initially low care residents cannot be met within existing resources. The design of the Village offering individual units, has been identified through several reviews as a model more suitable to retirement style accommodation than hostel care.

The ageing infrastructure is going to require significant resources allocated to ensure the standard of the facility is maintained.

The physical environment makes providing adequate care to residents as their needs increase, a difficult task that may even put some residents, such as those experiencing

various degrees of dementia at risk. This model also requires higher staffing levels than that of a facility housed under one roof, which has a major impact on the ongoing financial viability of the facility."

The review was undertaken in 2012 and since that time a number of options have been considered to allow the continuation of operations and management at Shorty O'Neil Village. No alternative option has been identified to ensure the facility can continue to operate as a going concern.

The following Options were provided as part of the 2012 review.

Option	Considered	Result
Build a thirty unit independent living facility on a suitable site in Broken Hill	Yes	Council is not in a financial position to fund capital costs of \$8 - \$10M for such a development.
Continue operations & service delivery as is, with a view to increase revenue streams and decrease operational costs	Yes	Aged Care Funding Instrument (ACFI) revenue reviewed and increased where possible. Expenses increased due to the financial impact of award negotiations and the transfer of staff to the Broken Hill City Council Award.
Sell bed licences & Investigate alternate facility utilisation	Yes	<p>Prior to deciding to formally exit operations of the Shorty O'Neil Village, an expression of interest was advertised for the operation and management of the facility. The EOI document encouraged any ideas for this to happen, including a statement that Council was prepared to consider sale of the facility.</p> <p>As no responses were received from the EOI process, a number of aged care providers and industry professionals were contacted to seek advice in relation to why there had been no interest. The opinions gained through this process were that the facility was considered unviable for the purpose it was currently being used.</p> <p>Given that no responses were received, Council has resolved to exit operations by 2016 and a draft Exit Strategy is attached to this report.</p> <p>Council will now concentrate on securing government funding for the City to ensure a purpose built facility is constructed within the City for future aged care demand. Council has also received confirmation that the bed licences will be held by Council for a period of 12 months following the closure of Shorty O'Neil Village.</p> <p>It is Councils intention that these bed licences will be made available to any new aged care facility constructed within Broken Hill.</p> <p>The scope of the Exit Strategy presented within this report does not extend to facility utilisation</p>

following the closure of the aged care operations in 2016. This is to yet to be determined.

After considering the current and future aged care environment and preferred options, Councils financial position and future viability, the absence of alternative options to ensure viability of the operation and management of Shorty O'Neil Village, at its meeting on 18 December 2013, Council resolved as follows:

That Council acknowledge that operation of aged care accommodation services by Council is unsustainable

An exit strategy be developed with a view to closure of aged care operations at Shorty O'Neil Village by March 2016 and subsequent sale of the facility

Council make representations to Federal Government in relation to the aged care needs of the Broken Hill Community

Council continue to support aged care provision in the community through the provision of services where adequate funding is available

The purpose of this report is to present the Draft Exit Strategy for Shorty O'Neil Village to Council for endorsement.

The Exit Strategy

This Strategy aims to outline the steps Council will take to ensure operations at Shorty O'Neil Village cease on or before 31 March 2016. The specific objectives of this Exit Strategy are:

- An appropriate standard of care will continue to be provided to all residents of Shorty O'Neil Village until the facility closes.
- Residents will be comprehensively supported to transfer to other accommodation that meets their personal needs and aspirations.
- Shorty O'Neil Village will be closed on or before 31 March 2016.
- Wherever practicable, staff are to be redeployed to other positions at Broken Hill City Council.
- As far as practicable, Shorty O'Neil Village's service capacity will be reduced to match diminishing demand for services as residents move out, in order to minimise unnecessary costs to Council during the transition period.

This strategy provides a considered path forward and includes:

- The principles underlying the Exit Strategy;
- The overall project plan that will be used to drive the project forward;
- The roles and responsibilities of Council Officers for the implementation of the Exit Strategy;
- The communications that residents, their families and carers, staff and other internal and external stakeholders can expect through the process;

- An assessment of the risks in the project, together with the actions that are being taken to manage these risks.

The Exit Strategy is the driver of a complex 2 year project that will require significant management time and energy.

Issues will continue to emerge as the closure proceeds and Council will be briefed about progress towards closure and any emerging barriers on a regular basis.

A presentation has been made to Shorty O'Neil residents and staff advising them of the contents of the Exit Strategy. Feedback has been incorporated within the Draft strategy being presented in this report.

Strategic Direction:

This project aligns with Our Services in the Community Strategic Plan in the following areas.

Objective 4.1 High Quality facilities, services and infrastructure

Relevant Legislation:

Aged Care Act 2001

Financial Implications:

The decision to cease operations of Councils residential aged care services was largely triggered by an assessment of the financial performance of the Village. This includes the maintenance and upgrading requirements that would be necessary and the subsidy that Council has been and would continue to provide should the facility continue to operate.

In addition, consideration has also been given to the financial impact that sustaining such losses has on Councils ability to provide core infrastructure and service provision to the City and ensure its financial sustainability as a Local Government Council into the future.

The following table shows the financial results for the past five years.

	2008/2009 (\$,000)	2009/2010 (\$,000)	2010/2011 (\$,000)	2011/2012 (\$,000)	2012/13 (\$,000)
Income (excluding capital grants)	1,757	1,804	2,205	2,047	1,872
Expenses	2,556	2,519	2,699	3,289	2,943
Surplus/(Deficit)	(799)	(715)	(494)	(1,242)	(1,071)

Winding up Council's residential aged care services will affect Council's short term financial performance, with an estimated \$1.436 million in additional net costs from February 2014 to March 2016. This additional cost is equivalent of 16 months operations at baseline costs, effectively giving a payback period of less than 1.5 years for the cessation of residential aged care services.

As of the time of writing this report, 14 of the 39 residents at Shorty O'Neil have moved out of the facility. This reduction was not anticipated but is representative of the fact that Council will not be able to specifically predict the expected number of residents to move out at any one period of time over the transition period.

As residents move out, income for the Village will reduce. Operating revenue from external funding providers and resident contributions will decrease each time a resident moves out. In each case, the reduction in operating revenue will depend on the level of care provided to the individual resident, and the degree to which the departing resident's care was subsidised.

In light of the variable nature of the transition period, a Transitional Operational Model will be used as a tool to ensure careful, detailed operational planning is applied to ensure reasonable reductions in the Village's service capacity and costs occur in a timely manner, as residents depart.

From 2016/17 onwards, it is estimated that Council will continue to incur costs of approximately \$350,000 to \$400,000 per annum for Shorty O'Neil Village, unless or until ownership of the facility is transferred to another party. These costs would comprise approximately \$300,000 per annum in non-cash depreciation charges, and \$50,000 to \$100,000 per annum in expenses such as utility service charges, and minor infrastructure maintenance costs.

Detailed operating and cash flow estimates are included within the Draft Exit Strategy.

Attachments

1. Draft Shorty O'Neil Village Exit Strategy 21 Pages
2. Operational Review of Shorty O'Neil Village - February 2012 60 Pages

THERESE MANNIS
GENERAL MANAGER

Shorty
O'Neil
Village

Exit Strategy

This strategy outlines the steps Council will take to ensure the transition towards closure of Shorty O'Neil Village, guided by our recognition that residents' care needs are of paramount importance.



Contents

1. STRATEGY OWNERS	3
2. BACKGROUND/CONTEXT	3
2.1. External Business Drivers.....	3
2.2. Internal Business Drivers.....	3
2.3. Benefits	4
2.4. Impacts.....	4
3. EXIT STRATEGY OBJECTIVES	5
4. GUIDING PRINCIPLES FOR THIS EXIT STRATEGY	5
5. SCOPE OF THIS STRATEGY	6
5.1. Scope Inclusions	6
5.2. Key Strategy Elements	6
5.2.1 Internal Project Advisory Committee.....	6
5.2.2 Aged Care Transition Committee.....	7
5.2.3 Personal Transition Plans for Residents.....	7
5.2.4 Staff Change Management Plan.....	7
5.2.5 Transitional Operational Model for Shorty O'Neil Village.....	8
5.2.6 Staffing Contingency Plan	8
5.2.7 Proposal for Legacy and Self Care Units	9
5.3. Exclusions of This Strategy.....	10
5.4. Scope Change.....	10
6. PROJECT GOVERNANCE: ROLES AND RESPONSIBILITIES.....	10
7. PROJECT MANAGEMENT MASTER PLAN.....	12
8. FINANCIAL IMPACTS	14
8.1. Impacts on Income & Expenditure.....	14
8.2. Impacts on Cash Flows & Cash Position.....	14
8.3. Discussion of Financial Analysis	15
9. COMMUNICATION and STAKEHOLDER MANAGEMENT PLAN.....	16
9.1 Internal Stakeholders	16
9.2 External Stakeholders	17
10. RISK MANAGEMENT	18
APPENDIX 1 – FINANCIAL ANALYSIS SUMMARY	20



Exit Strategy

Closure of Shorty O'Neil Village

1. STRATEGY OWNERS

Activity Area:	Aged Care
Department:	Community Services
Project Sponsor:	General Manager, Therese Manns
Project Owner:	Community Services Department Manager, Judy Parr
Project Manager:	Aged Care Services Team Leader, Sherrieanne King
Team Members	Human Resources Manager, Bonnie Fitzpatrick Finance Manager, TBC Aged Care Coordinator, Tracy Janes Training Officer, Kaylee McCallum
Building Asset Representative:	Bernie Williams

2. BACKGROUND/CONTEXT

2.1. External Business Drivers

Residential aged care is changing as a result of:

- The changing nature of residents, who are entering care with increasingly complex care needs and at a greater age; and
- Legislation and regulations covering the sector becoming increasingly complex and costly to comply with.

In this operating environment, small, stand-alone aged care facilities – such as Shorty O'Neil Village – find it difficult to achieve the economies of scale necessary to be financially viable.

2.2. Internal Business Drivers

Council is under significant financial and management pressure to streamline its operations. Specific considerations include:

- Aged care is not a mandatory function for Council under the *Local Government Act 1993*.
- Shorty O'Neil Village's facilities are not suitable for the services required by its medium- and high-care residents.
- Shorty O'Neil Village has major maintenance issues which are unaffordable to address. These include a regulatory requirement to install fire sprinklers.

- Council has incurred losses totalling approximately \$4.32 million over the last five years for Shorty O'Neil Village, comprising approximately \$2.97 million in cash expense and \$1.35 million in non-cash expenses, such as depreciation.

With these and other salient issues in mind, Council made Resolution 44544 on December 18, 2014, which states that:

- Council acknowledge[s] that operation of aged care accommodation services by Council is unsustainable
- An exit strategy be developed with a view to closure of aged care operations at Shorty O'Neil Village by March 2016 and subsequent sale of the facility
- Council make representations to Australian Government in relation to the aged care needs of the Broken Hill Community
- Council continue to support aged care provision in the community through the provision of services where adequate funding is available

At the time of preparing this strategy, 14 Shorty O'Neil Village residents have moved permanently to other facilities. This means there are 14 residential places vacant, with 25 long-term hostel residents remaining in the Village. One place within the Village has been available for respite care since before the decision to close the facility. Two further places have been utilised for respite care, following recent departures by long-term residents.

The remaining unoccupied hostel places mean Shorty O'Neil Village now has significant excess capacity to provide hostel care. Namely, the Village has more buildings, staff, and licensed hostel places than required for current residents. This excess capacity could grow considerably in the coming months, although it is difficult to predict the rate at which this will occur. This means it is difficult to forecast how much longer individual residential units, operational services and individual staff members will be required.

Therefore, a flexible, people-focused Exit Strategy is required to ensure the transition to Shorty O'Neil Village's closure proceeds in a logical, common-sense manner.

2.3 Benefits

- In 2012/13, Council incurred a net loss of approximately \$1.1 million for Shorty O'Neil Village. Following the facility's closure in March 2016, the net annual cost of the facility is expected to reduce by \$700,000 to less than \$400,000. Council will continue to incur non-cash depreciation expenses of approximately \$300,000 per annum, and cash expenses of \$50,000 – \$100,000 per annum, unless or until ownership of the facility is transferred to another party. However, staff costs, insurances, accreditation costs, food costs, and other service costs of approximately \$700,000 per annum will no longer be incurred after March 2016.
- Shorty O'Neil Village's closure is likely to see residents relocated to facilities that are better suited to meet their care needs into the future.
- Allocation of the 40 aged care places will likely remain in Broken Hill for a period of time, and be available to another purpose-built residential care facility.

2.4 Impacts

Successful implementation of this Exit Strategy will position Council to improve its overall financial sustainability.

Closure of Shorty O'Neil Village will also improve Council's capacity to deliver other services

identified as high priorities by the Broken Hill community.

Implementation of this Strategy is also expected to minimise adverse social impacts of Shorty O'Neil Village's closure on residents, their families, and Council's workforce.

A reduced number of residential aged care places will be available in Broken Hill until investment in a purpose-built facility occurs.

3. EXIT STRATEGY OBJECTIVES

This Strategy aims to outline the steps Council will take to ensure operations at Shorty O'Neil Village cease on or before 31 March 2016.

A summary of these actions can be found on the following pages.

The specific objectives of this Exit Strategy are:

- An appropriate standard of care will continue to be provided to all residents of Shorty O'Neil Village until the facility closes.
- Residents will be comprehensively supported to transfer to other accommodation that meets their personal needs and aspirations.
- Shorty O'Neil Village will be closed on or before 31 March 2016.
- Wherever practicable, staff are to be redeployed to other positions at Broken Hill City Council.
- As far as practicable, Shorty O'Neil Village's service capacity will be reduced to match diminishing demand for services as residents move out, in order to minimise unnecessary costs to Council during the transition period.

4. GUIDING PRINCIPLES FOR THIS EXIT STRATEGY

The following key principles will underpin all actions taken to close Shorty O'Neil Village:

- The care and needs of residents will be at the forefront of all considerations and actions.
- Each resident will have a personal transition plan, based on resident needs and aspirations.
- Residents and staff will be consulted in the preparation of plans and actions to be used in the transition process.
- Residents and staff will be kept informed of plans and actions to be taken at all stages of the transition process.
- Council staff will be supported through the transition process.
- Council staff will, wherever practicable, be redeployed to other parts of the organisation.
- Council will only use the redundancy provisions of the award where other efforts to place staff are not successful.

5. SCOPE OF THIS STRATEGY

5.1. Scope Inclusions

The Exit Strategy's scope includes:

- Obtaining Australian Government Approval to close Shorty O'Neil Village
- Coordination of an internal project advisory committee
- Coordination of an external aged care transition committee
- Development of personal transition plans for residents
- Development of a change management plan for staff
- Redeployment of staff, as identified in the Staff Change Management Plan
- Development of a Staffing Contingency Plan for the period from February 2014 to March 2016
- Development and implementation of a transitional operational model for Shorty O'Neil Village for period from February 2014 to March 2016
- Regular revisions of cash flow analysis and financial analysis for Shorty O'Neil Village operations, with subsequent reviews of Exit Strategy implementation
- Development of a specific proposal for future operation and management of Legacy and self care units

5.2. Key Strategy Elements

In order to characterise the Exit Strategy more clearly, this section describes selected, key elements of the Strategy's scope.

5.2.1 Internal Project Advisory Committee

An Internal Project Advisory Committee will support implementation of the Exit Strategy.

The Committee will provide insight and advice as the Strategy rolls out. The Committee will also assist with co-ordination of activity across Council, as well as a communication mechanism for ensuring internal stakeholders are aware of progress and emerging issues.

The Internal Project Steering Committee will consist of:

- Sherrieanne King, Project Manager and Committee Chair
- Judy Parr, Manager Community Services
- Tracey Janes, Aged Care Coordinator
- Kaylee McCallum, Training Officer
- Bernie Williams, Asset Planner
- Bonnie Fitzpatrick, Human Resources
- Finance representative [representative to confirmed before first Committee meeting]

It is envisaged that the Committee will meet at approximately quarterly intervals.

5.2.2 Aged Care Transition Committee

An Aged Care Transition Committee will also support the implementation of the Exit Strategy.

This Committee will bring together providers of aged care accommodation in Broken Hill. The Committee will promote communications between Shorty O'Neil Village and other aged care accommodation providers. This will enable active management of residents' transitions from Shorty O'Neil Village, as vacancies occur in other accommodation across the City.

The Committee will also ensure external aged care providers receive regular updates on the progress of the Exit Strategy.

The External Project Steering Committee will consist of:

- Sherrieanne King, Project Manager, and Committee Chair
- Tracey Janes, Aged Care Coordinator
- Sharon Williams, Southern Cross Care
- Cathy Mullins, Aged Care Assessment Team

It is envisaged that this Committee will meet at approximately monthly intervals.

5.2.3 Personal Transition Plans for Residents

Each resident of Shorty O'Neil Village will have a Personal Transition Plan (PTP) prepared for them.

The PTP will articulate the needs and aspirations of individual residents, which will be balanced by an assessment of their current and long-term care needs.

When alternative accommodation becomes available, the PTP will guide placement of residents into new care arrangements.

Should a resident express concern with the financial costs of relocation, consideration will be given to providing assistance. Each resident's circumstances will be assessed on merit to determine level of hardship and what assistance may be appropriate.

The Project Manager will work with Council's Aged Care Coordinator to prepare PTPs for residents during March and April 2014. Upon request, or as identified by staff preparing the PTP's, professional assistance, such counselling services, may be engaged to support the emotional wellbeing of residents.

5.2.4 Staff Change Management Plan

A Staff Change Management Plan will be developed by the Human Resources Manager, to support the transition of the 33 current staff members from their positions within the Village.

The Staff Change Management Plan will identify the staffing levels required to provide adequate levels of support and services to the remaining residents as the transition towards closure of the Village proceeds.

Development of the Staff Change Management Plan may include identifying employees':

- existing skills
- career aspirations
- preferred next employment assignment
- other areas of interest if unable to secure preferred role

Some of this information has been documented during recent discussions with employees. Meetings may be held with individual staff members to discuss these issues further. Recommendations regarding specific transition actions for employees could then be developed.

Transition options for staff may include:

- redeployment to other areas within Council
- training and support to access positions outside of Council
- retraining for other roles
- redundancy, if other transition options are infeasible

During the transition period, employees will be encouraged to access services to support their emotional and psychological wellbeing through Council's Employee Assistance Program.

5.2.5 Transitional Operational Model for Shorty O'Neil Village

Shorty O'Neil Village will be required to continue providing a standard of care that meets the needs of residents, until the last resident has exited. Compliance with all required standards and legislation must also be maintained until the last resident leaves.

However, as residents move out, income for the Village will reduce. Operating revenue from external funding providers and resident contributions will decrease each time a resident moves out. In each case, the reduction in operating revenue will depend on the level of care provided to the individual resident, and the degree to which the departing resident's care was subsidised. In practice, it may not be possible to reduce operating costs to precisely match reductions in revenue as residents depart.

Careful, detailed operational planning will be required to ensure reasonable reductions in the Village's service capacity and costs occur in a timely manner, as residents depart. To assist with this, a Transitional Operational Model will be developed to guide specific decisions regarding reductions in service capacity as residents leave. For example, the Model's outputs will be used to guide the development of rosters, food service arrangements, and the timing of staff transitions, based on the needs of residents remaining in the Village.

Council's Finance Projects Manager will develop the Transitional Operational Model, in consultation with the Project Manager. The Project Manager will update the model's inputs each time a resident departs the Village.

In some cases, it may not be practicable to transition staff according to the timing suggested by the Transitional Operational Model. In such cases, it may be possible to utilise excess service capacity within Shorty O'Neil Village to provide additional respite care places, crisis care places, or home care packages. Such circumstances will be proactively managed on a case-by-case basis, with the goal of fully utilising Council's workforce for the benefit of the community.

5.2.6 Staffing Contingency Plan

As the transition towards closure of Shorty O'Neil Village proceeds, it is anticipated that staff will progressively transition from the Village. With a smaller available workforce, management will have less flexibility when it comes to managing staff leave. For example, if several staff require leave simultaneously and at short notice, management may find it difficult to arrange relief staff from a smaller pool of employees. Service interruption risks related to staff shortages may

increase. To address such risks, the Project Manager will develop a Staffing Contingency Plan for the period to March 2016.

The Staffing Contingency Plan will include a clear sequence of actions for the Aged Care Coordinator to implement in the event of a staff shortage, to minimise the risk of services to residents being interrupted.

5.2.7 Proposal for Legacy and Self Care Units

A specific proposal for the future ownership and management of units occupied by Legacy and self care tenants will be developed as part of the Exit Strategy for Shorty O'Neil Village.

Council officers anticipate extensive discussions with Legacy representatives, current residents, Housing NSW, and other housing providers, before the proposal is finalised. Initially, Council officers will propose:

- That the Legacy tenant and the self-care tenant not currently residing in the block of units at the western end of Shorty O'Neil village (Units #1 – #12, near Gossan Street) move into this block before June 2015 (subject to discussion with self-care tenants and a Legacy representative).
- Council accepts Legacy's offer of an interest-free loan to fund construction of verandas on up to five units occupied by Legacy tenants as soon as practicable (subject to Council making a formal resolution to this effect).
- A separate land title or titles be created for the legacy and self care units in approximately June 2015 (subject to further feasibility assessment).
- Ownership of up to 12 units at the western end of Shorty O'Neil Village be transferred from Council to one or more new owners in approximately June 2015 (subject to further analysis, discussion with stakeholders, and formal Council approval).
- Council transfers management of the units to an appropriately accredited and skilled organisation from approximately June 2015 (subject to further analysis and discussion with stakeholders). This management organisation would be engaged by the property owner(s).

Council officers consider this a prudent approach to determining the future of self-care and Legacy housing in Shorty O'Neil Village. During development of this approach, alternative scenarios were considered, assessed, and rejected by officers.

For example, officers considered the possibility of transferring Legacy tenants to other vacant units within the Village. Initially, this option appeared favourable, as it avoids the capital costs of constructing verandas to address water ingress problems in the units currently occupied by Legacy tenants. However, many vacant units in other parts of the Village have similar problems with water ingress. Moreover, it would be difficult to find a block of up to 12 vacant units together in another part of the Village. If tenants moved into units elsewhere in the Village in the short-term, they would likely have to move again in 2016. On balance, transferring Legacy tenants to other units in the Village was deemed likely to impose unjustifiable inconvenience on these residents.

Preliminary investigations into potential subdivision and utilities (electricity, water, sewer, etc.) adjustments have not revealed any issues that would impede the approach outlined above.

Preliminary discussions with Legacy representatives have commenced. Dialogue will continue following endorsement of this Exit Strategy by Council, and presentation of proposals within the Strategy at Legacy's next meeting.

The Project Manager and Department Manager will jointly coordinate development of a detailed proposal for the future of Shorty O'Neil Village's self-care and Legacy units, including negotiating with stakeholders, and obtaining specialist advice as required.

5.3. Exclusions of This Strategy

The Exit Strategy's scope excludes:

- Future employment arrangements for individual staff members, which will be managed operationally, with reference to the overarching Staff Change Management Plan.
- Strategic land use planning for future use of the Shorty O'Neil Village site.
- Repurposing of some areas of the Village.
- Sale of Shorty O'Neill Village's current hostel care facilities.

5.4. Scope Change

This document encompasses various plans. Over time, changes to these plans may be necessary.

Scope variations to manage emerging issues will be documented and assessed by the Project Manager for approval by the General Manager, and where necessary, Council.

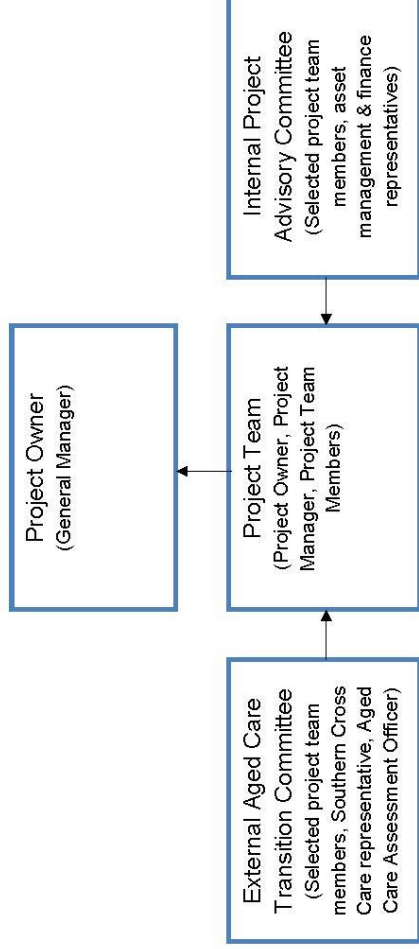
6. PROJECT GOVERNANCE: ROLES AND RESPONSIBILITIES

Key roles and responsibilities for this Exit Strategy are outlined in the following table.

Role	Name	Key Responsibilities
General Manager	Therese Manns	Approval of strategy and any scope changes. Approval of any formal Council reports arising from this Strategy.
Department Manager	Judy Parr	Development and monitoring of the Strategy, regular reporting to General Manager and Council as needed. Operational oversight of project implementation
Project Manager	Sherrieanne King	Implementation and monitoring of Strategy. Corrective action to address any deviations from this Strategy. Identification of any scope changes required. Reporting to Manager, GM and Council as needed

Role	Name	Key Responsibilities
Team Members	Bonnie Fitzpatrick	Development and Implementation of Change Management Plan for staff. Will be working closely with Department and Project Manager. Briefing of GM as needed
	Finance representative (to be confirmed)	Complete cash flow analysis. Complete financial analysis and monitoring of operational requirements
	Tracey Janes	Coordination of Village operations
	Kaylee McCallum	Coordination of resident cares

Relationships between the project team and the project's two advisory committees are shown in the following diagram.



7. PROJECT MANAGEMENT MASTER PLAN

Key tasks, responsibilities, and expected timeframes for the Exit Strategy are summarised in the following table.

Task	Responsibility	Start Date	Finish Date	Dependencies
Seek approval from Australian Government to Close Shorty O'Neil Village	Project Manager in consultation with Department Manager and General Manager	February 2014	March 2014	Timing is dependent on responses from Department of Social Services
Set up and first meeting of Internal Project Advisory Committee	Project Manager	February 2014	March 2014	
Coordinate quarterly Internal Project Advisory Committee meetings	Project Manager	June 2014	March 2016	
Set up and First Meeting of External Aged Care Transition Committee	Project Manager	February 2014	March 2014	
Coordinate monthly External Aged Care Transition Committee meetings	Project Manager	March 2014	March 2016	
Develop Personal Transition Plans for Residents	Project Manager, Aged Care Coordinator	March 2014	April 2014	
Develop Change Management Plan for Staff	HR Manager, Project Manager	February 2014	May 2014	Content of staff Change Management Plan depends on outputs from Operational Model
Develop Staffing Contingency Plan	Project Manager, Aged Care Coordinator	February 2014	May 2014	
Develop Transitional Operational Model for Shorty O'Neil Village	Department Manager, Project Manager, Project Team	March 2014	April 2014	

Task	Responsibility	Start Date	Finish Date	Dependencies
Validation of Transitional Operational Model	Department Manager, Project Manager, Project Team	April 2014	April 2014	
Implement Transitional Operational Model	Project Manager, Project Team	April 2014	March 2016	
Develop proposal for management of Legacy and self care units	Department Manager, Project Manager, Project Team	February 2014	September 2015	
Relocation of Residents	Project Manager, Project Team	January 2014	February 2016	
Redeployment of Staff	HR Manager, Project Manager	January 2014	March 2016	Dependent on relocation of residents and completion of Staff Change Management Plan
Implement Strategy for Legacy & self care units	Project Manager, Project Team, Asset Planner	January 2015	June 2015	
Village closure	General Manager, Department Manager, Project Manager, Project Team		March 2016	Dependent on successful completion of all other Exit Strategy tasks

8. FINANCIAL IMPACTS

The financial impacts of this Exit Strategy on Council have been estimated, using a scenario of two residents transferring out of the Village per month, with five residents remaining until closure in March 2016. The results of this analysis for the 2013/14, 2014/15 and 2015/16 years are summarised in Appendix 1. 2012/13 actual income, expenditure and cash flows for Shorty O'Neil Village were used as a baseline for the estimated financial impacts of this Exit Strategy.

The estimated financial impacts of this Strategy are affected by the timing of individual residents' transfers out of the Village, together with the timing of individual staff members' transitions away from their current positions. These issues are discussed further in Section 8.3.

Financial analysis indicates this Exit Strategy cannot be implemented within current budgets and budget forecasts. Council will need to adjust its long-term financial plan and annual budgets to reflect the financial impacts outlined below. Council officers will propose the requisite budget provisions as part of Council's normal budget preparation and review processes.

8.1. Impacts on Income & Expenditure

Winding up Council's residential aged care services will affect Council's financial performance, with an estimated \$1.436 million in additional net costs from February 2014 to March 2016. This additional cost is equivalent of 16 months operations at baseline costs, effectively giving a payback period of less than 1.5 years for the cessation of residential aged care services.

Under the assumed scenario of two residents moving out of the Village per month, it is estimated that Shorty O'Neil Village's net operating cost to Council will increase by \$310,000 in 2013/14, \$260,000 in 2014/15 and \$866,000 in 2015/16, compared to 2012/13 actual results.

From 2016/17 onwards, it is estimated that Council will continue to incur costs of approximately \$350,000 to \$400,000 per annum for Shorty O'Neil Village, unless or until ownership of the facility is transferred to another party. These costs would comprise approximately \$300,000 per annum in non-cash depreciation charges, and \$50,000 to \$100,000 per annum in expenses such as utility service charges, and minor infrastructure maintenance costs.

The financial impact estimates in this Strategy do not include provision for construction of verandas on up to five units occupied by Legacy tenants. At the time of writing, Council had not made a formal determination as to whether it would fund these works. The cost of constructing the verandas is likely to be small compared to the costs of implementing this Exit Strategy. Council's decision about the verandas is not expected to impede its capacity to implement this Exit Strategy.

8.2. Impacts on Cash Flows & Cash Position

The impact on cash flow due to closure of the Village is greater than the operational cost, due to the requirement to repay \$1.030 million in bonds to residents. These bond monies are currently restricted assets held in reserve, so cash is available for repayment. The baseline annual cash requirement for 2012/13 was \$0.825 million. The additional cash flow impact over the closure period (February 2014 to March 2016) is estimated at \$2.340 million.

This comprises an estimated deterioration in Council's cash position of approximately \$560,000 in 2013/14, a further \$786,000 in 2014/15, and a further \$993,000 in 2015/16, as a result of winding up Council's residential aged care services.

8.3 Discussion of Financial Analysis

It is important to understand that financial impacts of the closure of Shorty O'Neil Village cannot be estimated with 100% confidence at this time. The main reason is that some factors affecting the financial impacts are presently uncertain.

For example, actual future income and expenditure for Shorty O'Neil Village will vary according to when each individual resident moves out. The timing of each resident's move is presently unknown, and cannot be reliably forecast. Depending on each resident's individual circumstances, their departure will effect a different reduction in income, cash and service demand for Council. Assumptions about employee transitions are linked to assumptions about resident departures. In turn, the actual timing and arrangements for each employee's transition will affect the cost of the Village's closure.

The estimated additional cost of closing the Village of \$1.436 million assumes two residents per month move out between February 2014 and March 2016. To test for sensitivity to these assumptions, several scenarios were modeled, ranging from no further residents leaving before March 2016, to three residents transferring out per month. The sensitivity testing shows the total additional cost varying from \$1.224 million to \$1.484 million under the range of scenarios. Additional net cash outflows between February 2014 and March 2016 also varied from \$2.128 million to \$2.389 million, depending on the scenario modeled.

The Transitional Operational Model to be developed as part of this Strategy's implementation will generate increasingly reliable financial forecasts as actual transactions are recorded when individual residents depart. Similarly, the Transitional Operational Model will be able to generate increasingly reliable financial forecasts as each employee transition occurs.

The Project Manager and a Finance representative will review and update the Transitional Operational Model and financial forecasts monthly. This will enable Council's Finance team to ensure sufficient cash is available to cover staff transition costs until all employee transitions are complete.

9. COMMUNICATION and STAKEHOLDER MANAGEMENT PLAN

Internal and external stakeholders involved in the closure of Shorty O'Neil Village have been identified. For each stakeholder group, communication mechanisms have been identified, as shown below:

9.1 Internal Stakeholders

Stakeholder	Activity	Responsibility	Timeframe
Residents, their families and carers	• Personal Transition Plans (PTP)	• Aged Care Coordinator	• By April 2014
	• Meeting with Aged Care Coordinator and Project Manager	• Project Manager	• Every month initially, then as needed
	• Written newsletters for residents, their families and carers	• Aged Care Coordinator	• Every 3 months initially, then as needed
Councillors	• Status reports on Shorty O'Neil Village Exit Strategy at Councillor workshops	• General Manager, Department Manager, Project manager	• Quarterly
General Manager	• Status report on closure of Shorty O'Neil Village against project plan • Emerging issues and ameliorating actions also identified	• Project Manager	• Monthly
Shorty O'Neil Village staff	• Personal 1:1 meetings with Aged Care Coordinator, Project Manager	• Aged Care Coordinator, Project Manager	• March 2014, then as requested by staff
	• Group meetings to discuss directions, plans & progress	• Project Manager	• Every month, and as required
Council staff	• Information updates via GM presentations/forums	• General Manager	• Quarterly

Additional details regarding consultation with staff will be included in the Staff Change Management Plan

9.2 External Stakeholders

Stakeholder	What	Responsibility	When
Legacy	<ul style="list-style-type: none"> Personal meetings with Legacy representatives 	<ul style="list-style-type: none"> General Manager, Project Manager, Aged Care Coordinator 	<ul style="list-style-type: none"> As required
Other Aged Care Providers	<ul style="list-style-type: none"> Briefings through membership of Aged Care Transition Committee 	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> As required
Unions	<ul style="list-style-type: none"> Personal meetings with union representatives, delegates 	<ul style="list-style-type: none"> HR Manager and Project Manager 	<ul style="list-style-type: none"> Monthly during project start up, then as required
Australian Government Department of Social Services	<ul style="list-style-type: none"> Regular exchanges of correspondence, phone calls and updates 	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> Frequently at project start up, then as required
Aged Care Standards and Accreditation Agency	<ul style="list-style-type: none"> Reporting on ongoing compliance during closure process 	<ul style="list-style-type: none"> Project Manager, Aged Care Coordinator 	<ul style="list-style-type: none"> As necessary during the project
Suppliers to Shorty O'Neil Village	<ul style="list-style-type: none"> Supplier meeting to brief them about changes ahead 	<ul style="list-style-type: none"> Aged Care Coordinator 	<ul style="list-style-type: none"> By March 2014
	<ul style="list-style-type: none"> Regular meetings with suppliers over the life of the project 	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> As needed
Broken Hill community	<ul style="list-style-type: none"> Regular updates via Council's website 	<ul style="list-style-type: none"> Department Manager 	<ul style="list-style-type: none"> As needed
Media	<ul style="list-style-type: none"> Timely responses to media enquiries by General Manager, Mayor in consultation with Council's Communications Specialist 	<ul style="list-style-type: none"> Mayor, General Manager, Communications Specialist 	<ul style="list-style-type: none"> As needed

10. RISK MANAGEMENT

A preliminary risk assessment has been completed to identify key risks associated with the closure of Shorty O'Neil Village.

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action	Residual Risk Rating
Australian Government fails to approve closure	Unlikely	Major	High	Work with Local Member of Parliament to facilitate interactions with Australian Government Departments	Moderate (rare, major)
Residents reluctant to move to another provider	Unlikely	Moderate	Moderate	Work with residents to develop Personal Transition Plan and transition over 2 years	Moderate
Cash flow requirements for Shorty O'Neil Village exceed available cash	Likely	Major	High	Develop new operating model for Shorty O'Neil Village as it goes through closure process Request additional funds for one-off transition expenses in Council's 2014/15 and 2015/16 budget process	Moderate (possible, moderate)
Staff/union resists organisational changes	Likely	Moderate	High	Develop Staff Change Management Plan in consultation with staff and union	Moderate (possible, moderate)
Staff engage in industrial action impacting negatively on residents	Likely	Moderate	High	Contingency Staffing Plan will be used in these circumstances	Moderate (possible, minor)
Project team burns out as Shorty O'Neil Village becomes more difficult to manage through transition process	Likely	Moderate	High	Project Manager and Aged Care Coordinator will require more support from Department Manager over the life of the project	Moderate (possible, minor)
Staff depart for other jobs earlier than expected	Unlikely	Moderate	Moderate	Staffing Contingency Plan	Low (rare, minor)

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action	Residual Risk Rating
Insufficient alternative accommodation available for existing residents	Likely	Major	High	External Aged Care Transition Committee will assist with identifying alternative accommodation.	Moderate (possible, minor)
Shorty O'Neil Village loses accreditation earlier than intended in closure process	Unlikely	Major	High	Transitional Operating Model for Village will take this risk into account during preparation	Moderate (unlikely, moderate)
Failure to reach agreement with Legacy and self-care residents	Possible	Major	High	Negotiation with Legacy. Negotiation with Housing NSW. Negotiation with other housing providers.	Moderate (unlikely, moderate)
Savings not achieved during closure process	Likely	Major	High	Regular updates to Transitional Operating Model & monitoring of financial impacts by Project Manager	Moderate (unlikely, moderate)
Council reverses decision to close Shorty O'Neil Village	Unlikely	Major	High	GM to reinforce with Councillors, as required, critical financial implications of reversing decision to close Shorty O'Neil Village	Moderate (rare, moderate)

APPENDIX 1 – FINANCIAL ANALYSIS SUMMARY

Broken Hill City Council								
Shorty O'Neil Village Exit Strategy								
2 residents transfer out per month								
INCOME STATEMENT								
\$ '000	Notes	Baseline 2012/13 Actuals	Forecast 2013/14	2013/14 Variance from Baseline	Forecast 2014/15	2014/15 Variance from Baseline	Forecast 2015/16	2015/16 Variance from Baseline
Income from Continuing Operations								
Revenue:								
Rates & annual charges		(28)	(30)	(2)	(31)	(3)	(32)	(4)
User charges & fees		696	592	(104)	183	(513)	73	(623)
Interest & investment revenue		70	26	(44)	6	(64)	0	(70)
Other revenues		13	12	(1)	12	(1)	13	0
Grants & contributions for operating purposes		1,089	926	(163)	287	(803)	114	(975)
Grants & contributions for capital purposes		-	-	-	-	-	-	-
Other income:								
Net gains from disposal of assets		-	-	-	-	-	-	-
Net share of interests in joint ventures		-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		1,840	1,527	(314)	458	(1,383)	168	(1,672)
Expenses from Continuing Operations								
Employee benefits & costs		2,132	2,025	(107)	1,072	(1,060)	1,419	(713)
Borrowing costs		-	-	-	-	-	-	-
Materials & contracts		328	387	59	264	(64)	235	(92)
Depreciation & amortisation		250	283	34	291	42	300	50
Impairment		-	-	-	-	-	-	-
Other expenses		205	216	11	165	(40)	154	(51)
Net losses from disposal of assets		-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS		2,914	2,911	(4)	1,792	(1,123)	2,108	(806)
OPERATING RESULT FOR THE YEAR		(1,074)	(1,384)	(310)	(1,334)	(260)	(1,940)	(866)
Assumptions								
Baseline - Actuals from 2013								
Variable Costs adjusted for number of residents and indexed in future years at 2.8%								
2013/14 variable costs assumes July 2013 to December 2013 as per January 2014 figures								
2013/14 fixed costs and other revenue as per 2014 Budgets								
Future years fixed costs and other revenue as per indexed 2014 Budgets (indexation rate 2.8%)								
2015/16 figures to March 2016 (full closure following March 2016)								

Broken Hill City Council								
Shorty O'Neil Village Exit Strategy								
2 residents transfer out per month								
STATEMENT OF CASH FLOWS								
\$ '000	Notes	Baseline 2012/13 Actuals	Forecast 2013/14	2013/14 Variance from Baseline	Forecast 2014/15	2014/15 Variance from Baseline	Forecast 2015/16	2015/16 Variance from Baseline
Cash Flows from Operating Activities								
<i>Receipts:</i>								
Rates & annual charges		(28)	(30)	(2)	(31)	(3)	(32)	(4)
User charges & fees		696	592	(104)	183	(513)	73	(623)
Investment & interest revenue received		70	26	(44)	6	(64)	0	(70)
Grants & contributions		1,089	926	(163)	287	(803)	114	(975)
Bonds, deposits & retention amounts received		-	-	-	-	-	-	-
Other		13	12	(1)	12	(1)	13	0
<i>Payments:</i>								
Employee benefits & on-costs		2,132	2,025	(107)	1,072	(1,060)	1,419	(713)
Materials & contracts		328	387	59	264	(64)	235	(92)
Borrowing costs		-	-	-	-	-	-	-
Bonds, deposits & retention amounts refunded		-	284	284	568	568	178	178
Other		205	216	11	165	(40)	154	(51)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES		(825)	(1,385)	(560)	(1,611)	(786)	(1,818)	(993)
Cash Flows from Investing Activities								
<i>Receipts:</i>								
Sale of investment securities		-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment		-	-	-	-	-	-	-
Deferred debtors receipts		-	-	-	-	-	-	-
Other investing activity receipts		-	-	-	-	-	-	-
<i>Payments:</i>								
Purchase of investment securities		-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment		-	-	-	-	-	-	-
Deferred debtors & advances made		-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES		-	-	-	-	-	-	-
Cash Flows from Financing Activities								
<i>Receipts:</i>								
Proceeds from borrowings & advances		-	-	-	-	-	-	-
<i>Payments:</i>								
Repayment of borrowings & advances		-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES		-	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS		(825)	(1,385)	(560)	(1,611)	(786)	(1,818)	(993)

Assumptions

Bond refunds calculated as an average



Operational Review Of Shorty O'Neil Village

February 2012

Contents

1. INTRODUCTION	3
1.1 Purpose	3
1.2 Background	3
1.3 Methodology	3
2. SUMMARY OF FINDINGS	4
2.1 Action Plan	7
Attachment A: Service Review	9
Attachment B: Accreditation Standards	27
Attachment C: 2006 Census Broken Hill Population Profile	29
Attachment D: Integrated Strategic Plan "Our Community" Extract	30
Attachment E: Shorty O'Neil Village Organisational Chart	33
Attachment F: 2011 Broken Hill Community Satisfaction Research Extract	34
Attachment G: Shorty O'Neil Village Viability Report, Sidney T Duckett	43
Attachment H: City of Broken Hill Ageing Strategy 2009-2014 Extract	47
Attachment I: 2011 Organisation Review Recommendation & Action Plan Extract	53
Attachment J: Broken Hill City Council – Organisation Review Report Version 3.0 Extract	54
3. KEY FINDINGS	55
4. FINANCIAL DETAILS AND OPERATIONAL COSTS	56
5. ISSUES ARISING	57
6. CONCLUSION	57
7. RECOMMENDATION	58
8. GLOSSARY TERMS AND DEFINITIONS	59
9. REFERENCES	60

1. INTRODUCTION

1.1 Purpose

The purpose of this report is to review the future operations of Shorty O'Neil Village pursuant to Council's resolution made at its meeting on August 31, 2011 "that a report be prepared for the October Policy and General Committee Meeting regarding the future operations and viability of the Shorty O'Neil Village and the possibilities of Council operating a separate thirty unit independent living facility on a suitable site in Broken Hill".

1.2 Background

Shorty O'Neil Village has been owned and operated by Council over the last 20 years. In recent times, there has been significant change in the level of resident care needs, changes in funding levels due to revised funding tools, legislative compliance, and increasing costs associated with maintaining facility accreditation, which collectively has impacted Council's ability to deliver this service in a cost efficient manner, over and above the service funding provided.

Prior to Council's recent resolution, the need to review operations of Shorty O'Neil Village was also identified in the Ageing Strategy and the Organisational Review, specifically to:

- Assess Council's capability to meet the projected future demand for residential aged care as described in the City of Broken Hill Ageing Strategy 2009-2014
- Improve Council's operating effectiveness and long term sustainability as identified in Council's Organisational Review conducted by LGMS in 2011

1.3 Methodology

In conducting this review a Service Improvement Framework and the Victorian Best Value Principles were applied, which specifically:

- Define the Service to be reviewed with consideration of the internal and external environment;
- Determine whether the Service is still required and why;
- Determine whether the service standards are still appropriate and if changes are needed;
- Consider if there are more efficient and / or effective ways to deliver the service; and
- Make recommendations for change.

Information was collected through meetings with and feedback from key team members, the review of relevant documentation and previous consultancy reports.

The information collected following this process is provided at Attachment A.

2 Summary of Findings

Executive summary of service review

Due to Broken Hill's ageing population, there is an ever increasing need for residential aged care facilities within the community.

Low care hostel services provide a realistic transition stage between independent community life and nursing home (high) level of care. Many people who cannot manage in their own homes without support, are not ready nor suitable for nursing Home level of residential care.

The City of Broken Hill Ageing Strategy 2009-2014 (Attachment H) and the increasing ageing population forecasted for 2031, also support that residential aged care is an essential service to be provided to the Broken Hill Community and indicates the current service provision falls short to meet future needs:

- 165 high care beds needed (121 high care beds at current)
- 200 low level care places needed (139 low level care places at current)
- 83 community care packages (106 packages at current)

The Strategy and research does support that the service is required, but also identifies that *"The physical environment of both Shorty O'Neil Village and the War Veterans Hostel impact on the ability to provide the required levels of support"*.

A Local Government Organisation which is required to facilitate or directly provide services to the community, Broken Hill City Council has had an obligation to provide a low care facility for the ever increasing ageing population of Broken Hill. While there is an obvious need for the service to be provided to the Broken Hill Community, it is not apparent as to why Broken Hill City Council would be seen as the optimum provider of this service based on the following:

- The current facility does not meet future needs as identified in the City of Broken Hill Ageing Strategy 2009-2014 *"There will be a need to develop a more appropriately designed facility to provide low level care for 120-130 people to supplement the inappropriate facilities at Shorty O'Neil Village and the War Veterans Hostel."* More detailed extract of the Ageing Strategy, including identified strategies for Council to undertake relevant to Shorty O'Neil Village, is provided at Attachment H
- The current operation of the Village affects Broken Hill City Council's ability to become financially sustainable and dedicate required resources to the other 44 identified services of Council. The Organisation Review conducted by LGMS in 2011 recommended Council should *"Withdraw from operating Shorty O'Neil Village and sell the buildings and bed licences"* in order to achieve long term financial sustainability and delivery of high quality services to the Broken Hill community. Council subsequently adopted an ammended recommendation that called for *"A report on the operations and viability of*

Page 4 of 60

Shorty O'Neil Village to be prepared for Council's consideration prior to any further action."

- Increased legislative requirements to deliver the service, diverts staff and financial resources from operational activities.
- Additional reporting is also required to ensure compliance with not only the aged care standards, but the Local Government Act 1993.
- Other service providers could (or have already expressed interest to) undertake this service independent of financial or in-kind assistance from Broken Hill City Council (subject to transfer and availability of Aged Care licences)

Service provision evaluation: benefit cost analysis

Broken Hill City Council is actively involved in the future planning and advocacy at State and Federal Government level, as well as service provider level, to ensure residential aged care services within the local area meet the current and future demands of the community. There is debate whether or not Broken Hill City Council has a primary responsibility for driving, coordinating or delivering these services, or should Council's key role be liaising with other service providers to ensure the future needs for the community are met?

Benefits of Council providing the service:

- Supports competition within the aged care industry through multiple operators of low level aged care service provision within the City
- Has an existing skilled and qualified workforce required to deliver low level care service (36 FTE positions)
- Offers over 20 years of experience in the field of low level aged care service provision
- Well established systems and processes are in place to deliver a high quality service to residents
- Ancillary service support is available
- Contributes to the community's overall satisfaction of performance of Broken Hill City Council
- Contributes to Council's aim "to enhance the quality of life, independence and wellbeing of the Broken Hill Community".

Benefits of Council withdrawing from the service (or transferring to another operator):

- Alternative operating and accommodation options for the facility.
- Alternative revenue streams and cost saving models at Shorty O'Neil Village would be available for Council to investigate and pursue.
- Potential reduction in Council's financial and operational obligations (Reliant on alternative operating/ accommodation model)
- Current service standards would be maintained due to legislative and accreditation requirements
- Delivery standards and service efficiencies would be the responsibility of an external provider (economies of scale).

Conclusions following service review:

Broken Hill City Council is an organisation that delivers 44 services to the Broken Hill community, all requiring varying levels of financial and operational resources. The organisation is resource poor and all avenues available to Council to improve its financial and operational effectiveness need to be considered in order to ensure the future sustainability of Council's diverse range of services, facilities and assets.

Further to Council's resolution of investigating the possibility of operating a separate 30 unit independent living facility, the service review has identified the following:

1. Build a thirty unit independent living facility on a suitable site in Broken Hill (assumes that Shorty O'Neil Village continues to operate as is)
 - Ability to meet future demands: Achieves Community need for more independent living, but does not achieve future need for low level aged care places.
 - Ability to improve Councils operating effectiveness & long term sustainability: Nil
- Impact: Will require additional capital and operational costs. Council would also be extending its commitment to providing discretionary services to the community, moving further away from core service delivery.

The service review has identified two possible scenarios for the future operations of Shorty O'Neil Village

2. Continue operations and service delivery as is, with a view to increase revenue streams and decrease operational costs
 - Ability to meet future demands: Unachievable on the current site or with the current model of service delivery
 - Ability to improve Councils operating effectiveness & long term sustainability: Minimal

Impact: While some identified initiatives may prove to generate additional revenue, the anticipated earnings will fall short of the funds required to offset operational costs. The current layout of the facility inhibits capability to improve low level care service delivery effectiveness and operational costs.

3. Sell or transfer the bed licences and investigate alternate facility utilisation
 - Ability to meet future demands: Achievable
 - Ability to improve Councils operating effectiveness & long term sustainability: High range potential

Impact: Councils financial and operational obligations are expected to significantly decrease. The ability to earn additional income or implement cost saving models would also be possible.

2.1 ACTION PLAN

Upon Council's resolution of a preferred option/s as summarised previously, the following are recommended actions to be undertaken. The identified actions are designed to facilitate a holistic approach to strategic planning and implementation of the preferred option/s.

Option 1: Build a thirty unit independent living facility (assumes that Shorty O'Neil Village will continue to operate as is)

Action	Comments for consideration	Resp Officer
1.1 Investigate and scope the project to build a new facility	Scope needs to include a cost benefit analysis identifying the Social, Economic, Risk, Financial and Environmental impacts that such a project would involve. Identify workforce impacts As well as project resource requirements and estimate timeframe for completion.	Asset Planner Buildings – possibly contracted out

Option 2: Continue operations and service delivery as is, with a view to increase revenue streams and decrease operational costs

Action	Comments for consideration	Resp Officer
2.1 Investigate opportunity to increase accommodation bonds with the view to increase earnings derived from bonds held	Given the current socio-economic profile of the community, is it affordable for residents to increase user costs? Agreement states required percentage of concessional residents is mandatory	Aged Care Manager
2.2 Investigate opportunities for efficiencies through review of staffing levels and work practices	The layout of the facility will prevent the service being delivered to optimum efficiency levels	Aged Care Manager
2.3 Investigate system improvements to ensure maximum Government funding is being applied for and received.	Current financial audit statement affected CAP monthly payments and ability to maintain current funding levels needs to be considered. (eg will Government funding remain at the current level, increase or decrease)	Aged Care Manager and Chief Finance Officer
2.4 Develop an effective business plan for Shorty O'Neil Village identifying KPIs that have a focus and ability to assess the performance of the facility	Utilise ancillary service providers to assist in the development. Requirement as per Council classification as a Category 2 business noted in the Integrated Strategic Plan.	Aged Care Manager

Option 3: Sell the bed licences and investigate alternate facility utilisation

Action	Comments for consideration	Resp Officer
3.1 Scope the contractual process to sell or transfer bed licences to external service provider on the basis that the licences are retained within the City of Broken Hill.	Process map what this would look like. Scope the impact this would have on current residents, workforce, stakeholders and transitional finance requirements Identify timeframes, legal and contractual requirements and obligations.	Aged Care Manager
3.2 Undertake a review of possible utilisation of existing buildings, infrastructure and assets located at the Shorty O'Neil Village site	Should include alternative business cases such as, but not limited to: <ul style="list-style-type: none"> - Operate as a self care / independent living retirement village - Sell off of the units and assets - Leasing of units - Accommodation to complimentary industries within the region eg Mining, Education, Health 	Manager Community Services

ATTACHMENT A: SERVICE REVIEW

1. OVERVIEW

The Broken Hill City Council owns and operates the Shorty O'Neil Village ("the Village"), which is a low care residential aged care facility bounded by Blende, Beryl, Gossan and Garnet Streets in the city of Broken Hill.

"The intention of the new housing is to provide support for people to remain active and independent in the community, when they find it necessary to leave their current home."
Future life housing for the elderly registration of interest brochure.

As such the initial design indicated that it was built as a model for more independent living. Following demands to provide the service, progressively it has evolved into a low care hostel, despite the layout of infrastructure not being optimal for this level of service.

The Village's first occupants took residence in 1991 and the Village was officially opened in 1992. The facility consists of 52 individual units:

- 40 provide low level residential care (hostel) accommodation to suitably assessed persons
 - o 9 male residents and 30 female residents
 - o 1 dedicated respite unit, that provides short term respite care to suitably assessed persons
- 12 are designated as self care, 6 of these units are managed by Legacy to house Legacy widows

Following *recommendation 2 "Defining Council's core business"* from the Organisation Review Report provided at Attachment J, Council is yet to articulate and prioritise its obligations and service functions on the basis of core or discretionary. However, Shorty O'Neil Village could be defined as a discretionary Local Government service as it is not a legislated role of Local Government and is provided based on community needs or private sector supply and demand.

Actioning of the *Organisational Review Recommendation 2* and consequently *gaining a clear understanding of the hierarchy of functions and definition of service levels* as core or discretionary, may influence future decision making of Council's role in continuing to be the service provider of residential aged care to the Broken Hill Community.

The Accommodation services that Shorty O'Neil Village provides include:

- Administration, including resident documentation
- Basic accommodation related services such as furnishings
- Bedding
- General laundry, towels, washers, soap and toilet paper (a laundering service is also provided to residents)
- Cleaning services (weekly cleaning of units and daily cleaning of common areas)
- Maintenance of buildings and grounds to ensure safe and aesthetically pleasing
- Staff continuously on call to provide emergency assistance
- Meals, including special dietary requirements (delivered to the unit or enjoyed in a social environment with other residents in the community hall)

The Personal Care services that Shorty O'Neil Village provides include:

- Assistance with the activities of daily living such as bathing, toileting, eating, dressing, mobility and communication
- Certain treatments and procedures, including sugar level checks/monitoring and assistance with medication
- Recreational therapy and rehabilitation support (daily social and recreational activities and/ or outings coordinated by staff and volunteers)
- Assistance in accessing health and therapy services
- Support for people who have difficulty understanding

Legal & Regulatory Obligations

The operations of Shorty O'Neil Village adhere to and are governed by:

- Aged Care Act 1997
- Building Code of Australia
- Fire Safety Regulations
- Food Safety Standards
- Local Government Act 1993
- Retirement Villages Act 1999
- Occupational Health & Safety Act 2000
- Privacy and Personal Information Protection Act 1998

It should be noted that increased fire and food safety regulations have resulted in increased operational and financial cost to the Village.

Standards and compliance issues.

Aged Care Standards and accreditation

Assessed by the Aged Care Standards and Accreditation Agency Ltd

Accreditation standards are detailed in the Quality of Care Principles 1997. There are four standards, and 44 expected outcomes across the 4 standards. Homes must comply with all 44 expected outcomes at all times.

- Standard One: Management systems, staffing and organisational development
- Standard Two: Health and personal care
- Standard Three: Resident lifestyle
- Standard Four: Physical environment and safe systems

Accreditation standards are assessed every three years; to date Shorty O'Neil Village has met accreditation requirements. However, this continues to become more and more difficult due to the increased care needs of persons assessed as low care by the Aged Care Assessment Team. Previously a person assessed as eligible for a low care facility was mostly independent who required limited support.

The Accreditation Standards (Quality of Care Principles 1997) is provided at Attachment B

Non – financial reporting

- CAP (Conditional Adjustment Payment) Staff Training Statement

Financial reporting requirements.

- Reporting as required under requirements of the Local Government Act and Council operations
- Audited General Purpose Financial Report (GPFR) to all recipients of the Aged Care Service upon request and in support of CAP Staff Training Statement
- Accommodation bonds held for each resident statement

Community Impact

2006 Australian Bureau of Statistics Census of Population and Housing, the City of Broken Hill has:

- A population of 19,361
- 3,674 residents or 19% are 70 years of age or over
- An ageing population, median age being 42

Population projections for 2031 forecast:

- New South Wales: 22% of the population or 1.8 million people will be aged 65 years and over
- Far West Statistical Division (including Broken Hill) population aged over 65 years will increase from 18.1% in 2006 to 29.4% in 2031
- Total population of the Far West Region to decline by 5,000 people between 2001 and 2031
- Broken Hill population aged 65 years and over will increase from 18.9% in 2006 to 30.4% in 2031
- Broken Hill population will decrease from 19,359 in 2006 to 16,860 in 2031, but will experience an additional 1,466 people aged 65 and over.

Broken Hill population profile 2006 census is provided at Attachment C

Integrated Strategic Plan – Key Direction: Our Community

Shorty O'Neil Village contributes to Council's aim to enhance the quality of life, independence and wellbeing of the Broken Hill community. Specifically, this means providing a low care aged residential facility as part of Strategy number "1.3 Provide programs & services that may address the needs of aged persons."

Integrated Strategic Plan extract "Our Community" outcomes specific to Shorty O'Neil Village is provided at Attachment D.

Council Strategies and Policies

- City of Broken Hill Ageing Strategy 2009-2014
- Positive Ageing Policy 2009
- Integrated Strategic Plan 2010/2030 (Year 2): *Key Direction "Our Community"*

Stakeholders

Suppliers

- Aged Care Standards & Accreditation Agency Ltd (Accreditation & Assessment)
- Aged & Community Services Australia Ltd (industry representation to ensure Australia has a sustainable system to deliver quality services & care for our ageing population)
- Broken Hill City Council Elected Body (Resolutions and policy – strategic direction)
- Broken Hill City Council departments (Ancillary services to support operations eg Financial Services, Human Resources, Infrastructure, Communications/ Customer Engagement, Business Excellence)
- Consultants (Knowledge, information and strategies)
- Contractors & Suppliers (Consumables, materials, plant and equipment)
- Department of Health & Ageing (Program funding)
- Emergency Services (Emergency prevention and assistance)
- Greater Western Area Health Service (Medical advice, assistance and treatment)
- Local Pharmacies (Medical and personal care supplies)
- Medical centres and practitioners (Medical advice, assistance and treatment)
- State and Federal Government (Legislation and standards)

Customers

- Elderly persons within the community requiring low level accommodation and personal care assistance and support
 - o Current residents
 - o Future residents

Other Stakeholders

- Aged Care Service Providers, advocacy groups and assistance groups
- Other Aged Care Service Providers
 - o Miraga Uniting Care
 - o Southern Cross Care
 - o Aged Care Assessment Team
 - o Community Options
 - o Community Aged Care Packages
- Families of current and future residents
- Legacy
- Union

Financials

Sources of Income 2011/2012 budget (1st quarter figures)

Source	Type	Annual Amount
Grants	Aged Care Funding	\$1,500,000
	Subtotal	\$1,500,000
User income	Bond interest	\$52,000
	Resident fees	\$628,990
	Other income	\$8,549
	Legacy units	\$16,871
	Self care units	\$56,619
	Respite fees	\$14,832
	Subtotal	\$777,861
Transfer from reserves	Transfer from reserves	\$19,103
	Subtotal	\$19,103
Total		\$2,296,964

As at the 1st quarter budget review for 2011/2012, it is estimated that 65% of Shorty O'Neil's Village is derived from Commonwealth "Grant" funding payments for the care of the Village residents.

The majority of residents pay an accommodation bond on entering the Village and Council is able to draw down on these bonds for the first 5 years. If a resident leaves the Village, the remaining bond is refunded to the family or another nursing home provider. Council currently has \$1,670,000 in these bonds, and is able to draw down approximately \$5,000 per month. Council is also able to invest the bonds and retain the interest earned. It should be noted that as a requirement of the Department of Health and Ageing that the income earned from interest needs to be identified in financial reporting as income generated by the service. 2010/2011 financial year, \$60,500 was earned in interest and the 1st quarter budget review for 2011/2012, estimates \$52,000 in interest will be earned.

Shorty O'Neil Village is also able to charge resident fees, which for the most part is up to 85% of their aged care pension. For the 2012/2013 financial year, the income from resident fees has been estimated to be \$570,000.

Shorty O'Neil Village is also able to charge fees for the residents of the Legacy, Self Care and Respite Units. The 1st quarter budget figures for 2011/2012 estimate \$88,322 (3.8% of income) will be derived from this income stream.

Sources of Expenditure 2011/2012 budget (1st quarter figures)

Employee benefits and Oncosts

300: Employee Costs	\$1,701,322
<u>Subtotal</u>	<u>\$1,701,322</u>

Materials and contracts

345: Meals Entertainment & other functions	\$6,500
350: Office administration	\$13,854
355: Computer / IT costs	\$1,545
375: Office equipment & furniture	\$4,090
401: Client support	\$177,403
440: Community programs & events	\$5,000
500: General maintenance	\$132,930
530: Building maintenance	\$22,844
970: Plant hire (Internal)	\$24,154
980: Overheads / internal recharges	\$9,369
<u>Subtotal</u>	<u>\$397,629</u>

Depreciation and impairment

680: Depreciation	\$268,862
<u>Subtotal</u>	<u>\$268,862</u>

Other expenses

310 & 311: Training	\$84,729
370: Subscriptions / memberships	\$7,725
415: Utilities	\$124,116
420: Security	\$4,120
425: Cleaning costs	\$24,514
435: Rates, taxes & other charges	\$213
450: Sundry expenses	\$5,150
<u>Subtotal</u>	<u>\$230,567</u>

Total Expenditure	\$2,598,440
--------------------------	--------------------

The 1st quarter budget review for 2011/2012 estimates that employee costs will account for 65% of total operational costs for Shorty O'Neil Village. This is consistent with the 5 year average (2006/07 – 2010/11) of 68%.

It should also be noted that Rates, taxes and other charges have been well underbudgeted in the 1st quarter review and are expected to increase from \$231 to \$30,700. The introduction of the salary grading system, backpay and changes to rostering following award negotiations, estimates a \$254,678 budget increase in the 2nd quarter budget review. Overall representing a proposed budget increase of 12% or \$321,149.

General maintenance costs accounting for 5% of total operational costs, have been identified in the Viability Report provided at Attachment G, as being a cost that is uncontrollably increased due to the layout, design and level of service that is currently provided at the facility. *For a 60 bed facility, you would expect there to be a maintenance/gardener for 3-4 days a week. Because of the Village's structure, you have two full-time maintenance people, which is adding at least \$60K to what would be the expected maintenance costs of a facility of this size".*

Shorty O'Neil Village Financial year financial comparison

	2008/ 2009	2009/2010	2010/2011	2011/2012
	Actuals	Actuals	Actuals	Budget
				(1st Quarter)
Income				
Grant funding	\$1,079,000	\$1,081,000	\$1,434,000	\$1,500,000
User fees & Interest earnings	\$678,000	\$723,000	\$771,000	\$796,964
Total income	\$1,757,000	\$1,804,000	\$2,205,000	\$2,296,964
Expenditure				
Total expenditure	\$2,556,000	\$2,619,000	\$2,698,000	\$2,598,440
Deficit total (Council subsidies)	\$799,000	\$715,000	\$494,000	\$301,476

Cost to Council and trend

The financial comparison table indicates that the annual net cost to Council is decreasing. This has been mainly due to a significant increase in income in 2010/2011. Ability to comply with financial reporting requirements to secure funding in the current financial year has significantly impacted on the subsidisation that Council is required to contribute in order to keep the facility operating. Not reflective in the 1st quarter budget review is the loss of CAP funding equating to \$87,000 following inability to meet program funding requirements following the auditors opinion that accompanied the financial reports submitted.

Aged Care income is a product of accurate returns (ACFI) to the funding body. Diligence in ensuring that all claimable items are included in the returns has resulted, in part, to the increased income.

Expenditure has also increased, but at a less dramatic rate.

In the recent few years a number of infrastructure improvements to Shorty O'Neil Village have been at a considerable cost, resulting in the current situation where all capital reserves are now exhausted. With no reserves to call on, any future infrastructure works will need to be funded directly from Council.

What is the expected cost to Council on an ongoing basis into the future?

The last 5 financial years (2006/07 – 2010/11) has seen an average cost to Council of \$459,800. While there is a decreasing trend of Council subsidisation to offset the operational costs of the facility, this is heavily reliant on capability to secure funding which accounts for an average of 60% of Shorty O'Neil Village's income (5 year average 06/07 – 10/11).

It should also be noted that the percentage of income derived from grant funding is progressively increasing from 59% in 2006/2007 to 65% in 2010/2011. Should complications or changes to legislation restrict available grant funding it is anticipated that the decreasing trend of Council subsidisation would alter.

A more detailed financial year income and expenditure table extracted from Council's Financial Statements has been included in *section 4 Financial Details & Operating Costs*

Internal Resourcing

Shorty O'Neil Village employs suitably qualified staff including enrolled nurses and personal care assistants to provide 24 hour care to residents. In order to provide the required level of services and maintain ongoing accreditation the following staff are required:

Full Time Staff	Hours/Wk	Part Time & Casual Staff	Hours/Wk
Manager	35	Administration Assistant	30
Quality Coordinator	35	Enrolled Nurse	30
Training Officer	35	Cook	30
Maintenance Officer	35	2 x Kitchen Assistants (25 hpw)	50
Maintenance Assistant (Vacant)	35	2 x General Services Assistants (25 hpw)	50
Activities Officer	35	17 x PPT & 7 Casual PCA (Personal Care Assistants)	800
Care Coordinator	35		
Food Services Officer	35		
Total	280	Total	990
Total Weekly Staff Hours	1,270		

Shorty O'Neil Village Organisational Chart is provided at Attachment E.

Internal resources and legislative amendments have resulted in significant changes that have impacted on operations notably during the Broken Hill City Council Consent Award 2008 negotiations. Aged and Community Care staff were transferred from the Broken Hill Aged Care Award to the Broken Hill City Council Consent Award. At this time Shorty O'Neil Village staff successfully negotiated a number of changes to their work practices.

The most significant of these was the introduction of the stand up night shift to replace the previous practice of sleepover shifts. With oncosts, this practice has increased the staffing costs by almost \$230,000 per annum (approximately 53%). Alterations to this practice are the only opportunity for making savings on staff wages as a stand up night shift is not an actual requirement for a low care facility.

In addition job design and the facility itself, does not accurately meet service delivery requirements impacting on internal resourcing such as:

Infrastructure

- Despite the design, Shorty O'Neil Village is currently operating as a low care hostel. Normally this type of service would be undertaken in a single building to minimise operational costs and provide for safety of residents.
- Layout of the facility brings difficulties in supervision of staff, risk to residents such as falls and management of behaviours including wandering and isolation. The layout of the Village makes it difficult to provide cost effective staffing to residents whose needs have increased and require higher levels of care. The independent nature of the units within the Shorty O'Neil Village, have also not proven suitable to support residents experiencing dementia or those requiring ongoing medical support.
- Ageing infrastructure and Council's ability to fund capital improvements results in potential maintenance issues and environmental risks for the residents and staff.

Increasing compliance requirements

- Difficulty in complying with continued changes to providing care to aged persons such as medication administration, increased building requirements to meet fire and evacuation requirements. Shorty O'Neil Village previously had to meet strict fire regulations to gain adequate certification points and following the recent fire in a nursing home, discussions are now around the inclusion of sprinkler systems. If this becomes a requirement, this will mean significant costs to implement.

Increased staffing levels

- Currently under the Aged Care Funding Instrument (ACFI), 21 (40%) of the residents at Shorty O'Neil Village are classified as high care and 35% (18) of all residents are concessional residents. Increased care needs of residents will need to be met by additional nursing staff, currently the majority of care staff are personal care assistants, not professionally qualified nurses.
- Maintenance costs and labour to maintain the individual buildings and gardens is greater than what would be normally expected in a facility that provides a low care service to its residents. Traditionally a low care service is undertaken in a single building with common grounds and central service areas like laundries and bathrooms. Ideally if the facility was run as a self-care retirement village, maintenance costs would be significantly reduced as the onus to maintain individual garden areas would remain with the resident, not the village.

Occupational Health, Safety & Welfare

The facility design, current service delivery and increasing resident needs has resulted in the following Occupational Health & Safety issues:

- Staff well being through working in the elements, rain, wind, heat, dark
- The manual nature of work within the facility, ongoing risks
- High care needs of residents
- Mobility issues with uneven grounds
- Food safety issues with transporting meals to units
- Resident safety eg security of residents with Dementia

Ancillary services

The continued subsidisation of Shorty O'Neil Village by Broken Hill City Council, reduces the financial resources Council has at its disposal to invest in other service areas provided to the Broken Hill Community.

Shorty O'Neil Village is also reliant on the provision of ancillary services by internal departments within the Organisation, to provide essential Governance and Infrastructure services to support ongoing operations of the Village. A risk that these ancillary service providers will be stretched too thin to provide high quality service to other departments within the Organisation.

2. Service outcomes

Alignment with strategic directions of the Community Plan

This service is consistent with the Broken Hill 2030 Community Strategic Plan, Shorty O'Neil Village contributes to achieving "*objective 1.3 Develop facilities and services that continue to meet the requirements of all age groups.*"

Who benefits and who pays for the service? Is this appropriate and/ or acceptable?

Predominantly the main source of income is derived from Government funding, which may pose a risk in the event of changes to political priorities or available funding in the future.

With increasing utility costs, wage increases and additional maintenance requirements, the contributions by self care and legacy residents may fall well short of meeting the actual costs.

Over a 5 year period, on average, Shorty O'Neil Village currently costs Council \$459,800 per annum to run, with no indication of reduced reliance on current financial or operational support if the same service level continues. The facility is forecast to continue to operate at a loss.

3. Are the Current Service Standards Appropriate?

The community currently expects a low level care service to be provided that:

- Makes efficient and effective operation of Council's assets and resources
- Provides appropriate level of care to current and future residents of the facility
- Enables access to high quality, affordable & appropriate care to meet the needs of the individual

The Broken Hill City Council's Community Satisfaction Research in October 2011, identified:

- In terms of importance Shorty O'Neil Village was ranked 28th out of Council's 45 identified services, while services and facilities for older people ranked 11th
- 52% of respondents rated the Village as very important with 49% very satisfied with the facility – a significantly higher rating in both areas were reported by respondents aged 55 and over.

A more detailed overview of the results relevant to Shorty O'Neil Village is provided at Attachment F.

What outcomes does the Council want of the service?

Based on measures from the Community Strategic Plan Council seeks to achieve:

- To effectively meet the needs of the community now and into the future
- To work with service providers and industry partners to deliver quality aged care places so that all older people have access to high quality, affordable and appropriate care within the community
- Provide a low care aged residential facility (maintain 40 hostel beds)
- Representation on local Aged Care Committee to monitor impact of aging population on service provision
- Monitor the implementation of the Ageing Strategy
- Maintain Aged Care Accreditation

Are the current key performance indicators appropriate?

The current KP's identified in the Delivery Program are being met, but do not contribute to assessing the commercial viability of Shorty O'Neil Village. Shorty O'Neil Village has been classified as a Category two business and requires a business plan to be developed and commercial performance indicators to be applied. It is recommended that more appropriate measures of success be identified in order to effectively analyse the overall performance of the facility.

How does current performance compare to expected performance?

- Service delivery performance: Shorty O'Neil Village successfully meets all 44 Quality Care Principle outcomes for Aged Care Accreditation.
- Strategic Plan objectives: Measures have been achieved
- Community Satisfaction: The 2011 Community Research report identified that the Broken Hill Community experienced a "very high level of satisfaction" with Shorty O'Neil Village, reflecting a mean rating of 4.37.
- Financial sustainability: Financial performance is not sustainable due to increasing costs, care needs and maintenance requirements.

Are there any external benchmarks against which performance can be compared?

The facility currently meets the 44 expected outcomes required to achieve Aged Care Accreditation, so in terms of service delivery Shorty O'Neil Village provides an effective low level residential care service.

However, benchmarking cost and productivity effectiveness in providing this service is unachievable due to the nature and unique design of the facility. As previously suggested, ideally a low level care facility would be undertaken in a purpose built single building.

Is Council over or under committing resources?

From an Organisational point of view, Council is not currently in a financial position to be subsidising any services that it delivers. The long term sustainability and effectiveness of the Organisation is dependent on its ability to "lighten the load" as identified by the 2011 Organisational Review conducted by LGMS.

There is limited potential in current operations to increase revenue earnings through the acquirement of increased bonds. Any increase would not be sufficient to cover the escalating operating costs of the facility.

The layout of the facility does not allow current resources to be utilised effectively.

Is the service accessible to those members of the community to whom it is intended
Affordability

Households in Broken Hill are on average poorer than those across the state with almost 25% of households on incomes of less than \$350 per week, compared with 15% for New South Wales. This reflects the socio-economic disadvantage of the Broken Hill community.

The lower value of the real estate market may also impact on people's ability to relocate to housing that would be better suited to 'ageing in place'.

Council does not seek the maximum allowable bond as it is based on the resident's capability to pay and market value of their home. Residents who may not have furnishings are also provided with these upon moving into the village.

Infrastructure

The Village design with paved central common areas leading to the Activity Hall, creates access issues for those residents with mobility problems. The distance between one end of the Village and the other, has on occasions been of concern when staff are required urgently to attend a resident at the opposite end to which they are working.

4. More Efficient and / or Effective ways of providing the Service

What are the benefits of the service?

Broken Hill has a higher than state average ageing population, there are significant benefits in the availability of residential facilities within the city. The homely nature of the Village environment supports the transition to residential care for our older citizens that high level care facilities are unable to provide.

Can the number and cost of inputs be decreased?

With the current model of service delivery undertaken at Shorty O'Neil Village, there are no significant areas where costs could be reduced and ultimately eliminate Council subsidisation of the facility.

What are the alternatives in delivering this service?

The design of this facility is the main issue impacting on increased costs and reduced service delivery effectiveness. A more efficient alternative would be a purpose built single building facility that was designed specifically to deliver low level residential care as opposed to the independent self-care model.

Is the current method of delivering the service still the preferred method?

Low level residential care services are essential for the Broken Hill community. The model that it is currently being delivered at Shorty O'Neil Village is not optimum for utilising Council's assets and resources, in the most effective and efficient means possible. The facility design and increased care requirements has led to limitations in terms of Council's ability to reduce costs and find productivity gains in the way we deliver the service.

Consequently, Shorty O'Neil Village is not the preferred or best suited facility to deliver a low level care service, a purpose built single building rather than individual units would be preferable.

Opportunity:

The review following Council's resolution has identified some key opportunities for Council to consider:

Option 1: Build a thirty unit independent living facility on a suitable site in Broken Hill (assumes that Shorty O'Neil Village will continue to operate as is)

It has been identified that crown land is available at the former Alma Pool Site, 218 Boughtman Street, Broken Hill (Lot 1, Section 13, DP 758018). The total land area is 8728m, consequently the parcel of land also incorporates the Sanderson Basketball Stadium and Broken Hill Gymnastics Club buildings. Alternatively, investigation into other parcels of land that Council could provide would need to be pursued to ascertain the cost benefit and site suitability.

Initially, capital costs would be the biggest resource required to build a thirty unit independent living facility. The below are indicative costs only, further cost investigation and analysis is required to give a more accurate scope of the resources required to undertake this option.

For Council to purpose build would also require resources dedicated to project management and funding submissions for capital costs. As an indicative guide only, capital costs are estimated to be \$283,000 per bed or \$8,490,000, within a single

building facility, not independent units. This is based on information received by an external service provider.

Council would then provide an additional service to the community in a time when resources are already strained. Without an indepth review of this option it is hard to estimate the ongoing cost and strain on ancillary service providers. A potential benefit would be economies of scale for the procurement of materials and supplies for the two facilities that Council would now own and operate.

Operational costs may include:

- Facility manager
- Maintenance / gardener
- Activities officer
- Staffing oncosts
- Ancillary, insurance and compliance
- Utilities, rates, taxes and charges

Income may include:

- Entry fee / purchase
- Weekly rental

Option 2: Continue operations & service delivery as is, with a view to increase revenue streams and decrease operational costs.

Continue to operate as is making a concerted effort to increase revenue and reduce costs. This means that Council would need to continue to absorb any annual loss.

The ability to increase revenue and reduce operational costs and reliance on council subsidisation is limited, due to:

- Design of the facility (layout) limits service efficiencies being achieved
- Socio-economic demographic of the population restricts ability to increase accommodation bonds and therefore additional earnings being generated.

Refer to the Viability Report conducted by Sidney T Duckett at Attachment G, for recommendations on increasing revenue streams pursuant to accommodation bond maximisation.

Option 3: Sell Bed Licences & investigate alternate facility utilisation

Sell off the bed licences to a private developer on the condition that the licences remain in Broken Hill and the owner builds a purpose –built facility and on completion takes all existing residents and staff.

Once this is completed Council could then look for alternate utilisation of the facility, possible options may include:

- Operate as a self-care / independent living retirement village
- Lease units to low income retirees or persons with a disability (either independent of or in partnership with Government Housing Bodies)
- Sell off the units and assets
- Accommodation to complimentary industries within the region eg Mining, Education, Health

ATTACHMENT B: Aged Care Standards (Quality of Care Principles 1997)

 Accreditation Standards

Standard 1

Management systems, staffing and organisational development

Principle: The philosophy and level of care offered in the residential care service, management systems are responsive to the needs of residents, their representatives, staff and stakeholders, and the changing environment in which the service operates.

Intention of standard: This standard is intended to enhance the quality of performance under all Accreditation Standards, and should not be regarded as an end in itself. It provides opportunities for improvement in all aspects of service delivery and is pivotal to the achievement of overall quality.

Expected outcome:

- 1.1 **Continuous improvement**
The organisation actively pursues continuous improvement.
- 1.2 **Regulatory compliance**
The organisation's management has systems in place to identify and ensure compliance with all relevant regulatory, regulatory requirements, professional standards and guidelines.
- 1.3 **Education and staff development**
Management and staff have appropriate knowledge and skills to perform their role effectively.
- 1.4 **Complaints and complaints**
Each resident (or his or her representative) and other interested parties have access to internal and external complaints mechanisms.
- 1.5 **Planning and leadership**
The organisation has documented the residential care service's vision, values, philosophy, objectives and commitment to quality throughout the service.
- 1.6 **Human resource management**
There are appropriately skilled and qualified staff sufficient to ensure that services are delivered in accordance with these standards and the residential care service's philosophy and objectives.
- 1.7 **Inventory and equipment**
Stocks of appropriate goods and equipment for quality service delivery are available.
- 1.8 **Information systems**
Effective information management systems are in place.
- 1.9 **External services**
All external services needed are provided in a way that meets the residential care service's needs and service quality goals.

Standard 2

Health and personal care

Principle: Residents' physical and mental health will be promoted and achieved at the optimum level in partnership between each resident (or his or her representative) and the health care team.

Expected outcome:

- 2.1 **Continuous improvement**
The organisation actively pursues continuous improvement.
- 2.2 **Regulatory compliance**
The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards and guidelines applicable to health and personal care.
- 2.3 **Education and staff development**
Management and staff have appropriate knowledge and skills to perform their role effectively.
- 2.4 **Choice of care**
Residents receive appropriate health care.
- 2.5 **Specialised nursing care needs**
Residents' specialised nursing care needs are identified and met by appropriately qualified nursing staff.
- 2.6 **Other health and related services**
Residents are referred to appropriate health specialists in accordance with the resident's needs and preferences.
- 2.7 **Medication management**
Residents' medication is managed safely and correctly.
- 2.8 **Pain management**
All residents are spared avoidable pain.
- 2.9 **Palliative care**
The comfort and dignity of terminally ill residents is maintained.
- 2.10 **Nutrition and hydration**
Residents receive appropriate nourishment and hydration.
- 2.11 **Skin care**
Residents' skin integrity is consistent with their general health.
- 2.12 **Continence management**
Residents' continence is managed effectively.
- 2.13 **Behavioural management**
The needs of residents with challenging behaviours are managed effectively.
- 2.14 **Mobility, dexterity and rehabilitation**
Optimum levels of mobility and dexterity are achieved for all residents.
- 2.15 **Oral and dental care**
Residents' oral and dental health is maintained.
- 2.16 **Sensory loss**
Residents' sensory losses are identified and managed effectively.
- 2.17 **Sleep**
Residents are able to achieve natural sleep patterns.

 Aged Care
Standards and Accreditation Agency Ltd

www.accreditation.org.au

Accreditation Standards

Standard 3

Resident Lifestyle
Principle: Residents retain their personal, civic, legal and consumer rights, and are assisted to achieve active control of their own lives within the residential care service and in the community.

Expected outcome:
3.1 Continuous improvement
 The organisation actively pursues continuous improvement.

3.2 Regulatory compliance
 The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards and guidelines about resident lifestyle.

3.3 Education and staff development
 Management and staff have appropriate knowledge and skills to perform their roles effectively.

3.4 Emotional support
 Each resident receives support in adjusting to life in the new environment and on an ongoing basis.

3.5 Independence
 Residents are assisted to achieve maximum independence, maintain friendships and participate in the life of the community within and outside the residential care service.

3.6 Privacy and dignity
 Each resident's right to privacy, dignity and confidentiality is recognised and respected.

3.7 Leisure interests and activities
 Residents are encouraged and supported to participate in a wide range of interests and activities of interest to them.

3.8 Cultural and spiritual life
 Individual interests, customs, beliefs and cultural and spiritual backgrounds are valued and fostered.

3.9 Choice and decision-making
 Each resident or his or her representative participates in decisions about the services the resident receives, and is enabled to exercise choice and control over his or her lifestyle while not infringing on the rights of other people.

3.10 Resident security of tenure and responsibilities
 Residents have secure tenures within the residential care service, and understand their rights and responsibilities.

Standard 4

Physical environment and safe systems
Principle: Residents live in a safe and comfortable environment that ensures the safety and welfare of residents, staff and visitors.

Expected outcome:
4.1 Continuous improvement
 The organisation actively pursues continuous improvement.

4.2 Regulatory compliance
 The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards and guidelines about physical environment and safe systems.

4.3 Education and staff development
 Management and staff have appropriate knowledge and skills to perform their roles effectively.

4.4 Living environment
 Management of the residential care service is actively working to provide a safe and comfortable environment consistent with residential care standards.

4.5 Occupational health and safety
 Management is actively working to provide a safe work environment that meets regulatory requirements.

4.6 Fire security and other emergencies
 Management and staff are actively working to provide an effective fire and safety system of work that minimises fire, flood and other safety risks.

4.7 Infection control
 An effective infection control program.


4.8 Catering, cleaning and laundry services
 Hospitality services are provided in a way that enhances the quality of life of the staff's working environment.



ATTACHMENT C: Broken Hill Population Profile Census 2006

Age Group	Male Number	Female Number	Total
0-4 years	625	566	1,191
5-9 years	639	604	1,243
10-14 years	678	688	1,366
15-19 years	647	573	1,220
20-24 years	489	467	956
25-29 years	422	465	887
30-34 years	493	557	1,050
35-39 years	545	606	1,151
40-44 years	641	678	1,317
45-49 years	756	773	1,529
50-54 years	688	691	1,379
55-59 years	704	658	1,362
60-64 years	514	527	1,041
65-69 years	433	496	929
70-74 years	408	495	903
75-79 years	419	475	894
80-84 years	194	299	493
85 years+	111	338	449
Total	9,406	9,854	19,360

**ATTACHMENT D: EXTRACT "OUR COMMUNITY" INTEGRATED STRATEGIC
PLAN – DELIVERY PROGRAM 2010/2014 – YEAR 2**

 *Integrated Strategic Plan
2010/2030*

Key Direction 1: OUR COMMUNITY

Council will aim to enhance the quality of life, independence and well being of the Broken Hill community.

Objective 1

To identify and facilitate education and employment opportunities

- 1.1 Develop, implement and review strategies that promote additional employment and educational opportunities and provide student training opportunities
- 1.2 Develop a 'Community Expertise' register of people with specialised skills and willingness to share their knowledge and experience with community groups and the wider community

Objective 2

To identify provision of services for particular population groups

- 1.3 Provide programs and services that may address the needs of aged persons
- 1.4 Provision of personal safety devices for identified members of the community
- 1.5 Provide programs and services that may address the needs of people with a disability
- 1.6 Provide programs and services that may address the needs of youth
- 1.7 Provide access to a quality functional and accessible public library
- 1.8 Assist residents and visitors to the City appreciate its history and heritage
- 1.9 Provide a service that will help educate community members in the art of writing

Objective 3

To facilitate, proactively encourage and maximise State and Federal Government assistance for community services infrastructure, review the impact of the City's changing demographics on demand for services

- 1.10 Continually seek opportunities to develop and enhance support programs
- 1.11 Develop an accessible database of programs, facilities and service providers for use by the community
- 1.12 Develop specific business plans for community and cultural needs when seeking government funding
- 1.13 Progressively implement Social Plan recommendations of the Community Strategic Plan
- 1.14 Prepare, review and evaluate strategies and plans to address the impact of a changing population on Council's facilities and services (ageing, disability, youth and Indigenous strategies)
- 1.15 Promote programs that may address the service needs of particular population groups, e.g. Aboriginal/Multicultural
- 1.16 Support the State Government's role in interaction and co-operation of service providers by conducting an annual Community Services Forum

Objective 4

Develop, implement and support strategies that promote safety for vulnerable groups

- 1.17 Promote and participate in safer community initiatives

Objective 5

Support and promote volunteer committees and volunteers

- 1.18 Support and promote volunteering in Broken Hill
- 1.19 Actively recognise the work of volunteers within Council and the community
- 1.20 Develop and publicise a calendar of cultural events to celebrate Broken Hill's cultural diversity
- 1.21 Develop a suite of materials to support local community groups in planning and conducting events in Broken Hill

*Integrated Strategic Plan
2010/2030*

Functions

The major focus of this activity is the planning and provision of a range of social and cultural services to the community.

Education Services

Education and training opportunities
(including tertiary and apprenticeship opportunities)

Youth Services

Services for young people

Aged Services

Community Aged Care Packages
Aged Residential Services

Library Services

Library Services
Outback Services

Disability Services

Respite Options
Post-School Programs
Day Programs
Community Options
Camps

Community Services Management

Administration
Service Development
Community Networking
Home and Community Care Centre
Recognition of community volunteers

Major Issues/Influencing Factors

- Changing demographics and the impact of this on demand for services.
- Limited education and employment opportunities.
- Uncertainty of ongoing funding for services/programs.
- Shortage of skilled staff
- Ageing workforce

New Initiatives

- Support the development of a Safer Community Initiative
- Support the development of initiatives to address the impact of an increasing indigenous population.
- Support the development of initiatives to address the impact of an increasing ageing population.
- Investigate upgrade of library facilities
- Enhance HACC Centre facilities

Service Standards

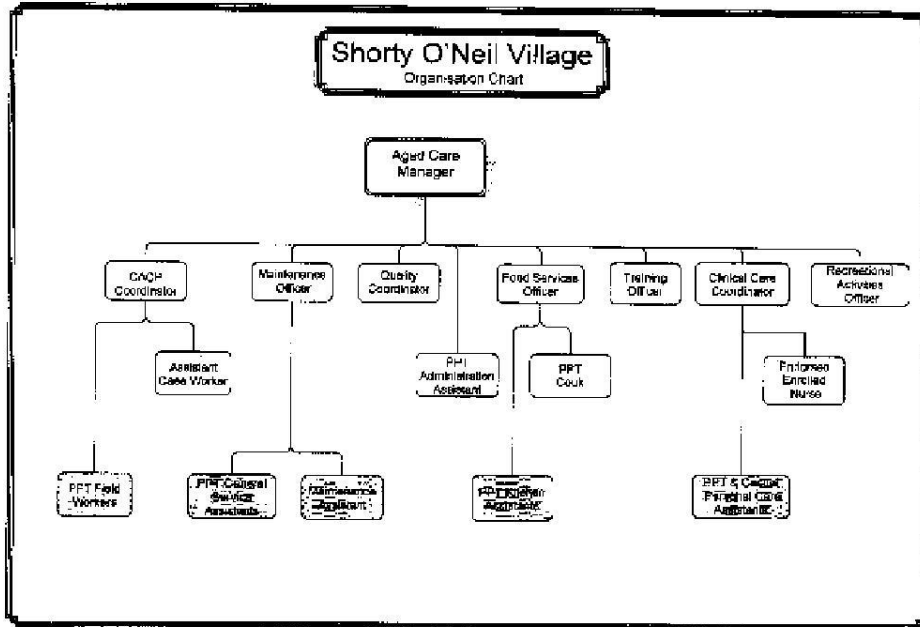
- We will provide an accessible centre for the co-location of a range of community support services
- We will facilitate the provision of information and referral services.
- We will maintain all relevant accreditation for funded programs and services.
- We will provide services of high customer satisfaction.
- We will listen to the views of young people when making policy decisions.
- We will reply to urgent requests for services within two (2) working days.
- We will provide access to up-to-date information.
- We will provide 24 hour on-call access for emergencies.
- We will operate a Centre and services for young people.
- We will provide free access to library materials and a free library home delivery service for housebound people.
- We will provide free access to internet resources at the Library.
- We will provide a Regional Writers Centre
- We will provide free access to Archives and local studies material

*Subsidiary Strategic Plan
2010/2020*

**Objective 2
To identify provisions of services for particular population groups**

Function - Aged Service					
1.3	Provide programs & services that meet the needs of aged persons	Coordinate Aged Care Packages Promote community events for seniors Provide a low care aged residential facility Provide Case Management services Coordinate short term hospital discharge program Monitor impact of SHAPU population on service provision Monitor implementation of Aging Strategy	Maximum Packages allocated Support Annual Seniors Week activities Maintain allocated "cost sheets" Number of clients receiving case management Number of clients satisfied Representation on local Aged Care Committee % Strategy involvement	27 Achieved 40 38 150 per annum Achieved 30/Annually	4.2.B 4.2.B 4.2.A 4.2.A 4.2.F 4.2.F 4.2.B 4.2.B 4.2.B 4.2.B
1.4	Provision of personal safety devices to identified members of the community	Identify safety issues in the community	Referrals appropriate services appropriate	All referrals received within 2 working days	4.2.11

ATTACHMENT E: SHORTY O'NEIL VILLAGE ORGANISATIONAL CHART



ATTACHMENT F: BHCC COMMUNITY SATISFACTION RESEARCH REPORT, OCTOBER 2011 EXTRACT

Background & Methodology

Broken Hill City Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- To assess and establish the community's priorities and satisfaction in relation to Council activities, services and facilities
- To identify the community's overall level of satisfaction with Council's performance
- To identify the community's level of satisfaction with regard to contact they have had with Council staff
- To identify trends and benchmark results against the research conducted previously

To facilitate this, Micromax Research was contracted to develop a survey template that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire

Micromax Research, together with Broken Hill City Council, developed the questionnaire.

A copy of the questionnaire is provided in Appendix 6.

Data collection

The survey was conducted during the period 27th September to 4th October 2011 from 4:30am to 8:30pm, Monday to Friday.

Survey area

Broken Hill City Council Local Government Area

Sample selection and error

The sample consisted of a total of 300 residents. The selection of respondents was by means of a computer based random selection process using the electronic White Pages.

A sample size of 300 residents provides a maximum sampling error of plus or minus 5.7% at 95% confidence.

The sample was weighted by age to reflect the 2006 ABS census data.

Participants

Individuals in the household, aged 18 years or older, were selected using the last birthday selection procedure.

If the person was not at home, call-backs were scheduled for a later time. Unanswered calls were re-called a maximum of three times throughout the period of the survey.

Interviewing

Interviewing was conducted in accordance with IQCA (Interviewer Quality Control Australia) Standards and the Market Research Society Code of Professional Conduct.

micromax
research

Broken Hill City Council
Community Research
October 2011

Background & Methodology

Prequalification

Participants in this survey were pre-qualified as having lived in the Broken Hill City Council area for a minimum of six months.

Data analysis

The data within this report was analysed using SPSS. To identify the statistically significant differences between the groups of means, a 'One-Way Anova test' was used.

Ratings questions

The Likert Scale of 1 to 5, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction, was used in all rating questions.

This scale allowed for a mid range position for those who had a divided or neutral opinion.

Comparisons

Where applicable, comparisons have been made with the research conducted in 2009, 2008, 2006 and 2005.

Mean rating explanation

Mean rating	1.99 or less	'Very low' level of importance/satisfaction
	2.00 – 2.49	'Low' level of importance/satisfaction
	2.50 – 2.99	'Moderately low' level of importance/satisfaction
	3.00 – 3.59	'Moderate' level of importance/satisfaction
	3.60 – 3.99	'Moderately high' level of importance/satisfaction
	3.90 – 4.19	'High' level of importance/satisfaction
	4.20 – 4.49	'Very high' level of importance/satisfaction
	4.50+	'Extremely high' level of importance/satisfaction

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Changes from the 2009 research

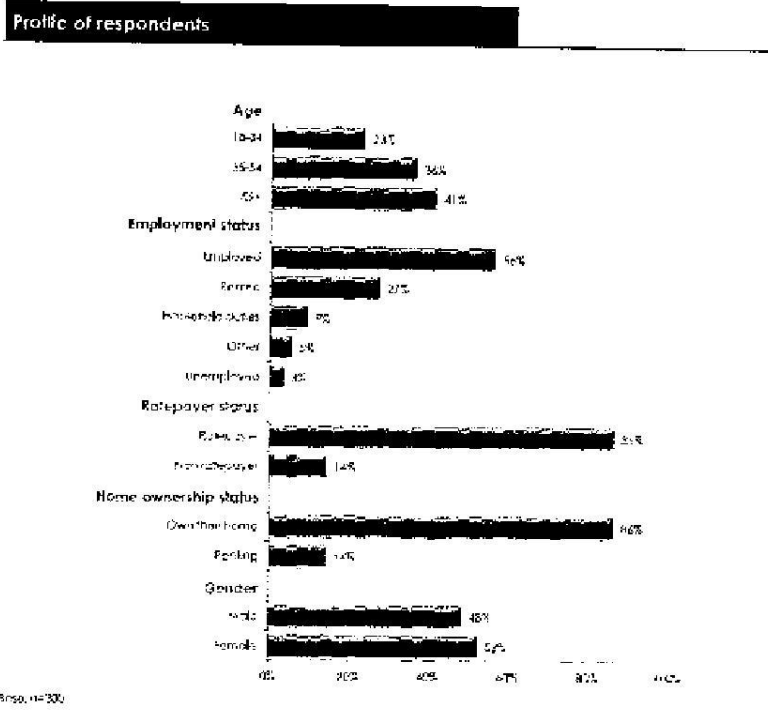
The comparable rating of the 'Aquatic Centre' in 2009 was 'swimming pools'. In 2009, there was an overall rating for 'parks and reserves', whereas in 2011 this had been split into 'our premier parks and reserves' and 'secondary parks and reserves'. Comparisons have not been made.

Errors: Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number. This difference (sampling error) may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

Efforts have been made to reduce the non-sampling error by careful design of the questionnaire and detailed checking of completed questionnaires.

micromex
RESSEARCH

Broken Hill City Council
Community Research
October 2011



- 56% of respondents are employed
- 86% are ratepayers, with the same number stating they own their own home
- The average number of years lived in the Broken Hill area is 40

Key Findings

Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2 step analysis process on the stated importance and rated satisfaction data (after which we conducted a third level of analysis (this level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council).

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities
2. Inform the deployment of Council resources in line with community aspirations

Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure PGA respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Broken Hill City Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the 45 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'very high' importance and that the satisfaction they have with Broken Hill City Council's performance on that same measure, is 'moderate' to 'moderately high'.

For example, 'parking' was given an importance score of 4.44, which indicates that it is considered an area of 'very high' importance by residents. At the same time it was given a satisfaction score of 3.50, which indicates that residents are 'moderately satisfied' with Broken Hill City Council's performance and focus on that measure.

In the case of a performance gap such as for the 'Aquatic Centre' (3.53 importance vs. 3.91 satisfaction), we can identify that the facility/service has only 'moderate' importance to the broader community, but for residents who feel that this facility is important it is providing a 'high' level of satisfaction.

Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

Ranking 2012	Ranking 2011	Service/Facility	Importance Mean	Satisfaction Mean	Performance Gap
2	1	Kids marketplace	4.62	3.71	0.91
3	2	Footpaths	4.56	3.74	0.82
10	3	Waste control	4.26	3.46	0.80
5	4	Generating local employment opportunities	4.22	3.14	1.08
4	5	Street cleaning	4.21	3.41	0.80
7	6	Lighting in public places	4.17	3.32	0.85
14	7	Streetwaste drainage	4.14	3.32	0.82
10	8	Provision/adequacy of public toilets	4.13	3.23	0.91
9	9	Open spaces	4.11	3.48	0.63
19	10	Firefight	4.11	3.50	0.61
14	11	Bus stops	4.05	3.41	0.64
13	12	Services and facilities for people with disabilities	4.04	3.50	0.54
21	13	Business development	4.03	3.47	0.56
12	14	Services and facilities for day parents	4.03	3.42	0.61
7	15	Services for seniors	4.02	3.54	0.48
16	16	Motorbikes	3.95	3.27	0.68
17	17	Emergency services	3.94	3.41	0.53
27	18	Encouraging community events	3.93	3.47	0.46
11	19	Bus regeneration	3.92	3.42	0.50
26	20	Managing residential development	3.92	3.43	0.49
29	21	Open public administration	3.91	3.40	0.51
31	22	Artistic buildings and public buildings	3.91	3.32	0.59
33	23	Emergency services	3.91	3.31	0.60
19	24	Provision of council owned	3.88	3.31	0.57
25	25	Aerial control	3.87	3.30	0.57
24	26	Community support services	3.80	3.30	0.50
30	27	Village Information Centre	3.76	3.44	0.32
28	28	Waste collection	3.65	3.40	0.25
23	29	Green waste recycling	3.61	3.37	0.24
25	30	Waste sorting facilities	3.61	3.47	0.17
28	31	Public services and facilities	3.52	3.34	0.18
32	32	Services for ASD and PWD special needs	3.51	3.31	0.20
35	33	Open public administration	3.50	3.30	0.20
30	34	Childcare services	3.50	3.40	0.10
34	35	Recreation	3.45	3.18	0.27
36	36	Senior centres and clubs	3.50	3.09	0.41
37	37	Community centres and community halls	3.43	2.88	0.55
39	38	Entertainment centre	3.49	3.07	0.42
32	39	EMCC Centre	3.41	3.09	0.32
38	40	Shorty O'Neil Village	3.37	3.07	0.30
37	41	Adult Centre	3.32	3.11	0.21
41	42	Library	3.29	3.09	0.20
45	43	Animal park	3.17	2.79	0.38
42	44	Museum - Gen Centre	3.15	2.79	0.36
47	45	Art Gallery	3.13	2.38	0.75

Mean ratings: 1 = not at all important and very dissatisfied; 5 = very important and very satisfied

See notes in Methodology regarding changes in the 2012 research.
Significant movement from the 2011 research.



Importance of and Satisfaction with Council Services & Facilities **Health and Community Services**

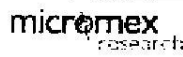
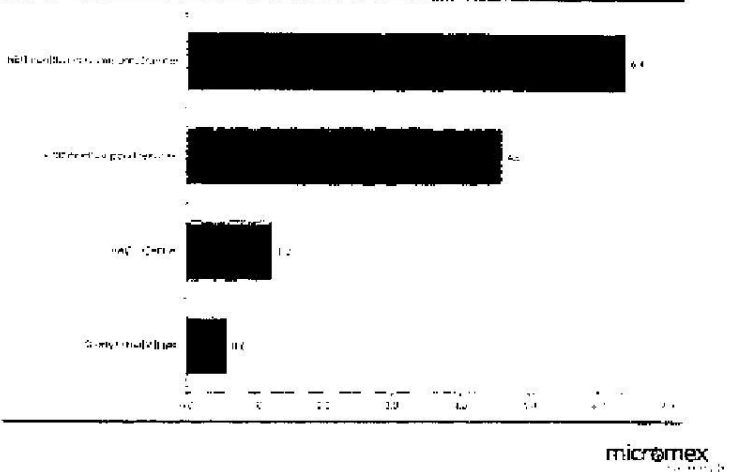
Services and facilities explored included:

- Community support services
- Shorty O'Neil Village
- HACC Centre

Contribution to Overall Satisfaction with Council (Regression Data)

Council's performance in the area below accounts for over 6% of overall satisfaction, based on the regression analysis

Health and Community Services – Over 6% of Overall Satisfaction with Council



Importance of and Satisfaction with Council Services & Facilities

Health and Community Services

Overview of Rating Scores

Importance – overall

These criteria were rated from 'high importance' for 'Shorty O'Neil Village' and the 'HACC Centre' to 'very high' importance for 'community support services'.

Importance – by age

Those aged 55+ exhibited significantly higher levels of importance to the 'Shorty O'Neil Village' than did those aged 18-34 and significantly higher levels to the 'HACC Centre' than did those aged 18-34.

Importance – by gender

Females indicated significantly higher levels of importance for 'community support services' than did males.

Importance – by year

There were no significant differences from 2009.

Satisfaction – overall

2 of the 3 criteria were rated as 'very high' in satisfaction, 'Shorty O'Neil Village' and the 'HACC Centre', with the remaining criterion 'community support services' rated as 'high'.

Satisfaction – by age

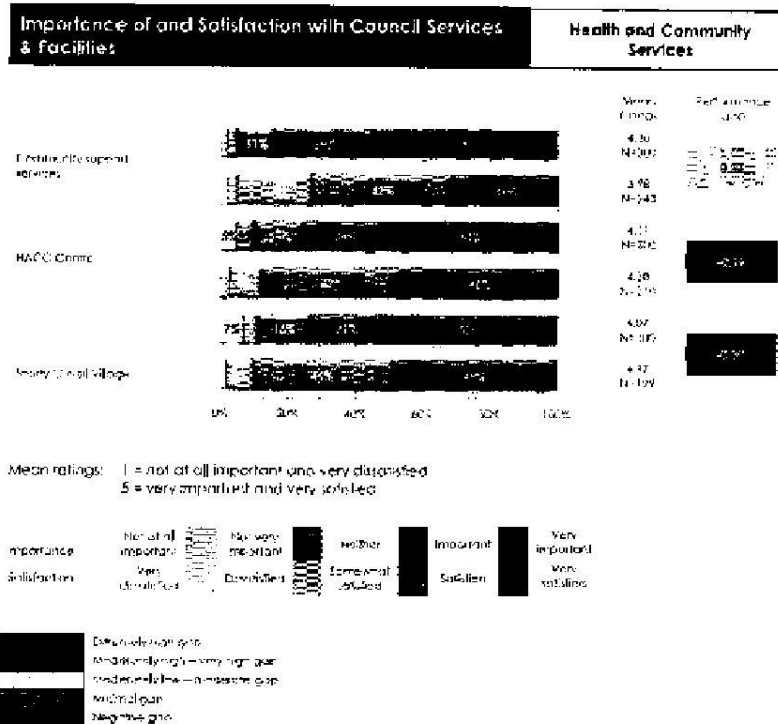
Respondents aged 55+ were significantly more satisfied with the provision of 'community support services' than were those aged 18-34.

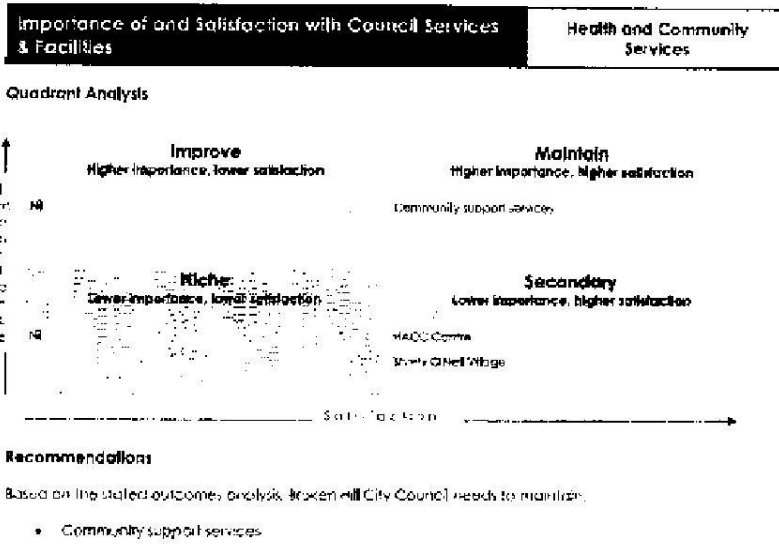
Satisfaction – by gender

There were no significant differences between the genders.

Satisfaction – by year

There were no significant differences from 2009.





ATTACHMENT G: VIABILITY REPORT BY SIDNEY T DUCKETT P.S.M., B.H.A

SHORTY O'NEIL VILLAGE

This Report has been prepared as a result of a request by Judy Parr and Donna Ferguson to undertake a broad brush review of the Village in terms of its future viability.

As a background to my qualifications to undertake this review, I have been a CEO in the Acute and Aged Care sectors for over 40 years and in the last 8 years have been worked with facilities who are experiencing financial and management difficulties.

In preparing this report, I have spent time at Short O'Neil Village, reviewed financial data presented to me and have had a number of discussions with Judy Parr and Donna Ferguson.

An overview of the situation is that for the 2008/09 financial year the Village can expect a deficit of \$260K, excluding major refurbishing costs.

In looking at the 2009/10 financial year being assured that fee increases have been factored in and taking into account the full year effect of night duty staffing and award pay increases, I would expect a deficit of \$400K. There is, in my opinion, very little scope to make any significant impact on this deficit figure in the short to medium term.

In order to address and understand the deficit situation, which is a cash figure not accrual, I have reviewed the following areas:

- Facility layout;
- Revenue; and
- Expenses.

1. Facility Layout

Shorty O'Neil Village is not a purpose-built low care hostel, which it is currently operating as. Such facilities are normally a single building built to minimise operational costs and provide quality services to residents.

From my perspective, Shorty O'Neil Village was built as a self-care retirement village, but then converted to a low care hostel. As a result, there are significant costs that the layout creates which would not be incurred in a purpose-built hostel.

The example of this is in maintenance. For a 60 bed facility, you would expect there to be a maintenance/gardener for 3-4 days a week. Because of the Village's structure, you have two full-time maintenance people, which is adding at least \$60K to what would be the expected maintenance costs of a facility of this size.

The Village in my view cannot operate viably as a low care hostel because of its configuration of single self-contained units, each with its own facilities such as laundry, front and rear gardens and lounge areas.

2. Revenue

There are only two areas of revenue that the Village has a significant amount of control over, and a third area to a limited extent.

a. Bonds

The Village currently has approximately 22 bonded residents at an average bond of \$75K. I understand there are some social issues affecting these bond amounts, but we are talking about the financial viability of the Village.

The Village should be looking to maximise bond revenue by ensuring that the maximum bond is sought. The average bond in Victoria is now approaching \$250K.

You should not consider a bond under \$93K on current interest rates, as the Commonwealth fees for a non-bond payer is greater than the resident whose bond is less than \$93K.

I would estimate that over a number of years (at least 5), bonds properly managed could increase revenue by at least \$70K a year.

This is a longer-term issue. The system of bond determination and management needs a complete review as I would expect the minimum average bond to be at least \$100K but you should be aiming at a figure of at least \$150K.

b. ACFI

A brief review of performance in this area indicated to me that the Village is not capturing all the revenue you are entitled to. I would expect you could immediately lift revenue by \$30K a year with a more concerted effort in this area.

A low care facility should expect to generate at least \$80 per day in ACFI fees. Your current figure is well below this.

The facility needs designated resources to adequately address this area and to review the ACFI process to ensure that the necessary data is collected and changes in resident dependency detected to maximise claims.

I would not be surprised that if a detailed review is undertaken, that revenue from ACFI funding could be significantly increased.

If you could drive up the average ACFI by \$1 per day, this would give you an extra \$22K per year revenue. It would be realistic to aim for \$5 per day which would increase revenue by \$100 per year.

A detailed review should be undertaken on the ACFI process aimed at significantly increasing revenue.

c. Self-Care Units Revenue

It was difficult in the time to obtain a clear picture of the cost of managing these units, but I have an opinion that managing these units is a loss leader for the Village. The Village needs to ensure that it is not subsidising their operation.

3. Expenses

Overall, in the short time I could not identify any immediate major savings. Whilst the layout significantly increases what I would expect to be the cost of a 60 bed hostel, generally the costs are to be expected.

Maintenance, housekeeping and energy costs are high, but can all be attributed to the layout.

The Village can expect, without changes, to run at a loss of \$400K a year for the foreseeable future.

With the changes I have suggested, you could hope to reduce this by \$150K per year. This does not take into account the financial pressure that will continue to mount on operating a low care hostel.

The general opinion in the industry now is that a purpose-built low care hostel needs to be 80+ beds to be financially viable.

What of the Future?

It is my opinion Shorty O'Neil Village has only three options open to the future.

1. Continue to operate as it is making a concerted effort to increase revenue and reduce costs. This basically means that the Council would need to pick up the substantial loss each year.
2. Re-build the facility and at the same time expand it to at least 80 beds, as a single building facility to ensure its financial viability.

The capital cost would be in the vicinity of \$10M+ in today's costs and would require a significant local contribution.

Some Government funding could be expected if a submission was made on the basis of the need to rebuild to maintain financial viability.

3. Sell off the bed licences to a private developer on the condition that the licences remain in Broken Hill and the owner builds a purpose-built facility and on completion takes all existing residents and staff.

Once this is completed, the existing Village could then be converted to a self-care retirement village run on the same lines as the current self-care units.

My view is that if the Council wishes to divest itself of the financial burden of the Village, option 3 is the only viable solution.

I wish to stress that in this report I have taken a very broad brush approach and is intended to be a starting point to consider the future of Shorty O'Neil Village.

Sidney T Duckett P.S.M., B.H.A

Dated: 5 October 2009

EXECUTIVE SUMMARY

Purpose of Strategy

The Broken Hill City Council commissioned URPS, planning consultants to prepare an Ageing Strategy that will promote and support positive ageing experiences, while recognising the diversity of needs of different groups of older people.

Council is seeking to strengthen existing partnerships and build new relationships between service providers from all spheres of government, non-government organisations and the private sector.

The Strategy clearly identifies actions Council can take to contribute to achieving the desired outcomes. It also recommends the priority actions for the allocation of Council resources. It is important to note that many of the directions contained in the Strategy will require resources and commitment by other organisations. Council's role will also be as an advocate on behalf of its community and as a facilitator of actions driven by other agencies.

Research and Consultation

Between 18th and 23rd May 2008, Angela Hazebroek met with more than 120 people from over 20 organisations.

In addition, the consultants undertook a review of relevant national and state research, plans and strategies and prepared a demographic profile of the City of Broken Hill. This background material is provided in the Appendices to this strategy.

A Discussion Paper based on this consultation and research was provided to all those who had participated in the initial meetings. During August, workshops were held with service providers and community organisations. In addition the wider community was invited to participate in an Open Forum and surveys were conducted at the Plaza Shopping Centre and North Mine Hall Markets.

Who are we Planning for?

Population projections for Broken Hill indicate that by 2031, more than 30% of the population will be aged over 65. This represents a significant increase on the 18.9% of the population in that age group in 2006.

This Strategy focuses on nine key areas that will need to be considered if Broken Hill is to become an even better place to grow older. These areas are:

- Finding out What's Available to Meet my Needs

City of Broken Hill Ageing Strategy Draft Final Report
Executive Summary

- Support For Staying at Home
- Social Connection and Engagement
- A Public Environment that Supports Physical Activity, Safe Access and Informal Social Connections
- Access to Health Services
- Aged Care Facilities and Services
- Accessible and Responsive Transport
- Appropriate and Affordable Housing
- Attracting, Developing and Retaining Staff to Provide Care and Support to Older People

Growing older in Broken Hill can be a positive experience for most residents. They acknowledge that they have access to high quality health services and future support in affordable low and high care residential facilities, if and when this is required.

This Strategy highlights some areas where services and support to older people could be improved.

The following actions are recommended as priorities. While the City of Broken Hill does not have primary responsibility for driving, co-ordinating or delivering these actions, Council does have a key role in liaising with other service providers to progress the directions contained in this Ageing Strategy.

In the next 12 months it is recommended that Broken Hill City Council:

- Investigate the options to develop a Community Services Directory for older people, their carers and families (S1.2)
- Promote the CareLink Phone Service in a way that makes it easier for people to understand what information the service provides (S1.3)
- Investigate avenues for the re-establishment of a Community Information Booth at The Plaza Shopping Centre in partnership with other service providers, service clubs and community organisations (S1.1)

Urban & Regional Planning Solutions
04697 Consultation/ageing strategy final 1may09

ii

1 WHY DO AN AGEING STRATEGY?

If there is one thing in life we would like to be certain of, it is growing older. As one octogenarian told me recently "It sure beats the hell out of the alternative".

There is a great deal of emphasis in the media about the impacts of our ageing populations such as declining workforce, increasing demands for health services and the need for the costs of retirement to be met by older people through personal savings and superannuation.

Older people are sometimes made to feel that they are a burden on their families and society. They may fear that poor health and frailty may contribute to them needing high levels of support later on.

It is important then to consider these facts about ageing in Australia:

- 80% of people aged over 70 years live independently without help from care services and in fact 70% of people aged over 85 still live independently, some with in home support but many with little assistance.
- One in 5 of all volunteers in Broken Hill are aged 65 years or more.
- Over two thirds of all people aged 65 years and over, rate their health as good or excellent and about 70% of them participate in some form of regular physical activity.
- Almost one in five (18%) of all carers in Broken Hill are aged over 65.
- Living alone does not necessarily mean lonely as approximately 80% of older people attend social activities and 65% go to cultural events and venues.
- Older people don't stop learning as demonstrated by research that shows people aged over 55 years as the fastest growing group of internet users in Australia.

(Sources; NSW MACA – Older People Myths and Realities; SA Government, Improving with Age, 2006)

The research suggests that people entering retirement are becoming more active and this will continue to extend the average life expectancy. People retiring in 2008 will expect to remain in their own homes or move to a more easily maintained home where they will be able to remain with support, as required, until physical or mental frailty makes this impossible.

Future Directions

There will be a need to develop a more appropriately designed facility to provide low level care for 120 – 130 people to supplement the inappropriate facilities at Shorty O'Neil and the War Veteran's Hostel. This could be staged to increase from 80 places in 2013 to 140 by 2031. Over time, these facilities may lend themselves to adaptation to provide independent living units. The design of the new facility needs to incorporate spaces that cater for both long term residential environments and respite care places for people with dementia. Planning for the future also needs to include consideration of the most culturally appropriate ways to meet the needs of older Aboriginal people.



Goal: *Plan now to meet the projected future demand for residential aged care places, so that all older people have access to high quality affordable and appropriate care within their community.*

Strategies	Key Role	Partners
<p>6.1 Continue to support the development of a new purpose built low level aged care (hostel style) residential facility to supplement beds provided in the Shorty O'Neil Village and War Veterans Hostel.</p>	Council	Southern Cross Care Other Aged Care Providers
<p>6.2 Explore opportunities to redevelop these facilities as a mix of retirement housing for rent and purchase in the long term.</p>	Council Southern Cross Care	Retirement Housing Providers Compass
<p>6.3 Liaise with aboriginal communities and service providers to identify models of residential care that would be accepted by older Aboriginal people and their families. This could include investigation of similar facilities in other places such as Wami Kata in Port Augusta, South Australia.</p>	Maari Ma Health Services GWAHS	Aged Care Providers Council

13 APPROPRIATE AND AFFORDABLE HOUSING

Discussion

While most older people want to stay in their own homes for as long as they can, others indicated that they would be interested in moving to smaller retirement style units in a village complex with central facilities, transport and maintenance of garden areas and grounds.

Council has approved Stage One of a Retirement Village including 78 one bedroom units available for rental. Services include three meals a day and rent will be based on a proportion of the pension. Stage Two will include two and three bedroom units.

Other aged housing providers are also looking for sites in Broken Hill but finding suitable sites can be a barrier due to limited land availability.

While most older people own their own homes there is still a proportion of the population that rent public or private housing. Concerns were expressed that the Department of Housing may sell off units suited to older people. Compass Housing Services, which now manage Department of Housing rental units, indicated that there were usually vacancies in bed sit units but that one bedroom units are fully tenanted. DOH is not building new housing in regional areas so there will not be two bedroom units available for older people on low incomes to rent.

Most older people would prefer two bedroom units as this gives them flexibility and space for visitors and hobbies and in the case of couples, space to be alone sometimes.

Future Directions

A mix of retirement housing models are needed including:

- Full rental
- Part capital contribution supplemented with regular fortnightly payments
- Properties for purchase by home owners selling a larger family home who are usually looking to retain some funds after the sale of their house.

Council needs to continue working with private and non government providers of housing for older people to identify suitable sites and facilitate appropriate

developments. Community members who completed surveys were strongly supportive of Council being a partner in facilitating housing for older people.

The Shorty O'Neil Village was considered to be a suitable model for retirement living, some of which could be available for rent.

A range of retirement style developments are needed as not all older people want to live in a 100-200 unit village. Smaller clusters of units close to shops, medical services and transport would have more appeal for some people and it could be easier to find sites for 8-10 units.

Goal: Provide older people with a choice of affordable housing designed and located to support independence and social connection.

Strategies	Key Role	Partners
8.1 Identify suitable sites for both small clusters of retirement units (8-10 dwellings) close to facilities and services and for larger scale self contained retirement villages and facilitate appropriate developments.	Council	Retirement Housing Providers
8.2 Investigate the potential to redevelop Shorty O'Neil Village and War Veterans Homes as retirement living units subject to the ability to develop a new low level care facility (see Strategy 6.1)	Council Southern Cross Care	Retirement Housing Providers Compass Housing Services Department of Housing

**ATTACHMENT I: EXTRACT FROM AMENDED ORGANISATIONAL REVIEW
 RECOMMENDATION & ACTION PLAN REPORT 2011**

Theme	Recommendations from LGMS Report - May 2011	OCI Report Rank	Financial Impact	Action By	By When	Comments
Light on the load	<p>Recommendation 3 – Recommended first cost-saving projects</p> <p>As starting point for decreasing services, Council should:</p> <ul style="list-style-type: none"> - Review the operating hours of the Library and Visitor Information Centre - Review the use of casual and overtime hours in the Mobile Information Centre and the Library to ensure their efficiency - A report on the operations and viability of Shorty O'Neil Village to be prepared for Council's consideration prior to any further action. 	M/A	to be completed	CM and Manager	11 Aug 11	<p>Action on Shorty O'Neil Village - To be reviewed and report on casual and OI hours.</p> <p>Amended and called 2011 review commenced. Cost reduction measures to be addressed</p>

**ATTACHMENT J: EXTRACT FROM BROKEN HILL CITY COUNCIL –
ORGANISATION REVIEW REPORT VERSION 3.0**

Local Government
Management

Broken Hill City Council – Organisation Review Report

Recommendation 2 – Defining Council's core business

Councillors, taking into consideration advice from their employees, should define Council's core business. This should address Council's statutory obligations, community expectations and strategic considerations. The key results should be a clear hierarchy of functions with service levels, backed by an understanding of the resources required, which is communicated internally and externally.

Reason for the recommendation:

A clear understanding of the hierarchy of functions and definition of service levels provides guidance and certainty for decision-making.

A recommended approach is to first look to statutory obligations which council must perform, then to service functions. Within each area, discussions should be had around what level of service is required to be performed. Both hierarchy of functions and service levels should be clearly documented.

Whilst Broken Hill City Council includes some service level measures in its Integrated Strategic Planning documentation, these could be further refined. There is no immediately apparent hierarchy of functions beyond the allocation of them to the various key directions.

Costs of the recommendation:

This will be a project spanning several council workshops, but should be able to be completed using in house resources. Costs would therefore be in employee time.

Version 3.0 – Page 45 of 104

Page 54 of 60

3. KEY FINDINGS

Residential Aged Care Services Available

There are two residential service providers within Broken Hill. There is one nursing home (high care) with 121 beds and three hostels (low care) with 139 beds.

Three of these aged care facilities are operated by Southern Cross Care and have the capacity to provide ageing in place, with the other provider being Council.

Packaged Services Available

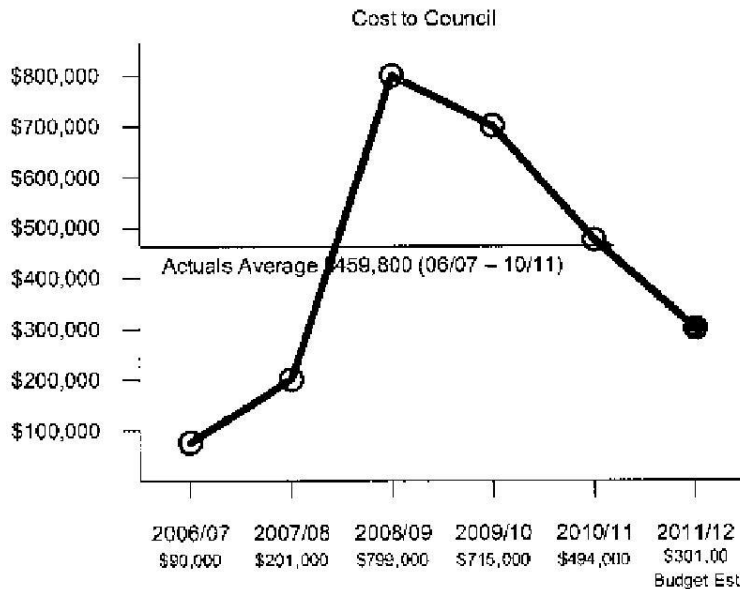
The Table below indicates the current number of operational places as identified by residential and package providers.

Current beds and packages available in the Broken Hill region

	Current Aged Care Beds		Current Packages				All Places
	High	Low	CACP	EACH	EACHD	TAC	Total
TOTAL	121	139	80	14	5	7	366

4. FINANCIAL DETAILS AND OPERATIONAL COSTS

Extracted from General Purpose financial reports 30 June 2006; 30 June 2009; 30 June 2010; 30 June 2011						Budget as at Q1 review 2011/2012
	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Income						
User charges	\$321,000.00	\$311,000.00	\$617,000.00	\$647,000.00	\$684,000.00	\$717,512.00
Fees	\$0.00	\$76,000.00	\$41,000.00	\$67,000.00	\$79,500.00	\$79,500.00
Interest	\$61,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$52,000.00
Grants & contributions provided for non-capital purposes	\$850,000.00	\$998,000.00	\$1,079,000.00	\$1,081,000.00	\$1,434,000.00	\$1,500,000.00
Other income	\$12,000.00	\$0.00	\$0.00	\$5,000.00	\$14,000.00	\$17,850.00
Total income	\$1,444,000.00	\$1,385,000.00	\$1,737,000.00	\$1,804,000.00	\$2,205,500.00	\$2,286,862.00
Expenditure						
Employee benefits and costs	\$1,068,000.00	\$1,194,000.00	\$1,648,000.00	\$1,610,000.00	\$1,723,000.00	\$1,701,322.00
Materials and contracts	\$259,000.00	\$282,000.00	\$399,000.00	\$387,000.00	\$415,000.00	\$397,688.00
Depreciation and amortment	\$99,000.00	\$114,000.00	\$278,000.00	\$252,000.00	\$248,000.00	\$268,962.00
Calculated taxation equivalents	\$0.00	\$0.00	\$0.00	\$55,000.00	\$0.00	\$0.00
Other expenses	\$120,000.00	\$185,000.00	\$237,000.00	\$215,000.00	\$319,000.00	\$330,567.00
Total expenditure	\$1,537,000.00	\$1,786,000.00	\$2,558,000.00	\$2,315,000.00	\$2,695,000.00	\$2,538,440.00
Profit (Subsidised by Council)	-\$93,000.00	-\$391,000.00	-\$795,000.00	-\$511,000.00	-\$489,500.00	-\$302,478.00



5. ISSUES ARISING

Several key issues have emerged during this service review.

- The capacity of Broken Hill City Council to continue to support Shorty O'Neil Village financially into the future.
- The high percentage of concessional residents limits income options.
- The impact of recent wage increases following introduction of the new Award will impact heavily on the future operational costs.
- The continuing increase in care needs of residents at Shorty O'Neil Village and lack of more appropriate placement options requires the staff to provide a much higher level of care than the Village is equipped for.
- Ageing infrastructure of the village will require increasing levels of maintenance, repairs and replacement.
- Increasing costs associated with maintaining necessary systems to continually meet accreditation requirements.
- There is ongoing difficulty in recruiting specialist staff such as Registered Nurses and Facility Manager.
- Lack of suitably assessed persons eligible for admission into Shorty O'Neil Village, can at times means loss of income due transferring residents from respite into accommodation with delays in filling units.

6. CONCLUSION

Operation of a 40 bed low care facilities such as Shorty O'Neil Village are no longer financially viable, as the increasing care needs of initially low care residents cannot be met within existing resources. The design of the Village offering individual units, has been identified through several reviews as a model more suitable to retirement style accommodation than hostel care.

The ageing of the infrastructure is going to require significant resources allocated to ensure the standard of the facility is maintained.

The physical environment makes providing adequate care to residents as their needs increase, a difficult task that may even put some residents, such as those experiencing various degrees of dementia, at risk. This model also requires higher staffing levels than that of a facility housed under one roof, which has a major impact on the ongoing financial viability of the facility.

7. RECOMMENDATION

That Council adopts an approach that will:

- Meet future projected demands for residential aged care in the Broken Hill Community
- Improve Council's operating effectiveness and long term sustainability

8. GLOSSARY OF INDUSTRY TERMS AND DEFINITIONS

Nursing Homes and Hostels

Nursing Homes and Hostels are subsidised by the Commonwealth Department of Health and Aged Care. These residential aged care facilities are operated under the *Aged Care Act 1997*. They are licensed and controlled through accreditation and certification programs in relation to the number of places provided, levels of subsidy, standards of the facility, staffing requirements and standards of care.

Aged Care Assessment Services determine eligibility to these facilities.

Nursing Homes

Are high-level care residential facilities for residents requiring nursing care and support.

Hostels

Are low-level care residential facilities for residents requiring various levels of assistance with daily living skills and personal care.

Concession beds

Equate to pension-only cost for the bed. Most facilities are required to have a proportion of concession beds.

Community Aged Care Packages (CACP)

Community Aged Care Packages are a Commonwealth funded program operated under the *Aged Care Act 1997*. The Commonwealth Government defines the purpose of a Community Aged Care Package under the Program Guidelines as follows:

A Community Care Package is a planned and coordinated package of community care services to assist a person who requires management of services because of their complex care needs. A Community Care Package is targeted at frail older people living in the community. These people would otherwise be eligible for at least low residential aged care. Funding for Community Aged Care Packages is approximately \$35 per client per day.

Extended Care at Home Program (EACH) and Extended Care at Home Program Dementia Specific (EACHD)

The Extended Care at Home (EACH) and (EACHD) program is intended to provide the equivalent of residential high level care (nursing home care) in the home. It was introduced through a pilot program in 2002 and became a mainstream program in the 2003 round of Commonwealth funding. Organisations were able to apply for packages under this program as an exchange of care type only i.e. converting a residential high care bed to a package. Now there is also the allocation of new EACH packages rather than just conversions.

REFERENCES

- Broken Hill City Council Community Satisfaction Research October 2011
- Broken Hill City Council Integrated Strategic Plan 2010 – 2030
- Broken Hill City Council Organisational review May 2011
- City of Broken Hill Ageing Strategy 2009 – 2014
- City of Ryde Best Practice Review Community Services April 2008
- Residential Aged Care Facility and Aged Care Packages in Hume City Discussion Paper

EXTRACT FROM MINUTES:

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
APRIL 30, 2014

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 79/14 - DATED MARCH 31, 2014 - SHORTY O'NEIL VILLAGE - DRAFT EXIT STRATEGY		11/333
Recommendation		
That Broken Hill City Council Report No. 79/14 dated March 11, 2014, be received.		
That Council endorse the Draft Exit Strategy for Shorty O'Neil Village.		
RESOLUTION		
Minute No. <u>44633</u>		
Councillor M. Browne moved)	That the recommendation of item 8 be adopted.
Councillor J. Richards seconded)	
		CARRIED

ORDINARY MEETING OF THE COUNCIL

February 16, 2015

BROKEN HILL CITY COUNCIL REPORT NO. 44/15

SUBJECT: SHORTY O'NEIL VILLAGE UPDATE 11/333

Recommendation

That Broken Hill City Council Report No. 44/15 dated February 16, 2015, be received.

That Council authorise the General Manager to:

1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,
2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,
3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and
4. Develop and progress with Expressions of Interest for real estate agency services including auction for the sale of property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street.

Executive Summary:

At its Ordinary Meeting on 18 December 2013, Council resolved as follows:

That Council acknowledge that operation of aged care accommodation services by Council is unsustainable

An exit strategy be developed with a view to closure of aged care operations at Shorty O'Neil Village by March 2016 and subsequent sale of the facility

Council make representations to Federal Government in relation to the aged care needs of the Broken Hill Community

Council continue to support aged care provision in the community through the provision of services where adequate funding is available

The purpose of this report is to provide an update in relation to the Exit Strategy and progress forward with actions relating to self care units, bed licences and sale of facility.

Report:

An Exit Strategy was developed and endorsed by Council at its Ordinary Meeting held 30 April 2014.

This strategy was to guide the path forward towards closure of the facility, and included:

- The principles underlying the Exit Strategy;
- The overall project plan to be used to drive the project forward;

- The roles and responsibilities of Council Officers for the implementation of the Exit Strategy;
- The communications that residents, their families and carers, staff and other internal and external stakeholders can expect through the process;
- An assessment of the risks in the project, together with the actions that are being taken to manage these risks.

The Exit Strategy was the driver of a complex two year project that would require significant management time and energy.

Since the decision of Council to close Shorty O'Neil Village and within thirteen (13) months, hostel resident numbers have reduced to nil with the transition of hostel residents to alternate suitable accommodation progressing well ahead of plan.

Notification of the early closure has been communicated to the funding Department as well as the Australian Aged Care Accreditation Agency which oversees compliance of residential facilities.

The allocated 40 hostel bed licences now sit unallocated. Discussions with the Department of Social Security (DSS), has indicated these beds can sit unallocated for a period of up to twelve months.

DSS requires a three monthly progress report to be submitted to demonstrate progress towards bringing an unused allocation of beds into effect.

These reports are due to DSS 12 January, 12 April, 12 July, and 12 October. Failure to demonstrate progress towards bringing unused places into effect may result in DSS revoking the allocated places.

Sale/transfer of the bed licences require the written approval of DSS, and can only be considered with organisations who are classified as approved providers with the Department.

Discussion with local providers has indicated that the current inactive 40 beds from Shorty O'Neil Village, has not placed additional burden at this time on other local aged care facilities, with no major waiting lists being identified. Whilst this may be the case, Broken Hill has an ageing population and it is important that demand is catered for by retaining the bed licences within the city.

Property matters

With the transition of hostel residents now complete, attention is turned to property matters.

During initial construction of the facility, a caveat was placed over the property to protect the NSW Governments contribution of \$307,000 towards the construction of the six (6) one bedroom Legacy cottages. A Deed was entered into in 1992 between NSW Land and Housing Corporation and Broken Hill City Council specifying responsibilities under the caveat.

Council is no longer in a position to continue management and maintenance of these six (6) units. Negotiations are currently underway with the NSW Land and Housing Corporation, for removal of this Caveat.

To assist with negotiations in relation to the removal of the Caveat, a commitment by Council to transferring ownership of the units to Legacy is recommended.

Within the Exit Strategy, it was Council's intention to ensure 12 units remained for self care living, with 6 of these currently managed by Legacy. These units have been located together at the Gossan Street cluster.

The Village continues to offer this self care accommodation in this section of the property through a community housing model to Legacy (6 units), and 6 residential tenants within the twelve unit cluster. It is proposed to negotiate with Legacy for the transfer of title for all twelve units along with responsibility for the tenancy arrangements with the current six self-care residents alongside Legacy residents until vacancies occur. When vacancies occur, Legacy will apply Legacy criteria for future residents.

Initial discussions with Legacy regarding future options for these units has been undertaken, and further work is required to ensure accommodation security for these residents.

To allow for transfer of title to Legacy of the twelve units, a subdivision of the site along with relevant works is required.

Meetings have been held with Essential Water and Essential Energy regarding the separation of metering to the self care units within this section of the facility. This will allow negotiations to continue regarding separation of the title for this cluster of units.

Once this subdivision has taken place, Council will be in a position to sell the remaining property. A valuer has been engaged to undertake improved and unimproved land valuation of the parcels of land as required by Council Policy prior to sale of property.

Alternate short term uses for the facility are also being considered in an attempt to generate a level of income, while the future of the Village is determined.

The process and timeframe for sale of property was not included within the Exit Strategy. This was to be determined following the closure of the facility, expected to be March 2016. Given that the hostel service has now ceased, it would be financially beneficial to proceed with sale.

Council's sale of property policy outlines options available to Council in considering sale of property. The intention of the policy is to ensure the disposal method chosen promotes fair and effective competition to the greatest possible extent.

To ensure transparency in the process of sale, it is recommended that a real estate agency be engaged to manage the sale process through a public auction process. Whilst there will be costs associated with commissions, it is believed that real estate expertise, marketing and independence will ensure the best sale result for this property.

The alternate method to public auction would be sale by tender.

Strategic Direction:

This project aligns with Our Services in the Community Strategic Plan in the following areas.

Objective 4.1 High Quality facilities, services and infrastructure

Relevant Legislation:

Aged Care Act

Registered Deed made between NSW land and Housing Corporation and Broken Hill City Council.

Financial Implications:

The decision to close the Village was based on an assessment of the financial performance of the Village, the maintenance and upgrading requirements that would be necessary and the subsidy that Council has been providing to keep the Village open.

There will be continuing costs incurred to maintain the existing buildings and grounds until future use of the facility is determined.

These costs will include gardening and maintenance services, security services, utility costs and legal costs.

Subdivision

\$7,400 has been committed to undertake improved and unimproved land valuation of the parcels of land. Subdivision plans are estimated at \$4400 and s88B lodgement with Land and Property Information at \$2,500.

Exit Strategy Comparison

The financial model for Shorty O'Neil Village included within the Exit Strategy was based on an assumption that two residents would find alternate accommodation and transfer from the Village each month. This was very much an assumption, given that it was difficult to accurately predict the rate of transfer.

Within twelve months of Council's decision to exit residential aged care, all 39 residents transferred out of the Village, fifteen months earlier than anticipated. This has impacted significantly on the initial financial model included in the Exit Strategy.

The anticipated ongoing costs associated with maintaining the Village until future use is finalised, include: maintenance and gardening (\$49,000), utilities (\$55,000), security (\$3,000) and legal costs (\$20,000).

Following is a table showing the updated financial results for Shorty O'Neil Village compared to Exit Strategy forecast. This table assumes sale of property does not occur by 30 June 2015.

\$'000	Exit Strategy Forecast 2014/15	Actuals 14/15 As at 13 February	Exit Strategy Forecast 2015/16	Revised Forecast 2015/16	Expected positive variance 2015/16
Income					
Rentals/fees (self care/Legacy)	(458)	(294)	(168)	(57)	(111)
Expendiure	1,792	1015	2,108	377	1,641
Operating result	(1,334)	(722)	(1,940)	(320)	1,530

The early closure of the Village indicates an opportunity for savings in both the 2014/15 and 2015/16 financial years as noted in the table above. Some adjustment has been made within the Quarterly Budget Review process, with further change expected to be made in the 2015/2016 Operational Plan budget and Long Term Financial Plan.

There will be costs incurred associated with sale of the facility. Both sale costs and revenues are not included in the above table. It is expected the sale proceeds will further benefit Council's financial position.

Attachments

There are no attachments for this report.

RAZIJA NU'MAN
DIVISION MANAGER CORPORATE AND HUMAN SERVICES

THERESE MANNS
GENERAL MANAGER

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
FEBRUARY 25, 2015

**ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 44/15 - DATED FEBRUARY 16, 2015 -
SHORTY O'NEIL VILLAGE UPDATE** 11/333

I

Motion:

Councillor J. Nolan moved)
Councillor D. Turley seconded)

That Broken Hill City Council Report No. 44/15
dated February 16, 2015, be received.

That Council authorise the General Manager to:

1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,
2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,
3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and
4. Develop and progress with Expressions of Interest for real estate agency services including auction for the sale of property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street; and also include lease value estimates to report back to Council decision on the sale or lease of that remaining property.

Amendment

Councillor B. Algate moved)
Councillor D. Gallagher seconded)

That Broken Hill City Council Report No. 44/15
dated February 16, 2015, be received.

That Council authorise the General Manager to:

1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,
2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,
3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and
4. Develop and progress with Expressions of Interest for real estate agency services including specifically, sale by

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
FEBRUARY 25, 2015

	<p>auction and lease value estimates for the property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street and report back to Council for a decision on the sale or lease of same.</p> <p style="text-align: right;">CARRIED (by the casting vote of the Mayor)</p>
<p>The amendment becomes the motion.</p>	
<p>RESOLUTION Minute No. <u>4487</u> Councillor B. Algate moved) Councillor D. Gallagher seconded)</p>	<p>That Broken Hill City Council Report No. 44/15 dated February 16, 2015, be received.</p> <p>That Council authorise the General Manager to:</p> <ol style="list-style-type: none"> 1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents, 2. Enter negotiations with Legacy in relation to transfer of title of these 12 units, 3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and 4. Develop and progress with Expressions of Interest for real estate agency services including specifically, sale by auction and lease value estimates for the property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street, and report back to Council for a decision on the sale or lease of same. <p style="text-align: right;">CARRIED</p>

AUDIT COMMITTEE

October 2, 2014

BROKEN HILL CITY COUNCIL REPORT NO. 250/14

SUBJECT: SHORTY ONEIL VILLAGE UPDATE 11/333

Recommendation

That Broken Hill City Council Report No. 250/14 dated October 2, 2014, be received.

Executive Summary:

This report provides an update to the audit committee in relation to the closure of Shorty O'Neil Village as relevant to the Exit Strategy.

Report:

For many years, Broken Hill City Council has sustained significant deficits in its financial position which are unsustainable and have been highlighted in a number of reviews as needing action to ensure the City of Broken Hill remains viable into the future through the continuation of Local Government infrastructure provision and services.

Local Government has a responsibility to ensure decisions that are made today are made after considering the effects of both the current generation and future generations. Local Government provides the core structure through infrastructure and essential services to ensure liveability within the City.

Councils operating in successive deficit positions are not only unable to meet the demands for new infrastructure and services in line with our changing lifestyles, they are not even able to maintain the current level of infrastructure and service, and this is not a legacy that ensures prosperity of any City for future generations.

In recognising the need to improve Councils financial position and overall performance, Council was presented an Organisational Review in 2011 that contained a number of recommendations with a view to ensuring the sustainability of Broken Hill City Council.

The provision of aged care is not a core business of Local Government, however in many local government areas Councils have provided these services in response to community demand and lack of interest from other providers. Where such non-core services can be provided on break-even terms, it is certainly a win for the community. Where non-core services cannot break-even, the financial impact is felt across the Local Government Area with fewer resources available for essential infrastructure and services and communities will see a decline in asset conditions and service levels as a result.

As a non-core Local Government activity, Shorty O'Neil Village has incurred losses totalling approximately \$4.32 million over the last five years, comprising approximately \$2.97 million in cash expense and \$1.35 million in non-cash expenses such as depreciation. In addition to these losses, in considering future viability, significant funding would also be required for capital upgrades and maintenance of the facility.

At its meeting on 18 December 2013, Council resolved as follows:

That Council acknowledge that operation of aged care accommodation services by Council is unsustainable

An exit strategy be developed with a view to closure of aged care operations at Shorty O'Neil Village by March 2016 and subsequent sale of the facility

Since the decision of Council to close Shorty O'Neil Village, there has been significant action undertaken to progress the closure of the facility with resident movement from the village occurring at a much greater speed than anticipated.

Council is the holder of 40 aged care bed licences for Shorty O'Neil Village and within nine (9) months, resident numbers have reduced to eleven (11). Half of total resident movement occurred between January and March 2014.

In addition, industrial issues in relation to staff employed at the village were resulting in further financial impact to the facility and as such a transitional operating model was instigated and commenced 1 July 2014.

Whilst the village was in the process of transitioning to the new operational model, the village was subject to an unannounced audit by the aged care accreditation body. This audit found that the village had failed to meet 15 out of a total of 44 accreditation standards and on 13 June 2014, the Department of Social Services issued Council with a Notice of decision to Impose Sanctions under section 67-5 of the *Aged Care Act 1997*.

The sanctions contained in the notice were as follows:

1. Training

Council was required to provide training to staff in the management (including but not limited to appropriate referral) of clinical incidents and changes in health status; care planning and review; falls management; and skin integrity.

2. Appointment of Advisor

Council was required to nominate and appoint an advisor approved by the Commonwealth, with the appropriate skills, qualifications and background to assist the village comply with its responsibilities in relation to care and services at the village.

3. New Care Recipients

Payment of subsidy for any new resident is restricted.

The above mentioned sanctions were issued for a period of six (6) months commencing 13 June 2014 and ceasing to have effect on 12 December 2014.

The consequence of not meeting the sanction is that, if revocation of approval as an approved provider takes effect, all Councils rights and entitlements as an approved provider would be removed, including entitlement to Commonwealth subsidy from the day the revocation takes effect.

The consequence of not meeting the sanction is not limited to the provision of aged care at Shorty O'Neil Village and has the ability to impact upon other aged care services provided by Council.

Following the issue of the notice of sanctions, a Nurse Advisor was appointed and staff have placed considerable effort on implementing the new operating model for the village and

improving procedures and undertaking training with all staff including agency staff to ensure accreditation standards were met.

In the week ending 26 September, the accreditation agency undertook a full accreditation audit at the village and in exit interview with management has indicated that they will be making recommendation to confirm all 44 accreditation standards have been met.

Council now awaits formal notification of the results of this audit.

As part of the Exit Strategy for the closure of Shorty O'Neil Village, risk management was considered. A copy of the risk management table is attached to this report with updates in relation to action for each risk.

Strategic Direction:

Delivery Program 1.5.1.6 – Determine future of Shorty O'Neil Village

Delivery Program 4.2.1.3 – Implement strategies to address Councils financial sustainability

Relevant Legislation:

Aged Care Act 1997

Financial Implications:

The financial model for Shorty O'Neil Village included within the Exit Strategy was based upon an assumption that two (2) residents would find alternate accommodation and transfer out each month. This was very much an assumption, given that it is difficult to predict the rate of transfer due to varying factors.

Within nine (9) months, 29 residents have transferred from the village; 11 more than anticipated. This has impacted the financial model and as such requires variation at the September Quarterly Budget Review.

Financial results for the village for the financial year ended 30 June 2014 show a variance of \$432K for the year. This is due to the redundancy expense for staff as Council brought forward its move to the new operational model. This expense will be recouped in 2014/2015 and 2015/2016.

Attached to this report is a table showing the financial results for Shorty O'Neil Village compared to Exit Strategy forecast.

Attachments

1. Shorty O'Neil Village - Income Statement 2013/2014 2 Pages
2. Shorty O'Neil Village Exit Strategy - Risk Management 6 Pages

THERESE MANNS
GENERAL MANAGER

Broken Hill City Council Shorty O'Neil Village Financial Results INCOME STATEMENT 2013/2014				
\$'000	Forecast 2013/2014	Exit Strategy Forecast 2013/2014	Actual Result 2013/2014	Variance
Income from Continuing Operations				
<i>Revenue:</i>				
Rates and annual charges	-28	-30	-30	-30
User charges and fees	696	592	577	15
Interest and investment revenue	70	26	3	23
Other revenues	13	12	0	12
Grants and contributions for operating purposes	1089	926	985	-59
TOTAL INCOME FROM CONTINUING OPERATIONS	1840	1526	1565	-39
Expenses from Continuing Operations				
Employee benefits and costs	2132	2025	2552	-527
Materials and contracts	328	387	337	50
Depreciation and amortisation	250	283	271	12
Other expenses	205	216	222	-6
TOTAL EXPENSES FROM CONTINUING OPERATIONS	2915	2911	3382	-471
OPERATING RESULT FOR THE YEAR	-1075	-1385	-1817	432

The above Income Statement provides an analysis of the actual financial results for Shorty O'Neill Village for the year ended 30 June 2014 as compared to the Exit Strategy for the village.

The variance of \$432K is largely attributable to the implementation of the alternate operational model sooner than anticipated by the Exit Strategy. The higher than anticipated costs are associated with redundancy payments to staff on 30 June 2014.

This additional expense is expected to be covered by savings in operational expenses in 2014/2015 and 2015/2016 being the financial years in which redundancies were forecast.

2014/2015 Financial Results to 30 September 2014.

In making comment on financial results for the first three months of the financial year it should be noted that not all expenses for September have been processed as at the time of drafting this report.

Actual year to date figures reveal income of \$192K (2014/2015 exit Strategy forecast - \$458K) and expenditure of \$495K (2014/2015 Exit Strategy forecast - \$1,792K). Included

within the expenditure is \$71K of costs including travel associated with the appointment of a Nurse Advisor as required by sanctions imposed by the Department of Social services.

Despite the additional cost associated with the required specialist nursing advice, it is anticipated that savings will be made in 2014/2015 compared to Exit Strategy projections.

SHORTY ONEIL VILLAGE EXIT STRATEGY

1. RISK MANAGEMENT

Updated risk assessment completed to identify key risks associated with the closure of Shorty O'Neil Village.

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action as per Exit Strategy	Update	Residual Risk Rating
Australian Government fails to approve closure	Unlikely	Major	High	Work with Local Member of Parliament to facilitate interactions with Australian Government Departments	Council has liaised with relevant departments in relation to this and has met all notification requirements in relation to closure.	Moderate (rare, major)
Residents reluctant to move to another provider	Unlikely	Moderate	Moderate	Work with residents to develop Personal Transition Plan and transition over 2 years	25 residents have moved to alternate accommodation within a nine month period. Transition plans have been developed in consultation with residents. 11 residents remain at the village.	Moderate
Cash flow requirements for Shorty O'Neil Village exceed available cash	Likely	Major	High	Develop new operating model for Shorty O'Neil Village as it goes through closure process Request additional funds for one-off transition expenses in Council's 2014/15 and 2015/16 budget process	Staff redundancies were paid at the end of June 2014 without any requirement for loan funding. Available cash has not been exhausted or is expected to be exhausted based upon the implementation of the new operating model.	Moderate (possible, moderate)

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action as per Exit Strategy	Update	Residual Risk Rating
Staff/union resists organisational changes	Likely	Moderate	High	Develop Staff Change Management Plan in consultation with staff and union	Industrial action did impact upon the exit strategy. Delays in making required operational changes (to ensure financial control of the exit strategy) were experienced as a result of industrial action. This resulted in agreement to make staff redundant as of 30 June 2014. Through the new operational model, only three (3) staff positions remain with all other workforce resources being agency based.	Moderate (possible, moderate)
Staff engage in industrial action impacting negatively on residents	Likely	Moderate	High	Contingency Staffing Plan will be used in these circumstances	Communication including meetings between residents and the General Manager occurred on a proactive basis to reinforce Councils position in relation to priority being care of residents. The new operational model with the removal of risk of industrial action and related concerns removed this risk.	Moderate (possible, minor) Risk Review: Low

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action as per Exit Strategy	Update	Residual Risk Rating
Project team burns out as Shorty O'Neil Village becomes more difficult to manage through transition process	Likely	Moderate	High	Project Manager and Aged Care Coordinator will require more support from Department Manager over the life of the project	<p>The rapid movement of residents, industrial action and imposed sanctions placed considerable workload on key staff.</p> <p>The recruitment of a Nurse Advisor assisted in ensuring adequate support was available for staff.</p> <p>The new operational model along with the successful accreditation findings allow for the village to operate in more controlled and positive environment.</p>	Moderate (possible, minor)
Staff depart for other jobs earlier than expected	Unlikely	Moderate	Moderate	Staffing Contingency Plan	The decision to move to a new operational model has significantly reduced this risk.	Low (rare, minor)

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action as per Exit Strategy	Update	Residual Risk Rating
Insufficient alternative accommodation available for existing residents	Likely	Major	High	External Aged Care Transition Committee will assist with identifying alternative accommodation.	<p>Resident movement has been more rapid than expected with only 11 residents remaining or 27.5%.</p> <p>The External Aged Care Transition Committee continues to liaise to ensure alternative accommodation is identified.</p> <p>Individual planning has occurred for each resident in order to consider resident preference in relation to accommodation.</p> <p>Council has developed open communication with other aged care providers within Broken Hill to encourage support.</p>	Moderate (possible, minor)

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action as per Exit Strategy	Update	Residual Risk Rating
Shorty O'Neil Village loses accreditation earlier than intended in closure process	Unlikely	Major	High	Transitional Operating Model for Village will take this risk into account during preparation	<p>With the imposition of sanctions, Shorty O'Neil Village accreditation period was reduced to 2 January 2015.</p> <p>The transitional operating model has ensured the village has met accreditation standards and this will allow for the extension of Councils accreditation period.</p> <p>Council awaits formal advice of its accreditation approval.</p> <p>If a review of the finding results in Council not meeting all accreditation standards, Council has grounds to appeal.</p>	Moderate (unlikely, moderate)
Failure to reach agreement with Legacy and self-care residents	Possible	Major	High	Negotiation with Legacy. Negotiation with Housing NSW. Negotiation with other housing providers.	Council has continued to liaise with Legacy and a report is expected to be drafted for Councils October meeting.	Moderate (unlikely, moderate)

Risk	Likelihood	Impact	Risk Rating	Risk Treatment Action as per Exit Strategy	Update	Residual Risk Rating
Savings not achieved during closure process	Likely	Major	High	Regular updates to Transitional Operating Model & monitoring of financial impacts by Project Manager	The financial impacts of changes to operations at the village continue to be monitored. Whilst timing of changes has resulted in a negative variance for 2013/2014 due to redundancies associated with the fast tracking of the new operational model, this expense will be recovered in future years.	Moderate (unlikely, moderate)
Council reverses decision to close Shorty O'Neil Village	Unlikely	Major	High	GM to reinforce with Councillors, as required, critical financial implications of reversing decision to close Shorty O'Neil Village	No decision has been made to reverse the decision on closure of Shorty O'Neil Village and this is not expected. Such a decision would have critical financial implications for Council as a whole.	Moderate (rare, moderate)

ORDINARY MEETING OF THE COUNCIL

April 22, 2015

BROKEN HILL CITY COUNCIL REPORT NO. 80/15

SUBJECT: SHORTY O'NEIL VILLAGE UPDATE 11/333

Recommendation

That Broken Hill City Council Report No. 80/15 dated April 22, 2015, be received.

That Council write to Adelaide Legacy offering transfer of title for the 12 Gossan Street units on the basis that:

1. Council undertake the cost and project management of installation of separate water and electricity metering.
2. Council undertake the cost and project management of the installation of hot water system units as the present units are shared between each two units of the twelve unit cluster.
3. Council undertake the costs of subdivision and transfer of title.
4. The transfer of title of all twelve units is subject to acceptance of tenancy of the current residents of Gossan Street units alongside Legacy residents until such time as vacancies occur. When vacancies occur among the six non-Legacy residents, Legacy will apply Legacy criteria for future residents.
5. Any caveat remaining on the Shorty O'Neil Village site is transferred to the Gossan Street property parcel.

Executive Summary:

At its Ordinary Meeting of 25 February 2015, Council resolved as follows:

That Council authorise the General Manager to:

- 1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,*
- 2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,*
- 3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and*
- 4. Develop and progress with Expressions of Interest for real estate agency services including auction for the sale of property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street.*

The purpose of this report is to update Council on point two where discussions have now occurred with Adelaide Legacy, the parent group with whom Council has registered Deeds of Agreement regarding the operation of Legacy Units.

Report:

As Council is aware, within the site bounded by Gossan Street and Skipman Street there is a cluster of twelve units. Within this cluster there are six Legacy Units with residents meeting the criteria of being widows of Australian Defence Service personnel and six other self care residents.

Council has, throughout the process of exiting from Shorty O'Neil Aged Care Village, been cognizant throughout this difficult period of the desire for certainty and security by residents and their wish to remain on-site. Council has therefore sought to protect and provide for the ongoing interests of all residents, including its Legacy criteria tenants and self-care residents by seeking to negotiate arrangements with Legacy whereby a subdivision would be undertaken and ownership transferred to Legacy. The basis of the negotiation was to include Legacy taking responsibility for all non-Legacy residents which is confirmed through the number of reports to Council outlining this direction.

As a not-for-profit agency whose prime aim is to care for widows of Australian Defence Service personnel, Legacy has a caring background and is well established with the structures and understanding to take up the management arrangements of self care residents.

Given also that the NSW Land and Housing Corporation has placed a caveat over the entire Shorty O'Neil Village in order to secure its initial investment in the building of the six Legacy units, it is appropriate that a formal approach be made to Legacy to establish its firm interest in taking up the offer of receipt of title upon subdivision of the site and settlement of the caveat. This proposal will assist in negotiations with NSW Land and Housing Corporation regarding options for removal of the caveat.

At a meeting held with the CEO of Adelaide Legacy and the Chair and Secretary of Broken Hill Legacy in accordance with Council's resolution of entering negotiations regarding the transfer of title of the twelve unit cluster in which the six Legacy units sit, Legacy requested a formal outline of Council's offer which could be taken to the Board of Management of Legacy.

The twelve units have always been connected and part of the Shorty O'Neil Village and disconnection of this group of units from the greater site to allow subdivision requires electricity and water connections to be separated.

Based upon negotiation with Legacy, for the Charity to consider the ownership and management of the units, Council would be required to complete the following:

1. undertake the cost and project management of installation of separate water and electricity metering.
2. undertake the cost and project management of the installation of hot water system units as the present units are shared between each two units of the twelve unit cluster.
3. undertake the costs of subdivision and transfer of title

To ensure the opportunity is provided to non-legacy tenants of Shorty O'Neil Village to remain within the Gossan Street units and provide certainty to these residents, it is recommended that the transfer of title of all twelve units is subject to acceptance of tenancy for the current six self-care residents alongside Legacy residents until such time as vacancies occur. When vacancies occur among the six non-Legacy residents, Legacy will apply Legacy criteria for future residents.

As discussed above, in order for Council to proceed with a subdivision it will be necessary to undertake separation of the current single metering system of both electricity and water.

Meetings have been held with Essential Water and Essential Energy regarding the feasibility of separation and quotes sought to gauge costs. It is estimated that approximately \$100,000 will cover the costs of separately metering each of the twelve units and installation of hot water services.

In further telephone conversation, Legacy requested the potential to separately title each of the twelve units. The current construction material and design of the units does not allow for this to occur and so is not listed as part of Council's offer.

Strategic Direction:

This project aligns with Our Services in the Community Strategic Plan in the following areas.

Objective 4.1 High Quality facilities, services and infrastructure

Relevant Legislation:

Aged Care Act

Registered Deed made between NSW land and Housing Corporation and Broken Hill City Council.

Financial Implications:

Cost of works for separate metering and installation of hot water services and costs of subdivision and legals are estimated at \$110,000. Council has made savings due to the early closure of the village and it is recommended that these costs be funded through savings made.

Attachments

There are no attachments for this report.

RAZIJA NU'MAN
DIVISION MANAGER CORPORATE AND HUMAN SERVICES

THERESE MANNS
GENERAL MANAGER

EXTRACT FROM COUNCIL MEETING HELD 29 APRIL 2015

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
APRIL 29, 2015

F

**ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 80/15 - DATED APRIL 22, 2015 - SHORTY
O'NEIL VILLAGE UPDATE** 11/333

Councillor Gallagher declared a non-pecuniary interest in item 6 and left the Council Chamber at 6.44pm

Recommendation

That Broken Hill City Council Report No. 80/15 dated April 22, 2015, be received.

That Council write to Adelaide Legacy offering transfer of title for the 12 Gossan Street units on the basis that:

1. Council undertake the cost and project management of installation of separate water and electricity metering.
2. Council undertake the cost and project management of the installation of hot water system units as the present units are shared between each two units of the twelve unit cluster.
3. Council undertake the costs of subdivision and transfer of title.
4. The transfer of title of all twelve units is subject to acceptance of tenancy of the current residents of Gossan Street units alongside Legacy residents until such time as vacancies occur. When vacancies occur among the six non-Legacy residents, Legacy will apply Legacy criteria for future residents.
5. Any caveat remaining on the Shorty O'Neil Village site is transferred to the Gossan Street property parcel.

RESOLUTION

Minute No. ~~4492~~

Councillor D. Turley moved)
Councillor C. Adams seconded)

That the recommendation of item 6 be adopted.

CARRIED

CONFIDENTIAL MATTERS OF THE COUNCIL

June 3, 2015

BROKEN HILL CITY COUNCIL REPORT NO. 197/15

SUBJECT: SHORTY O'NEIL VILLAGE - EXPRESSION OF INTEREST FOR
SALE BY AUCTION 11/333

(General Manager's Note: This report considers Responses to an Expression of Interest and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Recommendation

That Broken Hill City Council Report No. 197/15 dated June 3, 2015, be received.

That Council approve the sale by auction process of Shorty O'Neil Village less the twelve units between Gossan and Skipman Streets subject to lifting of the caveat over the site by NSW Land and Housing Corporation and final subdivision from the overall site of the twelve unit cluster.

Authorise the General Manager to proceed to subdivision of the site from the 12 unit cluster at Gossan Street once agreement has been reached with NSW Land and Property on the removal of the caveat.

Executive Summary:

At its Ordinary Meeting of 25 February 2015, Council resolved as follows:

That Broken Hill City Council Report No. 44/15 dated February 16, 2015, be received.

That Council authorise the General Manager to:

- 1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,*
- 2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,*
- 3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licenses, and*
- 4. Develop and progress with Expressions of Interest for real estate agency services including specifically, sale by auction and lease value estimates for the property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street, and report back to Council for a decision on the sale or lease of same.*

The purpose of this report is to progress point 4 by providing further information and recommendation in relation to future options for the property. A valuation for the property was prepared by Herron, Todd White and is attached for Council's information.

The executive summary on page ii of the valuation report recommends that the highest and best use for what is referred to as parcel 2 (42 units + hall - Shorty O'Neil village minus the 12 proposed legacy units) is considered to be a unit complex with the potential for subdivision. It would appeal to developers for individual sale, as a self contained

accommodation facility such as a motel or serviced apartments, as an investment property on a permanent rental basis or for use by a mining operator and their employees and contractors. As such, it is recommended in this report that Council would achieve best value through sale of the facility.

Report:

Background and Progress

Council is aware that a caveat exists over the entire Shorty O'Neil Village created by the NSW Land and Housing Corporation (the Department) in order to secure a \$307,000 contribution made to the building of six on bed room units in the Village for the purpose of housing Legacy criteria tenants. All actions undertaken by Council are dependent on reaching satisfactory agreement with this Department with regard to dealing with the caveat.

All Council actions to date have been mindful of both the stakeholder interests of the Department and Legacy.

Given the early vacating of the Village, Council has undertaken preparatory steps at a number of levels in recent Council reports in order to be able to act swiftly once a decision has been made by the Department regarding the caveat.

At Council's Ordinary Meeting of 29 April 2015, Council resolved to make a formal offer to Legacy so that its Board could consider taking up title of a cluster of twelve units in amongst which are the six Legacy units. In that listing of offers, Council stated, 'Any caveat remaining on the Shorty O'Neil Village site is transferred to the Gossan Street property parcel.'

Email notification was received on 10 June 2015 from the Chief Executive Officer of Legacy (Adelaide) in relation to Council's offer, that,

'I am pleased to advise that subject to confirmation that the Broken Hill City Council will be responsible for all costs associated with the transfer of title, either State or Council; and taking into consideration Items 1 to 5 as outlined above, that the Legacy Club of Adelaide Inc accept the offer from Broken Hill City Council.'

Email advice was received from the Department that it will undertake valuations of the original six units (which had been scattered throughout the site but remain listed on title) and also valuations of the six current units managed by Legacy which are now grouped among a twelve unit cluster. The Department Valuer visited the site on 30 July 2015. A recent telephone conversation with the Regional Asset Director - South East Region, NSW Land & Housing Corporation advised that the Department would have a position for discussion in early August once the valuations were completed.

A decision is now required in relation to the future of the 42 units and common area that make up the remainder of Shorty O'Neil Village. The options explored in this report are sale by auction and retain and lease.

Option 1 – Sale of Shorty O'Neil Village by auction

1. Expression of Interest Process

Council's Disposal of Council Real Estate Policy is relevant to the sale of any properties held in Council's ownership. The policy aims to provide a coherent and transparent method of disposing of Council properties.

The policy outlines the process for conducting the auction and includes:

- (a) Obtain competitive quotes on a commission basis from potential auctioneers;
- (b) Select an auctioneer based upon;
 - i. The commission rates;
 - ii. Whether the auctioneer is licensed;
 - iii. The past performance and/or industry reputation of the auctioneer.
- (c) Prior to the auction ensure that the auctioneer is aware of the reserve price.

EOI documentation was prepared and forwarded to five real estate agents with offices in Broken Hill – LJ Hooker, Elders, First National, Century 21 and Ray White. Elders Mildura picked up the project whilst LJHooker did not place an EOI. The closing date was 24 April 2015.

2. Sales Commission

Agents' sales commission ranged as follows:

Ray White	Elders	Century21	First National
1.85% (incGST)	1.925% (incGST) of contract selling price	2.2% (inc.GST) of the gross selling price	1.8% (incGST) of the gross sale price and payable on settlement of the sale

Based upon a sale price of \$1,600,000, the total cost of commission to Council would be as follows (and excludes GST):

First National (BH)	\$26,181
Ray White (BH)	\$26,909
Elders (Mildura)	\$28,000
Century 21 (BH)	\$32,000

All agents are licensed to conduct the auction.

Within the Expression of Interest criteria, management team and experience was addressed by all real estates.

On the basis of assessment against the Expression of Interest criteria, First National Real Estate would be the recommended real estate for the sale by auction of Shorty O'Neil Village. The value of the commission is within the General Manager's procurement limits and will be approved accordingly should Council resolve to sell the property by auction.

3. Estimated Sales Price of the Village

Estimated sales price by Agents of Shorty O'Neil Village:

Ray White	Elders	Century21	First National	Valuation Estimate Herron Todd White
No comparable sale evidence. Adopted appraisal method calculation from new to today's depreciated value. \$1,620,000	Little comparable sales data. Current market value \$1,700,000-\$1,900,000	Due to lack of comparable sales evidence, capitalisation method of price estimate, calculation of conversion and holding costs, \$1,300,000-\$1,500,000	Evaluation based on current market conditions \$2,100,000-\$2,200,000	\$1,600,000-\$1,900,000

Three Agencies, Ray White, Elders and Century21 were in line with the Valuation estimates of Herron Todd White, whilst First National estimated a sale price in excess of the valuation.

Option 2 – Maintain Ownership of Village

Lease Value Estimates

A valuation report was prepared and presented to Council in March 2015 for the Shorty O'Neil Village site. Within this report is information relevant for consideration in deciding on the future retention of Shorty O'Neil Village.

Based upon research on the rental market in Broken Hill, the valuation suggests that \$160 per week for a one bedroom apartment and \$190 per week for the two bedroom apartments would be applicable to Shorty O'Neil Village. With 40 one bedroom units and 2 two bedroom units, income for the year would total \$352,560 per annum.

Enquiries with local real estates suggest 100% occupancy would be unachievable and the valuation report suggests a 20% vacancy rate could be applicable, although this is an estimate and there is a risk this could be higher.

As Council is aware, whilst the units generally present in good condition, they are over 20 years old and were not designed for families but in the majority for single persons with access requirements and less active lifestyles. There are one bedroom units and two bedroom units within the subject site and so there are limitations on family or group sizes that can be accommodated. The site also includes a very large recreational room and adjoining commercial kitchen.

The units are also closely compacted in design with extremely small yard space creating noise issues and necessity to overflow into shared spaces.

There are a number of units that suffer from rising damp due to leaking lawn irrigation pipes, the update of bathrooms is required in the near future as well as ongoing general repairs and maintenance. The units all share hot water systems and there is no individual metering of electricity or water. There is also no off-street parking for a majority of the units.

One of the future unknowns with the units is the impact of legislative changes with regard to fire safety of the buildings. Council will recall that whilst the units operated as a hostel, a legislative change required the installation of a sprinkler system at an estimated cost of \$600,000. This cost was avoided by closure of the hostel aspect of the Village.

A capital expenditure allowance of \$501,500 is considered necessary to provide individual electricity metering, hot water systems, upgrades of bathrooms and dampness problems etc.

At a minimum, estimated annual costs for the facility would be as follows:

Depreciation	\$230,000
Agents Costs	\$28,000
General Maintenance/Insurance	\$50,000
Rates	\$10,000
Interest	\$25,000
Vacancy rates (20%)	\$70,512
Total	\$413,512

The net annual loss would therefore be estimated at approximately \$60,952. This is estimation only and given risks associated with housing demand along with ongoing maintenance and renewal obligations, when compared to the benefits of property sale, retaining and leasing the property is not recommended to Council.

Consideration would also have to be given to management of the common area/kitchen, which has not been costed in the above estimates.

As well as considering individual rental of unfurnished units, the following lease options were considered:

Third party management rights

Lease proposals where Council leases out management rights to third parties e.g. to operate motel/serviced apartments, education, residential

1. (a) Within this model, consideration was given to use by the education sector. However, discussion with Heads of Broken Hill University Department of Rural Health and the Primary Health Care Stream as to the potential of the site for transformation of the village into a resident university/school campus by forming alliances with a university that would attract State, Interstate and International University Students were not feasible. The heads advised that they are in fact considering consolidation of some of their University Rooms at their campus in Broken Hill due to difficulties applying for and attracting new funding opportunities for Universities.

The outcome of the discussion was:

- The units are the wrong configuration to make the campus profitable.
- The units are small and cannot accommodate a maximum of six persons.

- It is unlikely that a University would invest significantly into a remote area without receiving significant funding
- There is already a saturation of University students per available work placements in Broken Hill

1. (b) In the section covering Motel/serviced apartments, Herron Todd White, in analysing the Broken Hill market, talks of expecting an occupancy rate of between 45% and 50% at an estimated achievable room night income of \$95.00 per night ex GST. The Valuation Report foresees that the recreation room and commercial kitchen space could be used for breakfasts and/or as a restaurant. However, again, major upgrades and repairs and maintenance are built into the model and analysis of the market indicates that motel occupancies are in decline in Broken Hill as well as a number of motels currently on the market. See section 9.6 of the Valuation Report.

Head lease with a social agency

Head lease with a social agency which manages the estate with different sub groups. Agencies could have between two to five houses within the estate.

There are issues with some of the client groups within the social housing sector and associated security considerations.

For the purposes of this report, Salvation Army expressed interest in crisis accommodation of up to five houses at peppercorn rental.

Informal discussion was held with Compass Housing, (a significant supplier of social housing in Broken Hill with 248 houses under management and is an experienced manager in fee for service models) for the purpose of gauging an initial impression from an experienced provider.

Compass staff toured the Village to visually assess the site. Initial impressions were related to comments already made in this report around the design of the units largely for single persons, the tight layout of units and the number of units per se. Compass staff also commented on the need to not develop a 'ghetto' and reiterated the concern that large estates of social housing have proven uncondusive to integrated living and concern by surrounding residents of having a large number of socially disadvantaged persons in the one area. The current Compass waiting list holds a limited number of single person households. Similarly, the staff stated that they were not able to even now find occupants for their aged persons housing.

Purely for information, the social agency lease model would still require Council to outlay capital preparation of the units to a standard set by Compass with separate installation of water and electricity metering to the forty units and continue to hold responsibility for all major and planned maintenance (using again, an internal asset maintenance model used by Compass).

Strategic Direction:

Key Direction:	Our Services
Objective:	1.5 Our health and well being ensures that we live life to the full
Function:	Community Services
DP Action:	1.5.16 Determine the future of Shorty O'Neil Village

Relevant Legislation:

Aged Care Act 1997

Registered Deed made between NSW Land and Housing Corporation and Broken Hill City Council

Financial Implications:

The sale by auction of the Shorty O'Neil Village is predicted by both local real estate agents who submitted as part of an Expression of Interest process and the valuation firm of Herron Todd White at between \$1,600,000 and \$1,900,000.

Assuming a sale price of \$1,600,000 and a discount rate of 5%, the net present value of future income streams over the next ten years would be \$1,876,803.

The risk is that the property will be passed in and the marketing costs of the selected real estate agent still having to be met along with legal costs for preparation of contracts of sale.

All lease options involve high initial capital investment, ongoing costs, vacancy risks and high asset maintenance as the units age. Based upon the estimates provided in this report, it is likely that retaining and leasing the property will result in losses estimated at \$60,952 per annum or a negative net present value of future income streams over the next ten years of -\$470,655.19, or if sold in the tenth year for \$1,600,000, the net present value would be \$549,025.26.

Attachments

1. [↓](#) Valuation Report - Herron Todd White 41 Pages

RAZIJA NU'MAN
DIVISION MANAGER CORPORATE AND HUMAN SERVICES

THERESE MANNS
GENERAL MANAGER

Valuation Report

Unit Development



"Shorty O'Neil Village" 14-44 Blende Street Broken Hill NSW 2880

As at 27 January 2015
Prepared for Broken Hill City Council
Our Ref DC131352

Dubbo

Herron Todd White
(Country NSW & North East Vic) Pty Ltd
54 079 237 086

Lvl 1 Endeavour Court
137 Macquarie Street
Dubbo NSW 2830
PO Box 1957
Dubbo NSW 2830

Telephone 1300 784 899
regionalsnw@htw.com.au
htw.com.au

Executive Summary

Property Details

Address	"Shorty O'Neil Village" 14-44 Blende Street Broken Hill NSW 2880.
Instructing Party	Razija Numan on behalf of Broken Hill City Council.
Basis of Assessment	The interest being valued is the unencumbered fee simple interest with vacant possession.
Purpose of Valuation	Our valuation has been prepared for sale purposes.
Instructions	We have been instructed to assess: <ul style="list-style-type: none">• The current market value of the site on the assumption it was divided into two separate parcels and excluding the improvements.• The current market value of the property assuming it was divided into two separate parcels.
Date of Inspection and Valuation	27 January 2015.
Registered Owner	The Council of the City of Broken Hill.
Local Authority	Broken Hill City Council.
Town Planning	The property is zoned R1 General Residential under the Broken Hill Local Environmental Plan 2013.
Real Property Description	Lot 5895 on Deposited Plan 241855 County of Yancowinna, Parish of Picton.
Property Summary	<p>The property was developed in about 1990 as an accommodation hostel for the elderly. It comprises a mix of 54 one and two bedroom fully self contained units, office building, storage rooms and a communal kitchen and recreation area. The property was used as an aged care facility but has become uneconomic and surplus to the needs of the local community.</p> <p>The site has a land area of 1.22 hectares and is fully developed with internal roadways. Proposed Parcel "1" contains 12 units and will have a land area of 2,173 sqm upon subdivision. The residual Parcel "2" contains 42 units plus the recreation hall and office with a land area of 9,339 sqm. Approximately 627.6 sqm of land will be dedicated as public road.</p> <p>In assessing the value of the property we have considered the highest and best use of Parcel "1" to be as a block of units held on one title. The highest and best use for Parcel "2" is considered to be a unit complex with potential for subdivision. It would appeal to developers for individual sale, as a self contained accommodation facility such as a motel or serviced apartments, as an investment property on a permanent rental basis or for use by a mining operator and their employees and contractors.</p>
Contract Price/Last Sale (within 3 years)	No historic sales recorded against the property.



"Shorty O'Neil Village", Broken Hill NSW 2880
Ref: DC131352

Page ii

Executive Summary

Market Value (Parcel 1) (Excl. GST)	\$780,000 (Seven Hundred and Eighty Thousand Dollars)
Market Value (Parcel 2) (Excl. GST)	\$1,900,000 (One Million Nine Hundred Thousand Dollars)
Land Value (Parcel 1) Excl GST)	\$100,000 (One Hundred Thousand Dollars)
Land Value (Parcel 2) Excl. GST)	\$320,000 (Three Hundred and Twenty Thousand Dollars)

Andrew Hall AAPI
Certified Practising Valuer
Registration No. 3361

(Primary Signatory)

David T. Sullivan
Director

(Counter Signatory)

Important:

All data provided in this summary is wholly reliant on and must be read in conjunction with the information provided in the attached report. It is a synopsis only designed to provide a brief overview and must not be acted on in isolation.

The opinion of value expressed in this report has been arrived at by the prime signatory alone. The Supervising Member who has countersigned this report declares - "I, the counter signatory, hereby confirm that I have reviewed the valuation and working papers in the capacity as Supervising Member and I am satisfied that the opinion of value contained in the valuation has been reached based on reasonable grounds." For the avoidance of doubt, the counter signatory has not inspected the property and as such (under the API professional practice) cannot be an author of this report, and is confirming prima facie that the methodology used by the author of the report (the prime signatory) is sound.

The counter signatory verifies that this report is genuine and endorsed by Herron Todd White however the counter signatory has not inspected the property and has no first-hand knowledge of it.



Executive Summary

Assumptions, Conditions and Limitations

- Critical Assumptions**
- This valuation report is provided subject to the assumptions, disclaimers, limitations and qualifications detailed within this report. Reliance on this report and extension of our liability is conditional upon the reader's acknowledgement and understanding of these statements.
 - We have assumed that in valuing Parcel 1 the use would continue as a block of flats and that a fire safety upgrade would not be required. If this is not the case then our value will need to be reassessed to factor in the additional cost.
 - In our valuation of Parcel 2 we have made assumptions in regards to estimating the likely cost to upgrade the property. These estimates have not been confirmed and we strongly recommend they be confirmed by suitably qualified professionals. If the cost is found to be substantially different then our valuation will require revision by estimated costs.
 - We have made assumptions and conditional comments in respect to Easements, Town Planning, Approvals, Services, Development Costs, and GST.
 - This valuation report is provided subject to the assumptions, disclaimers, limitations and qualifications detailed within this report. Reliance on this report and extension of our liability is conditional upon the reader's acknowledgement and understanding of these statements.



Table of Contents

Executive Summary

1	Introduction	1
1.1	Instructions	1
1.2	Basis of Assessment	1
1.3	Definitions	1
1.4	Date of Inspection and Valuation	1
2	Title and Statutory Details	2
2.1	Title Details	2
2.2	Easements, Encumbrances and Interests	3
2.3	Statutory Assessments	3
3	Town Planning and Approvals	4
3.1	Town Planning Summary	4
3.2	Development Potential	5
4	The Land	6
4.1	Location Details	6
4.2	Land Description	7
4.3	Road System/Access/Exposure	9
4.4	Environmental Issues	10
5	Improvements	11
5.1	General Description	11
5.2	Condition and Utility of Improvements	12
5.3	Floor Areas	12
5.4	General Construction	13
5.5	Fixtures, Fittings and Finishes	13
5.6	Layout and Design	13
5.7	Common Facilities	13
6	Development Costs	14
7	Market Report	15
7.1	Locality Overview	15
7.2	Residential Market Overview	16
7.3	Sales Evidence - Gross Realisation Units	17
7.4	Sales Reconciliation	18
7.5	Assessment - Gross Realisation	18
7.6	Sales Evidence - Flat sales	18
7.7	Sales Reconciliation	18
7.8	Sales Evidence - Residential Land Sales	19
7.9	Sales Reconciliation	19



8	Valuation Parcel "1"	20
8.1	Introduction	20
8.4	Land Value	22
9	Valuation - Parcel "2"	23
9.1	Introduction	23
9.2	Residential Unit Subdivision	23
9.3	Sales and Settlement Rate	23
9.4	Feasibility Analysis	24
9.5	Investment Basis (Capitalisation Approach)	26
9.6	Motel/ Serviced Apartments	27
9.7	Parcel "2" Conclusion	28
9.8	Land Value	28
10	Valuation	29
11	Qualifications and Disclaimers	30

Annexures

Annexure 1	Instruction	1
Annexure 2	Title Search	2
Annexure 3	Extract from Deposited Plan	4



1 INTRODUCTION

1.1 Instructions

We have been instructed by Ms Razija Numan on behalf of Broken Hill City Council to assess the current market value of the "Shorty O'Neil Village" located at 14-44 Blende Street Broken Hill.

Specifically, we have been instructed to assess:

- The current market value of the site on the assumption it was divided into two separate parcels and excluding the improvements.
- The current market value of the property assuming it was divided into two separate parcels.

1.2 Basis of Assessment

The interest being valued is the unencumbered fee simple interest with vacant possession.

Our valuation has been prepared for disposal purposes and may only be relied upon by Broken Hill City Council. This report has not been prepared for mortgage security lending purposes. We will not accept any responsibility or liability for reliance upon this valuation for such purposes.

The report is not available for any other purpose, nor is any liability extended to any third party, without the valuer's written authority and consent.

A copy of our instructions is annexed to this report.

1.3 Definitions

This valuation has been undertaken in accordance with the following definitions:

Market Value

"the estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction, after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion".

Highest and Best Use

"the use of an asset that maximises its potential and that is physically possible, legally permissible and financially feasible".

"As is"

"a valuation that provides the current market value of the property as it currently exists rather than the value of the proposed development".

1.4 Date of Inspection and Valuation

27 January 2015



'Shorty O'Neil Village', Broken Hill NSW 2880
Ref: DC131352

Page 1

2 TITLE AND STATUTORY DETAILS

2.1 Title Details

Search Date	9 February 2015
Title Reference	Folio 5895/241855
Real Property Description	Lot 5895 on Deposited Plan 241855
Registered Proprietor	The Council of the City of Broken Hill
Encumbrances	<ol style="list-style-type: none"> 1. Land excludes minerals; 2. Excepting land below a depth from the surface of 15.24 metres; 3. Part of the land above described is used as a retirement village under The Retirement Villages Act 1999 known as Shorty O'Neil Village Hostel, being Units 2 & 6 Gossan St, Unit 18 Beryl St, Units 10 & 13 Skipman St and Unit 50 Garnet St as shown in plan with AFS26650; 4. Title is held subject to the Provisions of Sec 4 (2) of The Silverton Tramway Land Vesting Act 1972; 5. Caveat by New South Wales Land & Housing Corporation U69969 Caveator Consented 6863003 Caveator Consented 6863004 Caveator Consented 6. Lease to Raelene Gilby & Bruce Anthony Gilby of part being the shop premises & kitchen shown hatched in Plan with E560297. Expires: 16/2/2001. Option of renewal: 2 years 6863004 Transfer of Lease 6863003 Lessee now Denise Anne Barlow.
Unregistered Dealings	Nil
Administrative Advices	Nil

A copy of our recently searched Certificate of Title and a copy of the Deposited Plan are annexed to this report.



2.2 Easements, Encumbrances and Interests

We have been instructed to value the property on the assumption it would be sold with clear unencumbered title. To this end our valuation is made on the following basis;

- Part of the land falls under the Retirement Village Act 1999 and our valuation assumes that this classification is removed upon sale of the property;
- The caveats noted on title have been extinguished;
- The lease noted on title has been extinguished;
- We note that under the Silverton Tramway Act the owner of the land has no right of recourse if it suffers damage from mining related underground site issues.

This valuation is subject to there being no other encumbrances, which may have an adverse effect on our valuation. Should any such easement or encumbrance become apparent, we reserve the right to review our valuation.

2.3 Statutory Assessments

\$206,000 effective from 1 July 2013 for local authority rating and land tax purposes. On a single holding basis land tax would not be payable.



3 TOWN PLANNING AND APPROVALS

3.1 Town Planning Summary

Local Authority	Broken Hill City Council
Planning Scheme	Broken Hill Local Environmental Plan 2013
Zoning	R1 General Residential
Permitted use	<p>Group homes, multi dwelling housing and residential flat buildings are a permitted use subject to development consent. Tourist establishments such as a motel are not prohibited and also appear to be a permitted use subject to consent. A summary of the allowable uses is provided below:</p> <p>Zone R1 General Residential</p> <p>1 Objectives of zone</p> <ul style="list-style-type: none"> To provide for the housing needs of the community. To provide for a variety of housing types and densities. To enable other land uses that provide facilities or services to meet the day to day needs of residents. <p>2 Permitted without consent</p> <p>Environmental protection works; Home occupations; Roads</p> <p>3 Permitted with consent</p> <p>Attached dwellings; Boarding houses; Building identification signs; Business identification signs; Child care centres; Community facilities; Dwelling houses; Food and drink premises; Group homes; Home industries; Hostels; Kiosks; Multi dwelling housing; Neighbourhood shops; Places of public worship; Residential flat buildings; Respite day care centres; Semi-detached dwellings; Seniors housing; Shop top housing; Any other development not specified in item 2 or 4</p> <p>4 Prohibited</p> <p>Agriculture; Air transport facilities; Airstrips; Amusement centres; Animal boarding or training establishments; Biosolids treatment facilities; Boat building and repair facilities; Car parks; Charter and tourism boating facilities; Commercial premises; Correctional centres; Crematoria; Depots; Extractive industries; Farm buildings; Farm stay accommodation; Forestry; Freight transport facilities; Heavy industrial storage establishments; Helipads; Highway service centres; Industrial retail outlets; Industrial training facilities; Industries; Jetties; Marinas; Mooring pens; Moorings; Mortuaries; Open cut mining; Public administration buildings; Recreation facilities (major); Research stations; Resource recovery facilities; Restricted premises; Rural industries; Rural workers' dwellings; Service stations; Sewage treatment plants; Sex services premises; Signage; Storage premises; Transport depots; Truck depots; Vehicle body repair workshops; Vehicle repair stations; Warehouse or distribution centres; Waste disposal facilities; Water treatment facilities; Wharf or boating facilities; Wholesale supplies.</p>
Overlays	Lot Size map - 230 sqm minimum

We assume that planning data provided to us by the relevant Local Planning Authority is accurate. In the event that a Town Planning Certificate or any other relevant Planning Certificate or document is obtained and the information therein is later found to be materially different to the town planning information detailed within the valuation, we reserve the right to amend the valuation.



'Shorty O'Neil Village', Broken Hill NSW 2880
 Ref: DC131352

Page 4

3.2 Development Potential

Under the zoning the property (Parcel "2") has potential for a number of uses including retirement village, mining camp, motel, self contained apartments or for individual sale.

The council has previously tried selling the property as a retirement village and we are advised there was no interest. In addition the exiting residents of the subject property have been relocated and we are told there are no waiting lists for aged care in Broken Hill.

In regards to the use as a motel we advise that occupancies are in decline as a result of both reduced tourism and mining activity in Broken Hill. There are a number of motels for sale and the subject would have to be priced very conservatively to compete. It would require considerable expenditure to furnish and may be too large to be viable.

Our enquiries indicate that a community title subdivision would be permitted and that there would be sufficient demand over time to absorb the sale of the end product.

The property could be purchased by an investor who would lease the units on a permanent rental basis.

The use of the property as a mining camp is questionable and whether council would look favourably for this type of use in the middle of town.

In arriving at the highest and best use we consider the most likely use to be a mix of the above.

To obtain a community title subdivision there are a number of steps to obtain approval. These include from a valuation perspective:

- Statement of Environmental Effect;
- Built drawings and survey;
- Engineers Report;
- Fire safety rating. We understand the buildings have not been fire rated.
- Council have indicated that contributions are not payable, soil testing is not required nor is parking required. In addition there will be additional expenses to provide hot water systems to each individual unit and separate electricity metering.

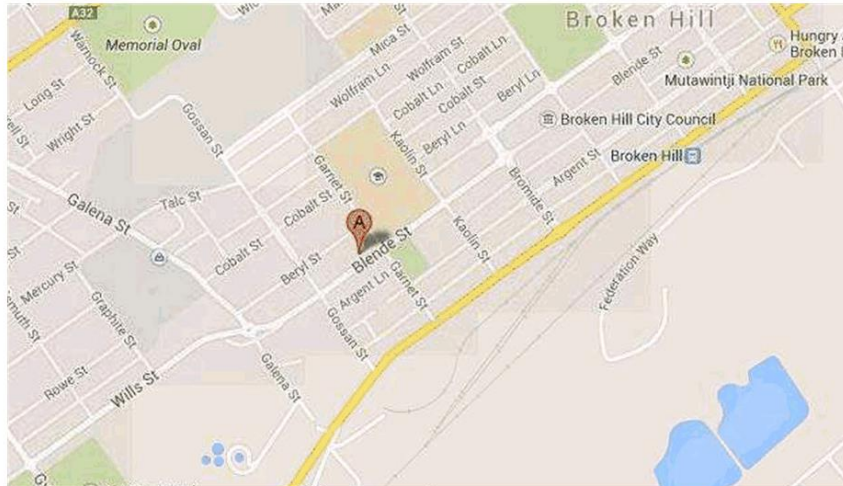
In assessing the value of the property we have regard to the value of the property as a residential unit subdivision, investment property and as a motel/serviced apartment complex.



4 THE LAND

4.1 Location Details

The general location of the subject property is indicated on the maps below.



Source: Google Maps



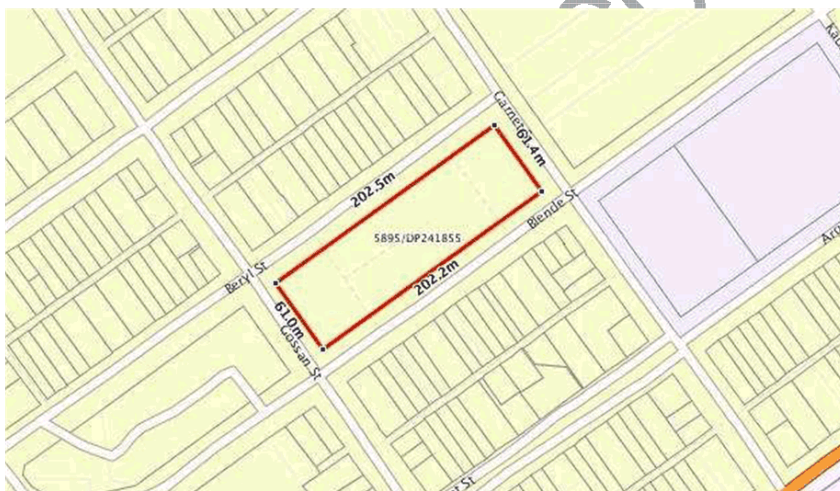
Source: Broken Hill City Council



'Shorty O'Neil Village', Broken Hill NSW 2880
Ref: DC131352

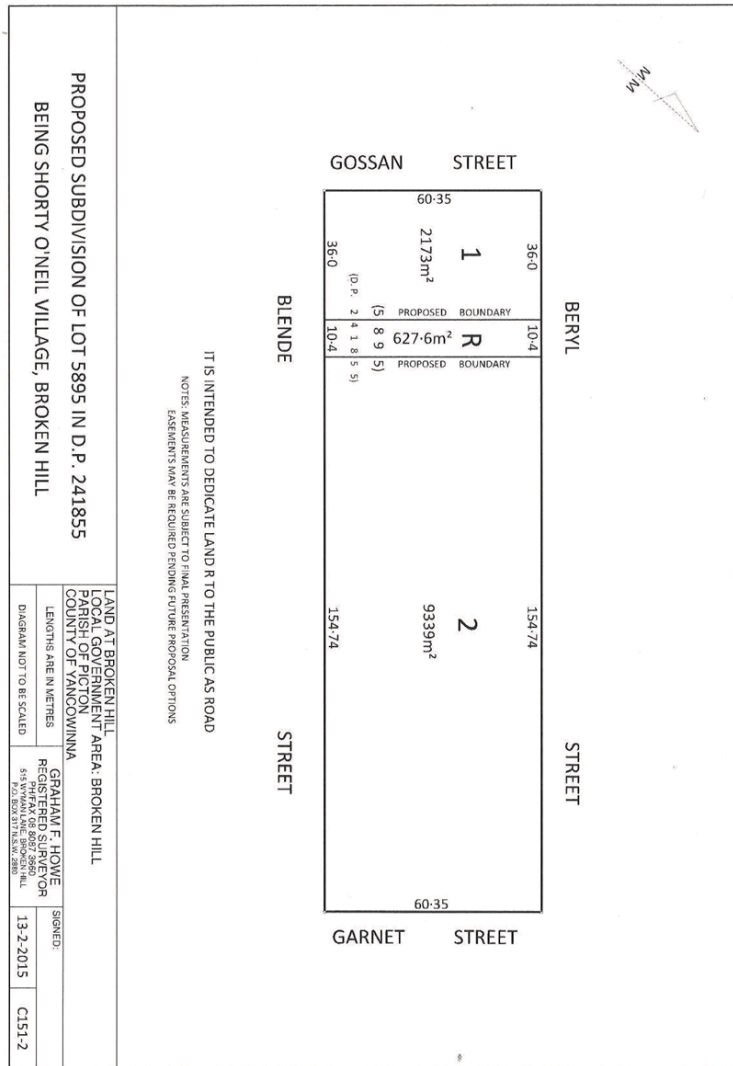
Situation and Locality	<p>The property is located within a residential precinct of Broken Hill. This is predominantly a low to medium density residential locality.</p> <p>The property is bounded by Beryl Street, Blende Street, Gossan Street and Garnet Street approximately 1km south west of the Broken Hill Post office.</p>
Surrounding Development	<p>The surrounding development comprises mainly older established residential housing. A modern shopping centre anchored by Coles and various specialties is located diagonally opposite the subject property.</p> <p>The location is considered to be good and within walking distance of the Broken Hill CBD.</p>

4.2 Land Description



Source: Property Data Solutions





Area	1.22 hectares.
Shape, Frontage & Depth	The parent parcel is rectangular in shape with frontage to 4 streets together with internal roads providing additional access.
Topography	The land falls from the North western corner to the south eastern corner with the eastern portion of the site generally level.
Flooding	The property is not noted as being flood affected under the Broken Hill LEP and accordingly our valuation proceeds on the basis that it is not flood affected.
Services	The following major services are connected: reticulated water, sewerage, telephone, electricity.

We have physically identified the boundaries upon inspection and there do not appear to be any encroachments. However, we are not surveyors and no warranty can be given without the benefit of an identification survey.

To the best of the valuer's knowledge, the subject property is not affected by landslip, pest infestation or resumption matters, however, no searches have been undertaken in this regard.

4.3 Road System/Access/Exposure



Road System	The property has four external road frontages together with an internal road network. The external roads are all two lane bitumen sealed carriageways with concrete kerb and guttering. The internal roads are brick paved with concrete edging to the road alignment.
Access	Vehicular access is easy and direct and available from every frontage.
Exposure	The property has good exposure to vehicular and pedestrian traffic.



4.4 Environmental Issues

Environmental Checklist	
Previous potentially contaminating use	Not evident from our inspection
Environmental planning overlay	No
Contamination uses on adjoining properties	Not apparent
Known contamination issues in surrounding areas	No
Known groundwater contamination in surrounds	No
Potentially contaminating processes or materials on site	Not evident from our inspection
Known past underground storage of contaminant materials	Not evident from our inspection
Listed on contaminated or environmental site registers	No
Do operations require environmental licensing	No

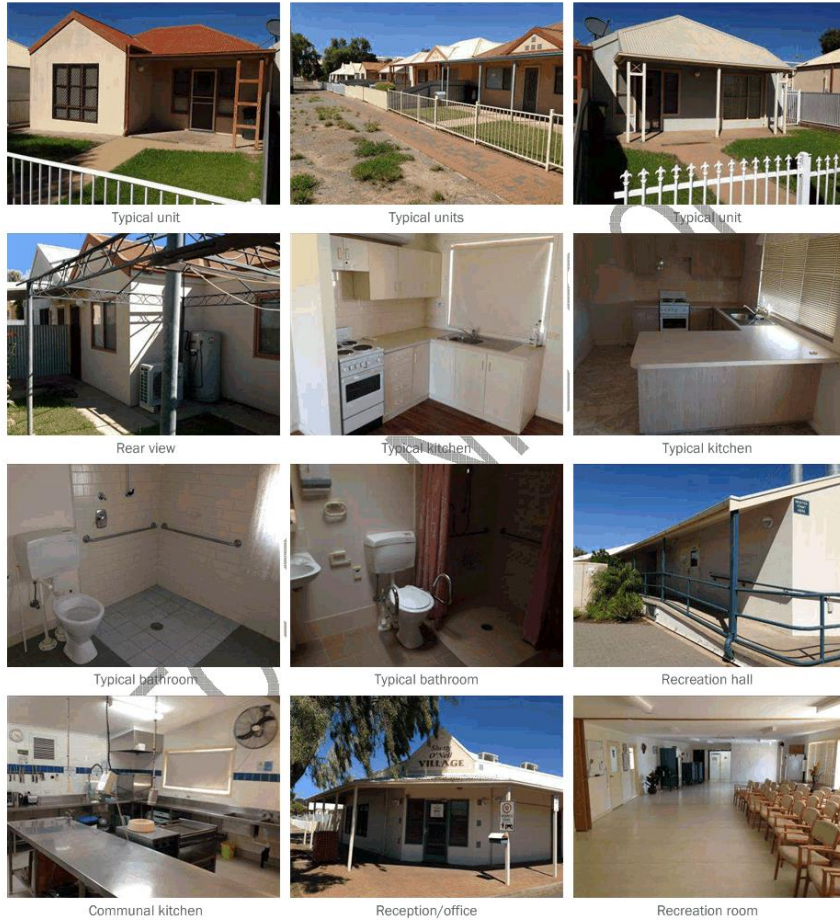
Whilst we did not note any hazardous or toxic material on site, it should be noted that our valuation has been prepared without the benefit of soil tests or environmental studies. Accordingly, our valuation is subject to there being no surface or sub-surface soil problems including instability, toxic or hazardous wastes or building material hazards in or on the property that would adversely affect its existing or potential use or reduce its marketability.

It should be noted that environmental matters are beyond the scope of our expertise and as such, we would recommend that anyone relying on our valuation for investment or finance purposes satisfy themselves in relation to any environmental risks or contamination issues. Should any such problem become apparent, we would reserve the right to review our valuation.



5 IMPROVEMENTS

5.1 General Description



Erected on the property is a former aged care facility providing 54 units, office/reception, recreation hall, laundry and storage areas. Units 1-12 are located upon parcel "1" with the residual buildings located upon parcel "2."

The complex was constructed in about 1990.



'Shorty O'Neil Village', Broken Hill NSW 2880
Ref: DC131352

Page 11

5.2 Condition and Utility of Improvements

The units generally present in good condition. There are however a select number of units that are suffering from some dampness due to leaking lawn irrigation pipes. In addition, to facilitate individual sale of the units hot water systems are shared and individual systems may need to be installed. We also note that electricity is not metered individually and the system would also need upgrading. Bathrooms also have disabled facilities that may need to be removed and upgraded with shower screens. In assessing the value of the units we have made an allowance or contingency to make good the repairs and upgrade of the services.

We advise that this valuation assumes that all improvements have been constructed in accordance with the appropriate planning and building regulations in force at the time of construction, and that all appropriate approvals have been obtained from the relevant authorities.

Whilst we have carried out a building inspection, we have not completed a detailed structural survey, verified the condition of the plant and machinery, tested any of the services or inspected unexposed or inaccessible portions of the building. We are therefore unable to state that these are free from defect, rot or infestation. We have viewed the general state of repair of the building and have assumed that the improvements are reasonably structurally sound considering their age.

5.3 Floor Areas

The following floor areas are based on site measurements and plans provided. These measurements are approximate and subject to confirmation by survey.

Unit Type	Unit Number	No. of Bedrooms/ Bathrooms	Internal Area (m ²)	External Area (m ²)	Car Space
A	3,5,9,11-15,17,21,22,23,25,28,30,31,33,35,36,39,40,43,45,47,51	1/1	55.65	10.60	Nil
B	1,4,8,19,20,26,27,29,32,34,41,44,46,48,52	1/1	57.55	6.84	Nil
C	16,18,24,42,49,50,53,54	1/1	63.93	16.27	Nil
D	2,6,7,10,37,38	2/1	76.77	11.28	Nil
Office/ reception	N/A	3/1	120.61	28.15	19.5
Rec Hall	N/A	N/A	179.74	N/A	
Total			3,526.91	565.44	19.5



5.4 General Construction

Basic construction details of the units are as follows:

Construction	
Foundations	concrete
Floor	concrete
Frame	timber
External walls	rendered fibreglass reinforced wall panelling
Internal walls	plasterboard
Ceilings	plasterboard
Roof	colourbond metal
Floor coverings	carpet, tile and vinyl
Glazing	aluminium frame

5.5 Fixtures, Fittings and Finishes

The fixtures, fittings and finishes of the units are as follows:

Accommodation	
Kitchen	Upright stove, stainless steel sink, laminated cabinetry and vinyl floor covering.
Bathroom	Shower recess, hand basin, low down suite, laundry tub, exhaust fan and tiled floor.
Services	Smoke alarm, wall air conditioning unit or split system air conditioning.

5.6 Layout and Design

There are 4 different floor plans with all units providing a kitchen/living area, separate bedroom (s) and bathroom/laundry. Most units have a front porch and rear covered area with yard areas fully enclosed. Most units have no on site car accommodation with parking available to street fronts.

5.7 Common Facilities

The Recreational Hall features a good quality commercial kitchen, various amenities, offices and large open plan lounge area.

The office/reception could be modified to become a three bedroom house if required. The bathroom and kitchen would need some modification.

Other facilities include a storage shed and various garden sheds.



6 DEVELOPMENT COSTS

Depending upon the end use of the property, potential purchasers will factor in various costs to modify the improvements to suit their end needs. The likely costs a developer would need to factor in for subdivision of parcel 2 include:

- Strata or community title subdivision costs. This includes preparation of Development Application (DA), Construction certificate (CC), Survey costs and registration fees.
- Fire rating upgrade;
- Cost to provide individual hot water systems and electricity meters;
- Update of bathrooms and removal of disabled facilities;
- General repairs and maintenance and fixing water dampness issues.

We have not been provided with any development cost estimates and have had to estimate these costs. Our estimates are based on our experience generally and verbal estimates from other professionals. The costs are generalised in nature and provide only a broad estimate including a \$50,000 contingency. In addition we have also applied a profit and risk factor in our hypothetical development exercise to factor in the risk of not knowing exact costings. A summary of our estimated costs for Parcel "2" are as follows:

Item	\$ Excl GST	Rate/Unit	\$ Incl GST
Professional Costs			
Engineers	\$5,000	\$116	\$5,500
DA/ Environmental effects	\$6,000	\$140	\$6,600
Survey/Built Drawings	\$15,000	\$349	\$16,500
Sub Total	\$26,000	\$605	\$28,600
Construction Costs			
Hot water Systems	\$34,500	\$802	\$37,950
Electrical	\$50,000	\$1,163	\$55,000
Office conversion	\$30,000	\$698	\$33,000
Repairs and maintenance	\$43,000	\$1,000	\$47,300
Dampness repairs	\$45,000	\$5,000	\$49,500
Bathroom Upgrade	\$84,000	\$2,000	\$92,400
Fire rating	\$215,000	\$5,000	\$236,500
Sub Total	\$501,500	\$11,663	\$551,650
Statutory Fees			
Plan Sealing fees/Registration Fees	\$21,000	\$488	\$21,000
Sub Total	\$21,000	\$488	\$21,000
Total Cost	\$548,500	\$12,756	\$601,250

Fire rating costs, electricity and hot water systems have not been considered when assessing the value of the property as a motel.

N.B. Marketing Fees, Stamp Duty, Legal Fees, Holding Costs (council rates and Land Tax) and Interest, have been accounted for separately in our hypothetical development exercise.

We note that this report provides valuation advice alone and as such, we are not qualified to comment upon the accuracy of the development cost estimates provided. We recommend that any party relying on this valuation should satisfy themselves and carryout an independent audit of the proposed development costs by a qualified Quantity Surveyor. Should such an audit reveal that the costs, as reported within this report, are incorrect, we reserve the right to review our valuation either in part or in full.

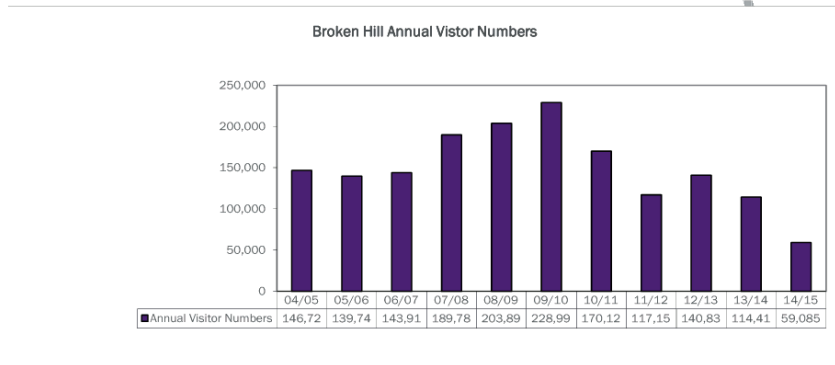
As our valuation has been determined, in part, using a cash flow model which utilises the cost estimates summarised in this section of the report, the accuracy of the cost estimates could have a significant bearing on our valuation. Accordingly, should the final costs differ significantly from the estimates used in our cash flow model, we would reserve the right to review our valuation.



7 MARKET REPORT

7.1 Locality Overview

Tourism visitor numbers sourced from the Visitor Information centre in Broken Hill are summarised below. It provides a general overview and reflects actual visitors to the centre as opposed to actual visitors to Broken Hill.



The data indicates a spike in visitors from 2007 with increased domestic tourism Australia wide. From 2011 the higher Australian dollar may have impacted upon domestic tourism and reduced numbers to Broken Hill. In conjunction with the above we also know that mining activity in Broken Hill has also reduced as the resource boom and mining activity has softened from 2012 onwards.

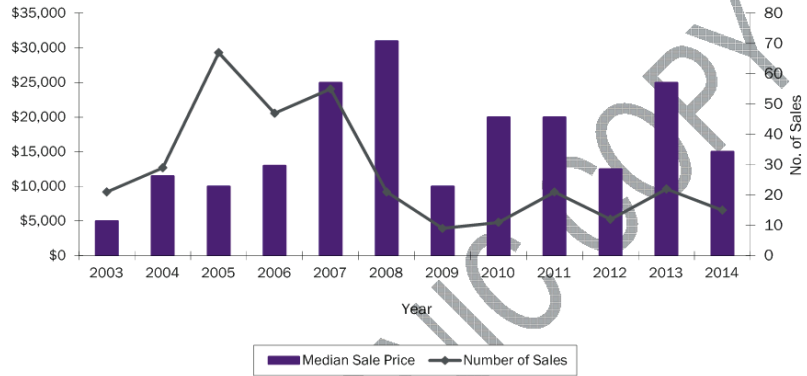
The local council have been proactive in promoting the city as a tourist destination. Recently the city was proclaimed as the first city to be listed on the National Heritage Register. Council believes this will act and further promote the city as a significant tourism location in Australia. It will also provide weight for additional federal funding and maintenance of significant buildings. The listing does not negatively impact upon individual properties which are controlled under the guidance of the Local Environmental Plan.



7.2 Residential Market Overview

A summary of the median price and annual number of sales for residential housing and land is summarised below:

Broken Hill Median Sales - Vacant Land



Broken Hill Median Sale Price - Residential Dwelling



'Shorty O'Neil Village', Broken Hill NSW 2880
 Ref: DC131352

We make the following observations:

- The number of sales and values have fallen since the end of the global financial crisis and with the slowing down of the mining boom;
- There has been a 12.5% fall in the median price of a house from \$120,000 to \$105,000 over the last 12 months. This is also despite a fewer number of houses selling reflecting reduced demand;
- The vacant land market is relatively small but there has also been a significant fall in the median sale price of a vacant allotment.

We consider the fall in the median price of land and houses together with reduced numbers of annual sales correlates with local economic activity generally given the reduced tourism and mining activity in the region together with a reducing population base.

7.3 Sales Evidence – Gross Realisation Units

We consider the highest and best use of the property (parcel 2) would be to subdivide the units for individual sale. The appropriate valuation method is considered to be the Direct Comparison Method whereby the subject property is compared to recent sales of similar properties.

Address	Sale Price	Sale Date	Land Area (sqm)	Living Area (sqm)	Comment
29 Silver Street	\$65,000	2/12/2014	722	102	A 1950's metal and fibro clad dwelling with 2 bedrooms. Kitchen and bathroom semi updated.
176 Mercury Street	\$105,000	22/10/2014	386	102	A 1920's stone dwelling with 2 bedrooms and dated kitchen and bathroom.
628 Argent Street	\$90,000	20/10/2014	493	98	A 1920's dwelling of mixed construction with 3 bedrooms and dated kitchen and bathroom featuring disabled access.
123 McCulloch Street	\$125,000	3/10/2014	310	98	A 1920's dwelling of iron construction with 3 bedrooms and modernised kitchen and bathroom.
2/49 Wyman Street	\$87,000	6/02/2013	251	75	An attached brick veneer unit circa 1985 with 2 bedrooms and 2 bathrooms in dated condition.
1-6/660 Blende Street	\$520,000	3/07/2013	1400	68	A block of 6 * two bedroom two storey brick townhouse units circa 1980 purchased in one line. Reflects \$86,667 per unit.
479 Williams Lane	\$105,000	2/10/2014	538	96	A 1910 stone dwelling with 2 bedrooms and 2 bathrooms in updated condition. Yard area bare and undeveloped.



7.4 Sales Reconciliation

We have been unable to source any one bedroom unit or house sales. The two unit sales noted above are inferior overall due to their less central location, age and condition but have the benefit of an extra bedroom and larger living area. We consider them to be slightly superior overall, justifying a value of approximately \$80,000 for the one bedroom units.

The subject two bedroom units are generally in superior condition and better located than the sales noted above and justify a higher value of approximately \$110,000 each.

7.5 Assessment – Gross Realisation

Having regard to the market evidence and allowances for repairs and maintenance to the units we have estimated the following end values.

One bedroom Units	\$80,000
Two bedroom Units	\$110,000
Office/Residence	\$130,000

The recreation hall and storage sheds would form part of the common property under a community title subdivision and we have attributed no additional value to these buildings.

7.6 Sales Evidence – Flat sales

In determining the value of parcel "1" we have had regard to the following flat sales.

No	Address	Sale Date	Sale Price	No of Units	Analysed Yield	Rate / Unit
1.	1-6/ 660 Blende Street, Broken Hill	03/07/2013	\$520,000	6	6.89%	\$86,667

Comments: Improvements comprise six two storey strata title units each with 2 bedrooms 1 bathroom and car port. Units rented for about \$150 per week and allowing for 2 week vacancy allowance reflected an analysed yield of 6.89%. Units 68 sqm each of living area.

Comparison: An inferior location and less appealing than the subject. Similar yield expected for the subject.

No	Address	Sale Date	Sale Price	No of Units	Analysed Yield	Rate / Unit
2.	129 Newton Street, Broken Hill	01/04/2014	\$305,000	4	6.91%	\$76,250

Comments: Improvements comprise three one bedroom and one two bedroom units of masonry block construction. Annual gross rent advised as \$29,000. Allowing 2 weeks vacancy per unit sale analyses to a net yield of 6.91%. Allowing \$85,000 for the 2 bedroom unit the one bedroom units analyse to \$73,333 per unit.

Comparison: An inferior location and less appealing than the subject. Similar yield expected for the subject.

7.7 Sales Reconciliation

The two sales above derive similar analysed yields of around 6.9% and between \$73,333 for one bedroom flats and \$86,667 for tow bedroom flats in one line. The subject complex is larger but of a superior quality and we have adopted similar values as noted above.

A softer yield of between 7.5% and 8% is considered appropriate given the larger size and additional letting up risk.



7.8 Sales Evidence – Residential Land Sales

In determining the land value of parcel "1" and parcel "2" we have had regard to the following land sales. We have been unable to source any residential unit development site sales in Broken Hill.

No	Address	Sale Date	Sale Price	Land Area (m ²)	Rate \$/m ² \$/Unit
1.	16-18 Edwin Street, Dubbo	13/04/2012	\$330,000	4,489	\$74
					\$25,385

Comments: This is a near level, regular shaped site. The site is contained within a R1 General Residential town planning precinct. The property has a single road frontage to Edwin Street.
 Subsequent to sale, six 2 and 3 bedroom townhouses were constructed and on sold to a Government Housing organisation for \$1,679,000 in July 2012 with a residual land area of square metres still to be developed. Based on existing site density land capable of being developed into additional 7 units.

Comparison: Stronger location. Land value was influenced by pre sale commitment from Government organisation.

No	Address	Sale Date	Sale Price	Land Area (m ²)	Rate \$/m ² \$/Unit
2.	16 Boundary Rd, Dubbo	08/02/2012	\$270,000	3,225	\$84
					\$27,000

Comments: This is a near level, regular shaped, inside site. The site is contained within a R1 General Residential town planning precinct. The property has a single road frontage to Boundary Road. Based on a site density of about 320 sqm per unit, land could yield 10 units.

Comparison: Strong south Dubbo location. Superior.

No	Address	Sale Date	Sale Price	Land Area (m ²)	Rate \$/m ² \$/Unit
3.	277-283 Wellington Road, Dubbo	05/12/2013	\$460,000	6,726	\$68
					\$25,556

Comments: The property has a road frontage to Wellington Road which at this location forms an extension of the Mitchell Highway. Property zoned part R1 General residential and part SP2 Infrastructure
 Improvements comprise a former motel and was purchased for redevelopment. Improvements may be retained within the development proposal. We have analysed the sale as vacant land making no allowance for demolition. Based on the site density for an adjoining development site we have estimated 18 units could be developed at an average site area of 360 sqm.

Comparison: Superior location in the regional city of Dubbo.

7.9 Sales Reconciliation

The sales range from \$68 to \$86 per sqm and are all considered superior. The locations in Dubbo are less central when compared to the subjects location in Broken Hill but the underlying land values in Dubbo are much higher. Overall we would expect the value to be about 50% lower for the subject land.

On a unit site comparison the sales range from \$25,385 to \$27,000 per unit and we note that the end selling values of the unit developments are approximately twice as high as the values in Broken Hill. On this basis we would expect a value well under the sales range and conclude at \$7,000 to \$12,000 per potential unit site.



8 VALUATION PARCEL "1"

8.1 Introduction

We consider the proposed use of the property as a "block of flats" to be consistent with the highest and best use of the land at this time.

In assessing the current market value of the subject property, our valuation approach has been by the capitalisation approach to valuation. The direct comparison approach has been considered as a secondary approach to valuation.

Our principal assessment of current market value herein assumes an effective marketing campaign and selling period of up to 6 months.

8.2 Capitalisation Approach

The capitalisation approach examines potential net income from the property, which is then capitalised at a rate that reflects the risk profile of the property, and the property market of the day. In instances where recent sales are of comparable size, age and condition, and offer similar amenity and service, we are able to identify the capitalisation rate through the analysis of the sale.

Our analysis of the sales evidence provides yields at about 6.9% for smaller complexes. Allowing for the larger size of the subject we have applied a capitalisation rate of 7.75% including a vacancy allowance of 4 weeks per unit.

The rental market in Broken Hill remains steady and there are currently one bedroom units/ houses available from \$150 - \$160 per week. Two bedroom units and houses start from \$175 per week up to \$280 per week. We have adopted \$160 per week for the one bedrooms and \$190 per week for the two bedrooms. This equates to a total income stream of \$106,170 gross per annum excluding vacancies.



Our calculations are shown below:

Capitalisation Approach	Passing & Vacancy (\$)	Market (\$)
Gross Income	-	106,170
Potential Future Income - Vacant Tenancies (2m ²)	106,170	-
Vacancy/Bad Debts Allowance (7.70%)	(8,175)	(8,175)
Gross Adjusted Income	97,995	97,995
Statutory Expenses (including land tax):	(6,000)	16
Operating Expenses:	(21,932)	(19,521)
Non-Recoverable Outgoings:	-	-
Total Outgoings	(27,932)	(27,932)
Net Operating Income (After vacancy allowance)	70,063	70,063
Capitalise In Perpetuity @		7.75%
Core Capitalised Value		904,039
Capital Adjustments		
Existing Adjustments		
PV Loss of Rent During Lease Up Period		(48,314)
PV Agents Fees		(11,356)
Immediate Capital Expenditure		(60,000)
Total Below the Line Adjustments		(119,670)
Sensitivity - lower Cap Rate of 7.50%		814,504
Capitalised Value		784,369
Sensitivity - higher Cap Rate of 8.00%		756,118
Rounded for Valuation Purposes		780,000



8.3 Direct Comparison Approach

The two sales provide a range in value from \$73,333 per one bedroom unit and \$86,667 per 2 bedroom unit for much smaller complexes. The subject block contains 4 two bedroom units and eight one bedroom units and a lower value rate is expected due to the subject being twice the number of units. The subject property is considered superior to the sales due to the central location but overall a lower value rate is justified due to economies of scale and capital expenditure requirements to "make good" the units. A summary of our calculations is provided below:

Direct Comparison	No. of Units	Value Rate	Market Value
One bedroom	8	\$65,000	\$520,000
Two bedroom	4	\$80,000	\$320,000
Sub Total	12	\$70,000	\$840,000
Less Capital Expenditure			\$60,000
Total			\$780,000

8.4 Land Value

Our land values have been assessed as per our sales evidence and reconciliation noted in sections 7.8 and 7.9 of our report. In assessing a land value for parcel "1" assuming all improvements have been demolished we have adopted the following land values:

Direct Comparison	No. of Units	Value Rate	Market Value
One bedroom	8	\$7,000	\$56,000
Two bedroom	4	\$12,000	\$48,000
Total	12	\$8,667	\$104,000
Adopt, say	12	\$8,333	\$100,000

Direct Comparison	Land Area (sqm)	Value Rate	Market Value
Parcel "1"	2173	\$40	\$86,920
Parcel "1"	2173	\$50	\$108,650
Adopt, say	2173	\$46	\$100,000



9 VALUATION – PARCEL “2”

9.1 Introduction

We consider the proposed use of the property as a residential unit complex to be consistent with the highest and best use of the land at this time. In assessing the highest and best use we have had regard to the value as:

1. Residential Unit Subdivision;
2. As units available for lease on a permanent basis (Investment Basis);
3. Motel/ Serviced Apartments.

9.2 Residential Unit Subdivision

In assessing the current market value of the subject property, our valuation approach has been by the hypothetical development approach to valuation. The direct comparison approach is not applicable as there are no comparable sales.

Our principal assessment of current market value herein assumes an effective marketing campaign and selling period of up to 9 months.

9.3 Sales and Settlement Rate

There are no competing estates or complexes that have sold in Broken Hill for comparison. In assessing an appropriate sales rate we have had regard to the following negative attributes:

- Current slow market conditions;
- General oversupply of property for sale;
- Declining population;
- Reduced mining and tourism activity;
- Lack of demand for real estate;
- Lack of off street parking;
- Body corporate levies.

The above negative attributes are offset by the following:

- Central location close to a shopping centre;
- Improvements are relatively modern;
- Affordable price range;
- Falling Australian dollar and potential for mining activity and domestic tourism to improve;
- Low interest rates and appealing return on investment.

After some initial pent up demand is satisfied the sale rate is likely to slow. We consider there to be a number of sales when marketing commences and then slowing to a rate of about 1 unit every 3 months. The larger units will all sell initially in the first 12 months and say one 1 bedroom unit per month in the first 12 months. The sales and marketing period is likely to extend for approximately 81 months or 6.75 years.



9.4 Feasibility Analysis

In assessing an open market value of the subject development we have undertaken a feasibility analysis.

The key performance measure used for this type of development is as follows:

9.4.1 Profit As A Percentage of Cost

This measure is the difference between the net achievable revenue from a project less all costs, expressed as a percentage of the total land, development and holding costs. It is the principal measure used for comparison on smaller or shorter term projects and can be expressed on a before interest or an after interest basis. For the purposes of this assessment, our principal measure is the after interest profit margin.

Our principal assumptions for this valuation are as follows:

Sales Rate	A development and sales period of 81 months
Interest Rate	7%
GST Assumption	General Tax Rule
Target Development Margin	15% to 25%
Gross Realisation	Average of \$82,558 per unit
Development Costs	\$651,250 including a \$50,000 contingency.



Our analysis has been completed utilising Estate Master DF 2009 under licence. The main preference settings adopted in Estate Master are as follows:

Shorty O'Neil Village
43 Units "In One Line"

Estate Master for Excel Designed by Hill PDA and Licensed to: Herron Todd White Australia Pty Ltd

COSTS & REVENUES	\$ Total	\$/Unit	\$/SqM
REVENUE			
Total Sales Revenue	\$3,550,000	\$82,558	\$370
Less Selling Costs	-\$178,640	-\$4,154	-\$19
NET SALE PROCEEDS	\$3,371,360	\$78,404	\$351
TOTAL PROJECT REVENUE (before GST paid)	\$3,371,360	\$78,404	\$351
Less GST paid	-\$322,727	-\$7,505	-\$34
TOTAL PROJECT REVENUE (after GST paid)	\$3,048,633	\$70,898	\$318
COSTS			
Land Value including GST	\$1,752,000	\$40,744	\$183
Land Transaction Costs	\$87,350	\$2,031	\$9
Construction (incl. construct. contingency)	\$601,650	\$13,992	\$63
Professional Fees	\$28,600	\$665	\$3
Statutory Fees and Contributions	\$21,000	\$488	\$2
Land Holding Costs	\$11,351	\$264	\$1
Interest Expense	\$333,624	\$7,759	\$35
TOTAL PROJECT COSTS (before GST reclaimed)	\$2,835,575	\$65,944	\$296
Less GST Credits Reclaimed	-\$233,308	-\$5,426	-\$24
TOTAL PROJECT COSTS (after GST reclaimed)	\$2,602,267	\$60,518	\$271
PERFORMANCE INDICATORS			
Net Development Profit After Interest	\$446,366		
Development Margin After Interest	17.0%		

Based on a 17% development margin the project would derive a profit of \$446,366 at an assessed property value of \$1,752,000 inc. GST or \$1,592,727 excluding GST, rounded to say \$1,600,000. Overall this reflects \$37,209 per unit which may appear inexpensive however reflects the development risk associated with a project that will take approximately 6 years to realise the above profit.

"Our valuation of the site has, in part, been assessed using a discounted cash flow model. Our cash flow model has been prepared for valuation purposes only. We have adopted certain cash flow projections/forecasts based upon our reasonable investigations and enquiries that include forecasts of estimated future operating characteristics/income. These forecasts have been based on the information and assumptions referred to in our valuation report and where information has been provided by others, we have indicated who has provided that information although we do not adopt or verify the reliability, correctness or completeness of that information, although such information has been accepted as a basis of assumption for the valuation.

The achievement and/or sustainability of financial projections will, by their very nature, be affected by a variety of fluctuating economic and property market conditions of the type that are not necessarily capable of being known or predicted at this or any given time. Therefore, dependent upon other future occurrences that cannot be foreseen, the actual results/value may vary considerably from the value contained herein.

Accordingly, whilst all reasonably ascertainable attempts have been made to verify the likelihood of such forecasts/projections being achieved and /or sustained and subject to our comments above, the valuer does not warrant nor assume responsibility for the ultimate correctness of those projections given the possibility of unforeseen events affecting such projections/forecasts. Therefore, to that extent this valuation must be qualified and read within the context of these warnings and assumptions".



9.5 Investment Basis (Capitalisation Approach)

The capitalisation approach examines potential net income from the property, which is then capitalised at a rate that reflects the risk profile of the property, and the property market of the day. In instances where recent sales are of comparable size, age and condition, and offer similar amenity and service, we are able to identify the capitalisation rate through the analysis of the sale.

Our analysis of the sales evidence provides yields at about 6.9% for smaller complexes. Allowing for the larger size of the subject we have applied a capitalisation rate of 10% including a vacancy allowance of just over 10 weeks per year per unit or 20%.

The rental market in Broken Hill remains steady and there are currently one bedroom units/ houses available from \$150 - \$160 per week. Two bedroom units and houses start from \$175 per week up to \$280 per week. We have adopted \$160 per week for the one bedrooms and \$190 per week for the two bedrooms.

A capital expenditure allowance has also been included to provide individual electricity metering, hot water systems, upgrade of bathrooms, dampness problems, fire rating upgrade and general repairs and maintenance. This has been assessed at \$501,500. A lease up allowance of 6 months has also been included. Our calculations are provided below:

Capitalisation Approach	Passing & Vacancy (\$)	Market (\$)
Gross Income	-	426,400
Potential Future Income - Vacant Tenancies (2m ²)	426,400	-
Vacancy/Bad Debts Allowance (20.00%)	(85,280)	(85,280)
Gross Adjusted Income	341,120	341,120
Statutory Expenses (including land tax):	(22,000)	
Operating Expenses:	(57,250)	
Non-Recoverable Outgoings:	-	
Total Outgoings	(79,250)	(79,250)
Net Operating Income (After vacancy allowance)	261,870	261,870
Capitalise In Perpetuity @		10.00%
Core Capitalised Value		2,618,700
Capital Adjustments		
Existing Adjustments		
PV Loss of Rent During Lease Up Period		(167,494)
PV Agents Fees		(39,135)
Immediate Capital Expenditure		(501,500)
Total Below the Line Adjustments		(708,129)
Sensitivity - lower Cap Rate of 9.75%		1,977,717
Capitalised Value		1,910,571
Sensitivity - higher Cap Rate of 10.25%		1,846,700
Rounded for Valuation Purposes		1,900,000



9.6 Motel/ Serviced Apartments

In assessing the value of the property we have had regard to industry benchmarks, average occupancies and room night income currently being achieved in Broken Hill. The office would be used as an on site reception and residence and the recreation room could be used for breakfasts and or as a restaurant. No extra value has been attributed to the recreation room.

Given the size of the property we would expect an occupancy rate of between 45% and 50% at an estimated achievable room night income of \$95 per night ex GST. Adopting industry benchmarks we have estimated the Net Operating Profit as follows:

Profit and Loss Summary	
Revenue	\$691,766
Cost of Goods Sold	\$27,671
Gross Profit	\$664,096
Expenditure	\$276,707
Net Operating Profit (EBITDA)	\$387,389
Gross Profit %	96%
Expenditure/Revenue %	40%
EBITDA/Revenue %	56%

To achieve the estimated NOP expenditure will be required to provide furnishings, upgrade bathrooms and repairs and maintenance. We have not included an allowance to fire rate the buildings. If required it will show a lower value than calculated below. Together with a trade up allowance these items have been deducted to reflect the value at first start. Our valuation calculations are summarised below:

Valuation Calculations	
EBITDA	\$387,389
Capitalised at	16.00%
	\$2,421,182
Less set up costs	\$430,000
Sub Total	\$1,991,182
Less Trade establishment (say 6 months profit)	\$193,695
Total	\$1,797,487
Adopt	\$1,800,000



9.7 Parcel "2" Conclusion

The three approaches to valuation (ex GST) are summarised as follows:

- Residential subdivision \$1,600,000
- Investment property \$1,900,000
- Motel/ Serviced Apartment \$1,800,000

The highest value assessed is as an investment property whereby the units would be individually leased and showing a 10% net return to the investor. Notwithstanding we believe it will be very difficult to source such a buyer/investor at this capital value level. Potentially the buyer may look to use the property as a mix of investment units on a permanent rental and serviced apartment basis and potentially also run part of the property as a motel.

In regards to a selling range we consider a low point of \$1,600,000 up to \$1,900,000 to be applicable.

9.8 Land Value

Our land values have been assessed as per our sales evidence and reconciliation noted in sections 7.8 and 7.9 of our report. In assessing a land value for parcel "2" assuming all improvements have been demolished we have adopted the following land value:

Direct Comparison	No. of Units	Value Rate	Market Value
One bedroom	40	\$7,000	\$280,000
Two bedroom	2	\$12,000	\$24,000
Three bedroom	1	\$15,000	\$15,000
Total	43	\$7,419	\$319,000
Adopt, say	43	\$7,442	\$320,000

Direct Comparison	Land Area (sqm)	Value Rate	Market Value
Parcel "2"	9339	\$30	\$280,170
Parcel "2"	9339	\$40	\$373,560
Adopt, say	9339	\$34	\$320,000




10 VALUATION

Subject to the assumptions and qualifications contained within the body of this report, the Valuer has assessed the market value of the subject property (exclusive of GST) for disposal purposes at:-

Market Value (Parcel 1) (Excl. GST)	\$780,000 (Seven Hundred and Eighty Thousand Dollars)
Market Value (Parcel 2) (Excl. GST)	\$1,900,000 (One Million Nine Hundred Thousand Dollars)
Land Value (Parcel 1) Excl GST)	\$100,000 (One Hundred Thousand Dollars)
Land Value (Parcel 2) Excl. GST)	\$320,000 (Three Hundred and Twenty Thousand Dollars)


Andrew Hall FAPIAAPI
Certified Practising Valuer
Registration No. 3361

(Primary Signatory)


David T. Sullivan
Director

(Counter Signatory)

This valuation is for the use only of Broken Hill City Council to whom it is addressed and for no other purpose. No responsibility is extended to any third party who may use or rely on the whole or any part of the content of this valuation. No responsibility will be accepted for photocopied signatures.

The opinion of value expressed in this report has been arrived at by the prime signatory alone. The Supervising Member who has countersigned this report declares - "I, the counter signatory, hereby confirm that I have reviewed the valuation and working papers in the capacity as Supervising Member and I am satisfied that the opinion of value contained in the valuation has been reached based on reasonable grounds." For the avoidance of doubt, the counter signatory has not inspected the property and as such (under the API professional practice) cannot be an author of this report, and is confirming prima facie that the methodology used by the author of the report (the prime signatory) is sound.

The counter signatory verifies that this report is genuine and endorsed by Herron Todd White however the counter signatory has not inspected the property and has no first-hand knowledge of it.



11 QUALIFICATIONS AND DISCLAIMERS

Please note that all specific disclaimers are indicated in italics within the relevant sections of the report.

Accuracy of Information	We advise that any objective information, data or calculations set out in the Valuation will be accurate so far as is reasonably expected from a qualified and experienced valuer, reflecting due skill, care and diligence. However, we have not independently verified third party information, adopted it as our own, or accepted its reliability. If any of the information provided by others and referred to in the valuation report is incorrect, it may have an impact on the valuation. The valuation is provided on the proviso that the reliant party accepts this risk.
Excluded Searches	The following searches have not been undertaken: Detailed Survey Plan, Contaminated Land Register, Environmental Management Register and Heritage. Our valuation assumes such searches would identify no issues that may affect the value and/or liquidity of the property. Should any person relying on the contents of this report be aware or become aware of an issue that may affect value and/or liquidity then the searches should be referred to the valuer for comment.
First Mortgage	This valuation is provided on the basis that it may be used for assessing and providing first mortgage over the asset. We do not accept liability for losses arising from the assessment and/or provision of non-first mortgages.
GST	We stress we are not experts in assessment of GST. We are not privy to the financial circumstances of the owners, nor previous transaction upon the property which may impact upon the status of the property for GST. We recommend any party relying upon this valuation seek independent advice in regard to any GST liabilities which may attach to the property.
Limited Liability	Liability limited by a scheme approved under professional standards legislation. This scheme does not apply in Tasmania.
Market Movement	This valuation is current as at the date of valuation only. The value assessed herein may change significantly and unexpectedly over a relatively short period (including as a result of general market movements or factors specific to the particular property). We do not accept liability for losses arising from such subsequent changes in value. Without limiting the generality of the above comment, we do not assume any responsibility or accept any liability where this valuation is relied upon after the expiration of 90 days from the date of the valuation, or such earlier date if you become aware of any factors that have any effect on the valuation. However, it should be recognised that the 90 day reliance period does not guarantee the value for that period; it always remains a valuation at the date of valuation only.
No Compliance Certificate	No Compliance Certificate/Certificate of Classification has been obtained, and this valuation is subject to the building(s) complying in all material respects with any restrictive covenants affecting the site and have been built, occupied and are being operated, in all material respects, in full compliance with all requirements of law, including all zoning, land-use classifications, building, planning, fire and health by-laws (including asbestos and legionnaires disease), rules, regulations, orders and codes of all authorities, and that there are no outstanding requisitions.
No Pecuniary Interest	The valuer has no pecuniary interest in the subject property either past, present or prospective at the date of preparing this report and the opinion expressed is free of any bias in this regard.
Not to be reproduced without permission	Neither the whole nor any part of this valuation or any reference thereto may be included in any published documents, circular or statement, nor published in part or full in any way, without written approval of the form and context in which it may appear.
Structural Survey	This valuation report does not purport to be a site or structural survey of the land or improvements thereon, and any advice provided is not given in the capacity as an expert.



Annexure 1 Instruction



COUNCIL OF THE CITY OF BROKEN HILL
P.O. BOX 448, BROKEN HILL 2880
TELEPHONE: (08) 8080 3300
FAX: (08) 8080 3424
EMAIL: council@brokenhill.nsw.gov.au
WEB: www.brokenhill.nsw.gov.au
ABN 84 873 116 132

PURCHASE ORDER

Order No: 26824 Page: 1
Order Type: Direct
Date: 22/01/2015

Heron Todd White (Country NSW & North East VIC)
PO Box 1957
DUBBO NSW 2830

Please Quote Order Number on
Delivery Docket & Tax Invoice.
All Prices include GST Where
Applicable.

Bus Phone 1300 784 899 Business Fax 1300 784 288

Due By: 30/08/2015

ITEM DESCRIPTION	PRODUCT CODE	PART NUMBER
Shorty O'Neil Village, Broken Hill Valuation - Improved and Unimproved Land. All inclusive on each parcel, travel, valuation costs etc. \$8,140 Inc GST.		

Please forward your Tax Invoice under separate cover to: PO Box 448, BROKEN HILL, NSW, 2880

Purchasing Contact: Mrs M A Rolton

Authorised by: Mrs M A Rolton

Council requires the GST component to be shown separately on your Tax Invoice. An ABN must be quoted or Council will be obligated under legislation to withhold 48.5% tax if not supplied.

Please refer to the BHCC Statement of Business Ethics at <http://www.brokenhill.net.au/sbe.pdf>

Page: Last of 1



'Shorty O'Neil Village', Broken Hill NSW 2880
Ref: DC131352

Page 1

Annexure 2 Title Search

Information Provided Through
 InfoTrack
 Ph. 1800 738 524 Fax. 1800 738 533

Title Search

InfoTrack
 An Approved LPI NSW
 Information Broker

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 5895/241855

SEARCH DATE	TIME	EDITION NO	DATE
9/2/2015	12:41 PM	4	7/7/2000

LAND

LOT 5895 IN DEPOSITED PLAN 241855
 AT BROKEN HILL
 LOCAL GOVERNMENT AREA BROKEN HILL
 PARISH OF PICTON COUNTY OF YANCOWINNA
 TITLE DIAGRAM DP241855

FIRST SCHEDULE

THE COUNCIL OF THE CITY OF BROKEN HILL (T P858110)

SECOND SCHEDULE (6 NOTIFICATIONS)

- 1 LAND EXCLUDES MINERALS
- 2 EXCEPTING LAND BELOW A DEPTH FROM THE SURFACE OF 15.24 METRES
- * 3 AP826650 PART OF THE LAND ABOVE DESCRIBED IS USED AS A RETIREMENT VILLAGE UNDER THE RETIREMENT VILLAGES ACT 1999 KNOWN AS SHORTY O'NEIL VILLAGE HOSTEL, BEING UNITS 2 & 6 GOSSAN ST, UNIT 18 BERYL ST, UNITS 10 & 13 SKIPMAN ST AND UNIT 50 GARNET ST AS SHOWN IN PLAN WITH AP826650
- 4 TITLE IS HELD SUBJECT TO THE PROVISIONS OF SEC 4(2) OF THE SILVERTON TRAMWAY LAND VESTING ACT 1972
- * 5 E393303 CAVEAT BY NEW SOUTH WALES LAND & HOUSING CORPORATION
 - * U699969 CAVEATOR CONSENTED
 - * 6863003 CAVEATOR CONSENTED
 - * 6863004 CAVEATOR CONSENTED
- 6 6863003 LEASE TO BARLENE GILLEY & BRUCE ANTHONY GILLEY OF PART BEING THE SHOP PREMISES & KITCHEN SHOWN HATCHED IN PLAN WITH E560297. EXPIRES: 16/2/2001. OPTION OF RENEWAL: 2 YEARS
 - 6863004 TRANSFER OF LEASE 6863003 LESSEE NOW DENISE ANNE BARLOW

NOTATIONS

NOTE: THE CERTIFICATE OF TITLE FOR THIS FOLIO OF THE REGISTER DOES NOT INCLUDE SECURITY FEATURES INCLUDED ON COMPUTERISED CERTIFICATES OF TITLE ISSUED FROM 4TH JANUARY, 2004. IT IS RECOMMENDED THAT STRINGENT PROCESSES ARE ADOPTED IN VERIFYING THE IDENTITY OF THE PERSON(S) CLAIMING A RIGHT TO DEAL WITH THE LAND COMPRISED IN THIS FOLIO.

END OF PAGE 1 - CONTINUED OVER

DC131352

PRINTED ON 9/2/2015



'Shorty O'Neil Village', Broken Hill NSW 2880
 Ref: DC131352

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 5895/241855

PAGE 2

NOTATIONS (CONTINUED)

AF826650 NOTE: REFER ALL DEALINGS TO SD2 (RETIREMENT VILLAGE)
UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

DC131352

PRINTED ON 9/2/2015

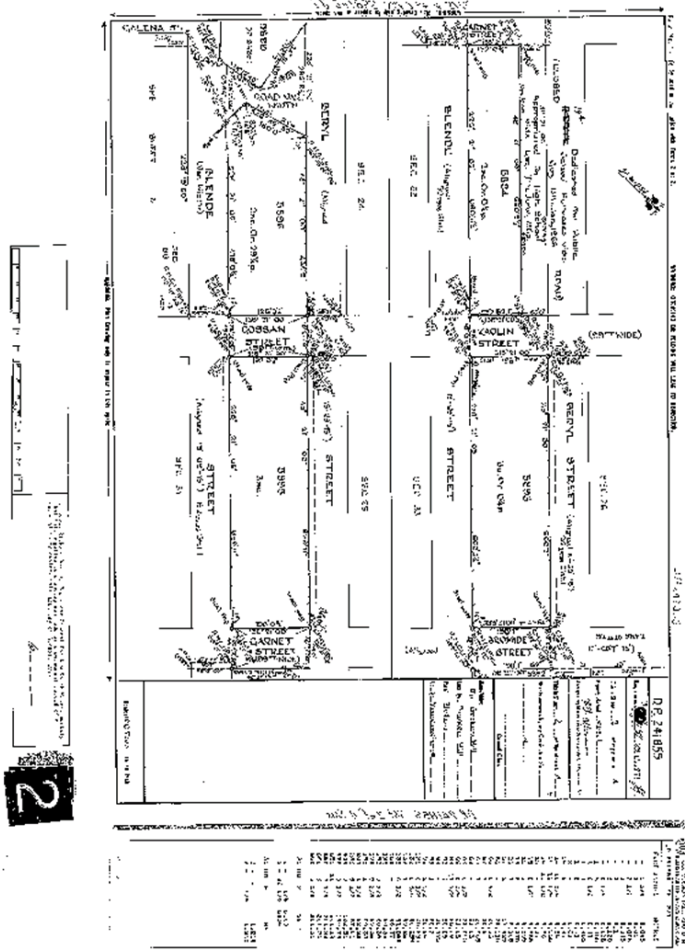
* Any entries preceded by an asterisk do not appear on the current edition of the Certificate of Title. Warning: the information appearing under notations has not been formally recorded in the Register. InfoTrack an approved NSW Information Broker hereby certifies that the information contained in this document has been provided electronically by the Registrar General in accordance with Section 96B(2) of the Real Property Act 1900.



'Shorty O'Neil Village', Broken Hill NSW 2880
Ref: DC131352

Page 3

Map of the 'Shorty O'Neil Village' in Broken Hill NSW 2880. The map shows the layout of the village with streets including GALENA ST, O'NEIL ST, GOSMAN ST, and others. It also includes a scale bar and a north arrow.



CONFIDENTIAL MATTERS OF THE COUNCIL

August 18, 2015

BROKEN HILL CITY COUNCIL REPORT NO. 198/15

SUBJECT: SALE OF BED LICENCES 11/333

(General Manager's Note: This report considers a contract that is yet to be finalised and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Recommendation

That Broken Hill City Council Report No. 198/15 dated August 18, 2015, be received.

That Council endorse the actions of the General Manager in relation to the sale of bed licences.

Executive Summary:

The purpose of this report is to update Council in relation to the status in relation to sale of bed licences from Shorty O'Neil Village.

Report:

At its Ordinary Meeting held on 25 February 2015, Council resolved as follows:

That Council authorise the General Manager to:

- 1. Progress with the subdivision of the cluster of 12 units at the Gossan Street end of the Village for the purpose of securing residency for residents,*
- 2. Enter negotiations with Legacy in relation to transfer of title of these 12 units,*
- 3. Enter negotiations with suitable local providers and the Department of Social Services for the transfer of the 40 bed licences, and*
- 4. Develop and progress with Expressions of Interest for real estate agency services including specifically, sale by auction and lease value estimates for the property known as Shorty O'Neil Village less the cluster of 12 units at Gossan Street, and report back to Council for a decision on the sale or lease of same.*

At its Ordinary Meeting held on 25 March 2015, Council resolved as follows:

That Council authorise the General Manager to proceed to sell the 40 bed licences into the aged care market by way of use of brokerage firms specialising in this field.

Council's procurement process to select a brokerage firm to sell the 40 bed licences resulted in Cooper Newman Aged Care, Melbourne, being engaged. Cooper Newman undertook an Expression of Interest process for sale of the bed licences including a campaign to generate interest.

Two expressions of interest were received and an assessment was conducted in relation to sale price and reputation (acknowledging that sale would be subject to Department of Social

Services approval). Arcare Aged Care were the successful bidders with a bid of \$1,850,000 or \$46,250 per bed licence. A 10% deposit was lodged on entering the Contract for Sale.

The sale was subject to Department of Social Services approval for the transfer of bed licences.

Council has now received confirmation that the Department of Social Services has approved the bed licence transfer and they have nominated 7 September 2015 as the approved transfer day. As per the contract of sale, this date will also be the settlement date for transfer of licences and payment will be forthcoming to Council.

Council has been instructed that all details pertaining to this sale are strictly commercial in confidence and cannot be discussed externally until settlement has been made.

Strategic Direction:

Key Direction: Our Leadership
Objective: Our Leaders make smart decisions
Function: Financial Management
DP Action: Implement strategies to address Council's financial sustainability

Relevant Legislation:

Aged Care Act 1997

Financial Implications:

Upon settlement, the sale of 40 bed licences will result in increased revenue of \$1,850,000 less 3.75% commission and legal costs.

With settlement anticipated to take place on 7 September 2015, it is expected that the required adjustments will be made to financial forecasts as part of the September Quarterly Budget review.

Attachments

There are no attachments for this report.

THERESE MANNS
GENERAL MANAGER

EXTRACT FROM COUNCIL MEETING MINUTES – 26 AUGUST 2015

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD AT
AUGUST 26, 2015

¶
¶

**ITEM 25 -- BROKEN HILL CITY COUNCIL REPORT NO. 197/15 -- DATED JUNE 03, 2015 --
CONFIDENTIAL**

(General Manager's Note: This report considers Responses to an Expression of Interest and is deemed confidential under Section 10A(2)(d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Recommendation

That Broken Hill City Council Report No. 197/15 dated June 3, 2015, be received. → ¶

That Council approve the sale by auction process of Shorty O'Neil Village less the twelve units between Gossan and Skipman Streets subject to lifting of the caveat over the site by NSW Land and Housing Corporation and final subdivision from the overall site of the twelve unit cluster. ¶

Authorise the General Manager to proceed to subdivision of the site from the 12 unit cluster at Gossan Street once agreement has been reached with NSW Land and Property on the removal of the caveat. ¶

α
¶

**ITEM 26 -- BROKEN HILL CITY COUNCIL REPORT NO. 198/15 -- DATED AUGUST 18, 2015 --
CONFIDENTIAL**

(General Manager's Note: This report considers a contract that is yet to be finalised and is deemed confidential under Section 10A(2)(d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Recommendation

That Broken Hill City Council Report No. 198/15 dated August 18, 2015, be received. ¶

That Council endorse the actions of the General Manager in relation to the sale of bed licences. ¶

α

Minute No. 45059 ¶

Councillor P. Black moved →) ¶
Councillor D. Gallagher seconded →) α

¶ That the recommendations of items 25 to 26 be adopted. ¶
¶

CARRIED α

¶

ORDINARY MEETING OF THE COUNCIL

October 11, 2023

ITEM 2**BROKEN HILL CITY COUNCIL REPORT NO. 206/23****SUBJECT:** **WARNOCK STREET DEPOT - FINAL (100%) TECHNICAL DESIGN**
D23/56048**Recommendation**

1. That Broken Hill City Council Report No. 206/23 dated October 11, 2023, be received.
2. That the Final (100%) Technical Design Documentation for the Warnock Street Depot Redevelopment by the project's design consultant GHD Pty Ltd be received.
3. That council endorse the Final (100%) Technical Design Documentation Warnock Street Depot Redevelopment Project.

Executive Summary:

The Broken Hill City Council Warnock Street Depot is situated on approximately 5.1 hectares of land at 1 Warnock Street, Broken Hill. The site has been used as the works depot for over 70 years and over this time, development on the site has been mostly conducted with limited future planning. Due to this, much of the existing site is not used efficiently and most of the infrastructure is intermittently outdated in relation to current codes and Australian Standards.

In 2021 GHD Pty Ltd was commissioned by Council to develop a Master Plan to form the basis for the redevelopment of the Warnock Street Depot. As such, Tender Request T22/4 – Request for Tender – Warnock Street Depot Development – Detailed Design was advertised in July and August 2022 for the complete detailed design of the Warnock Depot redevelopment. GHD Pty Ltd was appointed as the lead design consultant for the project through Council Resolution in 2022.

In its capacity as the lead design consultant, GHD Pty Ltd has worked with Broken Hill City Council to develop the technical design for the Warnock Street Depot Redevelopment. GHD Pty Ltd submitted a final 100% technical design for the Warnock Street Depot Redevelopment Project.

This report is aimed at seeking Council's endorsement for the final 100% technical design.

Report:**Timeline of Events**

Tonkin Consulting Pty Ltd was appointed as consulting technical design manager on 5 May 2022 with involvement in the procurement process and technical design management. GHD Pty Ltd was selected as the lead design consultant on 2 November 2022 through an open tender process.

A series of staff consultations were conducted at 30% and 70% design documentation with staff at the Depot and other key divisions including Information & Communication

Technology (ICT) and Risk Management. Concept 30% design documentation and 70% design documentation were received in March 2023 and May 2023 respectively.

GHD Pty Ltd submitted 100% technical design documentation on 4 October 2023. The overlying design principles have followed the Warnock Street Depot Master Plan Report commissioned on 25 June 2021.

Elements of the 100% Technical Design

The redevelopment of the Broken Hill City Council Warnock Street Depot has been forecasted over nominal period of fifteen years, from 2024 to 2039. Among other elements, the following from part of the key upgrades that are included in the technical design:

- New utilities structure to the facility including a new transformer, cabling, communications infrastructure, plumbing network, and drainage.
- Upgrades to the paving network with increased bitumen hardscapes focusing on better pavement strengths and longevity whilst considering ease of maintenance (bitumen as compared to asphalt).
- New Garage Workshop that will serve as a focal point for key services infrastructure.
- New multi-purpose and improved Administration and Amenities buildings with an allowance for a standalone Muster Point area for providing a staff friendly environment.
- Trade Workshops catering for all of council's trades divisions.
- New and improved Vehicle Shelter and Wash Bay
- Enhanced Staff Carparking

A development application has been lodged with an aim at obtaining multiple construction certificates and occupation certificates as funding is made available for a staged construction approach. The 100% technical design has been developed with planning advice and involvement from GHD Pty Ltd.

The design has considered a staged construction approach with consideration given to minimise inter-dependencies. This approach has been taken so that stages, sub-stages, or parts of the development plan can be individually implemented depending on the available funding or the requirements of the Warnock Street Depot.

Next Steps for the Warnock Street Depot Redevelopment

This report is aimed at seeking Council endorsement of the Final (100%) Technical Design for the Warnock Street Depot Redevelopment and its subsequent implementation for the staged redevelopment of the Depot.

Council adopted Stage 1 of Construction in the 2023/24 budget focusing on the Garage and Utilities redevelopment. The first stage of construction will be a multi-year engagement from 2024 to 2025 with construction starting in early 2024.

Community Engagement:

The community of Broken Hill has been kept informed through Council's Project Steering Group and other channels of public communication through Council's communications division.

Project updates were presented to Council Project Steering Group throughout the course of the design project with the updates provided on the following dates:

- Tuesday 8th August 2023: under this session, the 70% design were completed with 100% design underway. 3D views of some of the buildings were included and a staging plan to 2026 was presented focusing on the construction of the utilities and garage as the first stage of construction.
- Tuesday 9th May 2023: under this session, 30% design was completed with 70% design underway. An overall site plan and two 3D views were presented.

The 100% design documentation incorporates feedback from both the sessions.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.2	People in our community are in safe hands
	1.5	Our built environment supports our quality of life
Strategy:	1.2.5	Provide and maintain sustainable, affordable, efficient and reliable utilities and services to the Broken Hill community
	1.5.3	Manage community infrastructure sustainably

Relevant Legislation:

Local Government Act 1993
 Local Government (General) Regulation 2021

Financial Implications:

This report does not carry any financial implication for Council.

The cost of the technical design was \$1,253,158 by GHD Pty Ltd and it was approved within the 2022/23 financial budget.

Attachments

1. [↓](#) Attachment - GHD Pty Ltd - 100% Design Presentation

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL
GENERAL MANAGER

Broken Hill City Council Warnock St Depot

➔ 100% Design Development Presentation
October 2023



Team Introduction

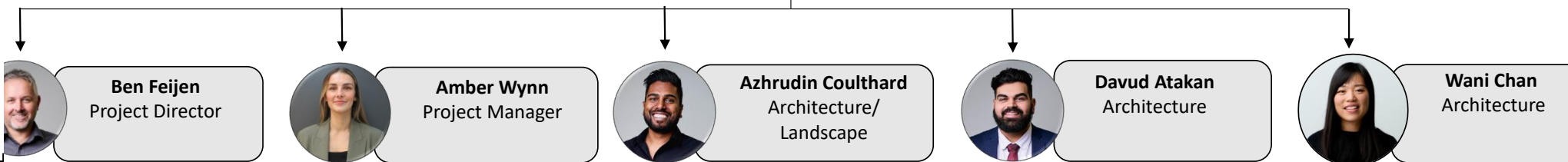
01



Project Team



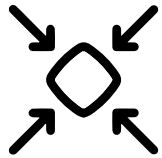
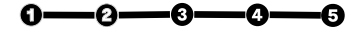
Architecture Design Team



Wider Project Team



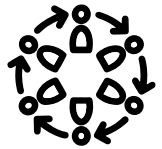
Project Objectives



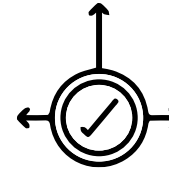
Consolidate the Site



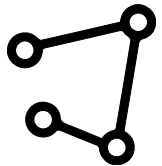
Increase opportunities for integrating team



Create a modern workplace environment suited to current operations



Improved inventory control and storage



Safe access in and around the site



Opportunities for growth

Site Works



Proposed Site Works

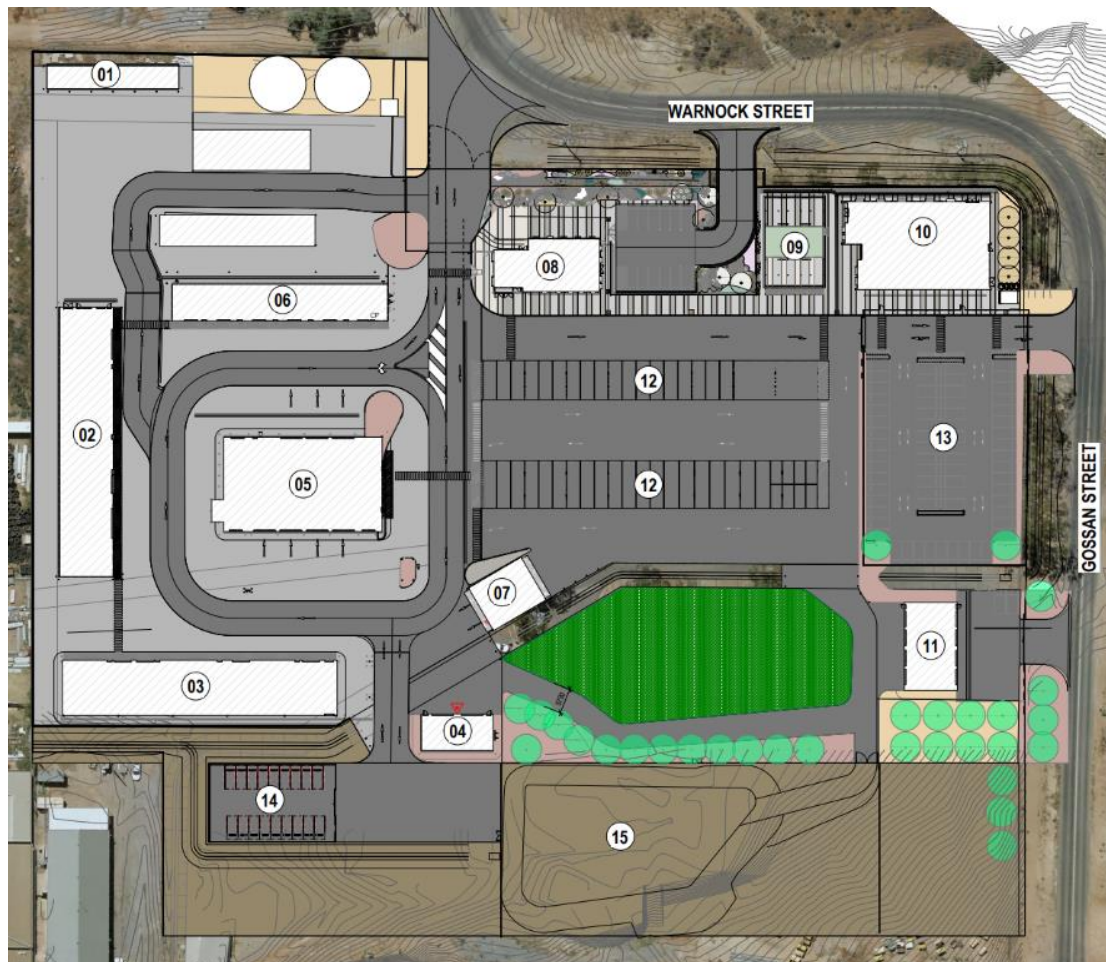
Existing Site

- ① Admin Facility
- ② Parks Facility
- ③ Trades Workshop
- ④ Sign storage
- ⑤ Store
- ⑥ Garage/ Workshop
- ⑦ Cleaners/Amenities
- ⑧ Raw Materials
- ⑨ Electrical Workshop
- ⑩ Boilermakers
- ⑪ Vehicle Shelter
- ⑫ Painter Workshop
- ⑬ Emulsion Tank



Proposed Site Plan

- ① Loose Raw Materials Store
- ② Trades Workshop West
- ③ Trades Workshop South
- ④ Waste Store and Assembly
- ⑤ Garage/Workshop
- ⑥ Trade Store & Cleaners
- ⑦ Vehicle washdown Facility
- ⑧ Admin Facility
- ⑨ Muster Shelters
- ⑩ Amenities Facility
- ⑪ External Store
- ⑫ Vehicle Shelter
- ⑬ Staff car park
- ⑭ Vehicle Impound



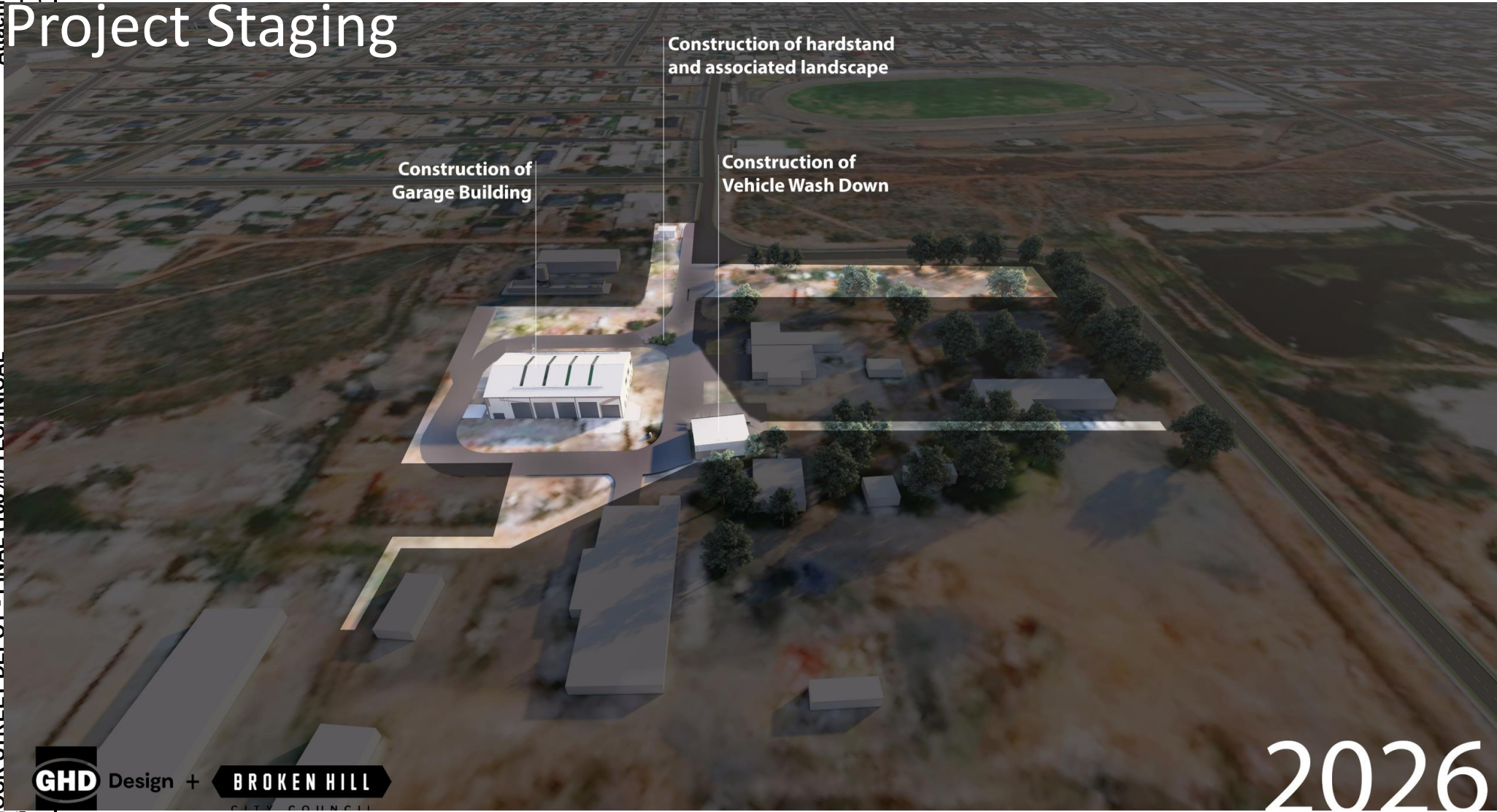
Project Staging



Construction Milestones of the Project:

Estimated to commence 2024
Completion 2037

Project Staging



Workshop/Store – Materiality Palette



Typical External
finish

ROOT

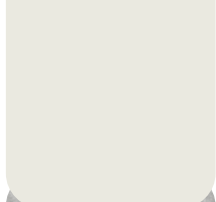


Roof Cladding/ flashings/
Down-pipes
Lysaght Tremdeck
Sheeting
Colorbond Cosmic

TECHNICAL
Openings



Window frames/Roller
Doors/ PA Doors
Colorbond Basalt Matt



Lysaght Tremdek
Colorbond Shale grey Matt

FLOOR



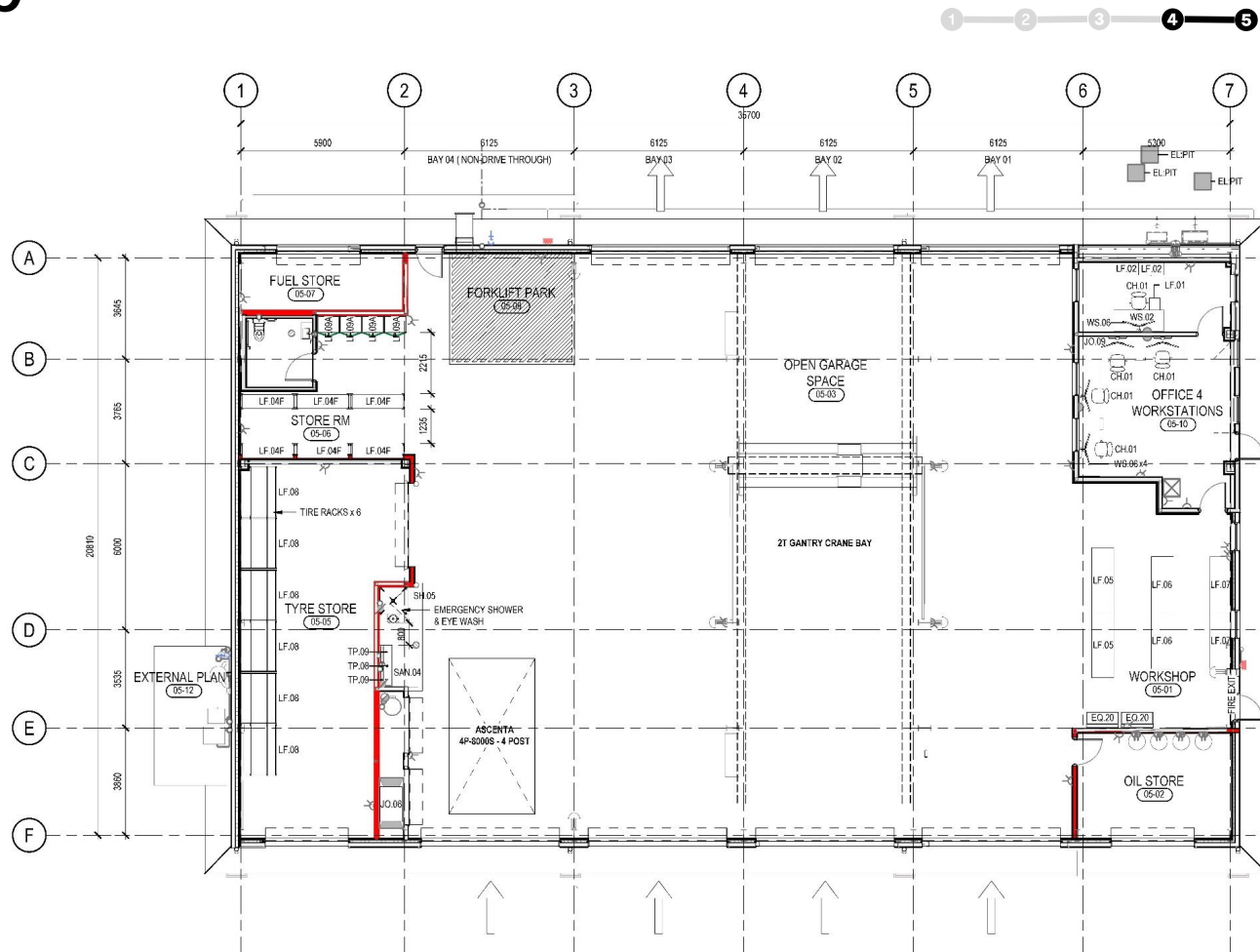
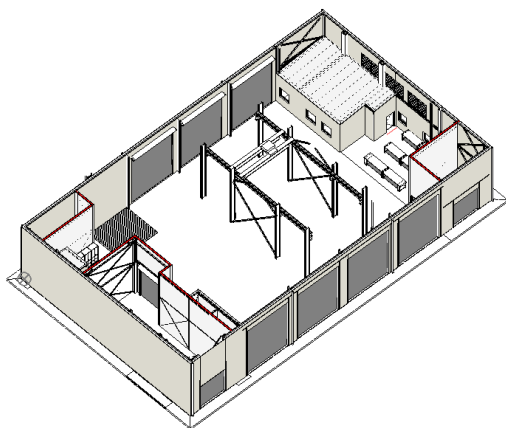
Concrete Floor
Seal Epoxy concrete floors



Garage/ Workshop

Key Features

- Hazard Eye and Shower bay
- Heavy duty sink
- Work bench
- Evaporative cooling
- 4-person office with a separate Managers office
- Unisex Disability Toilet



Garage/Workshop

Typical External finish

Roof Cladding/
flashings/ Down-
pipes
Lysaght Tremdeck
Sheeting
Colorbond Cosmic

Window frames/Roller
Doors/ PA Doors
Colorbond Basalt
Matt

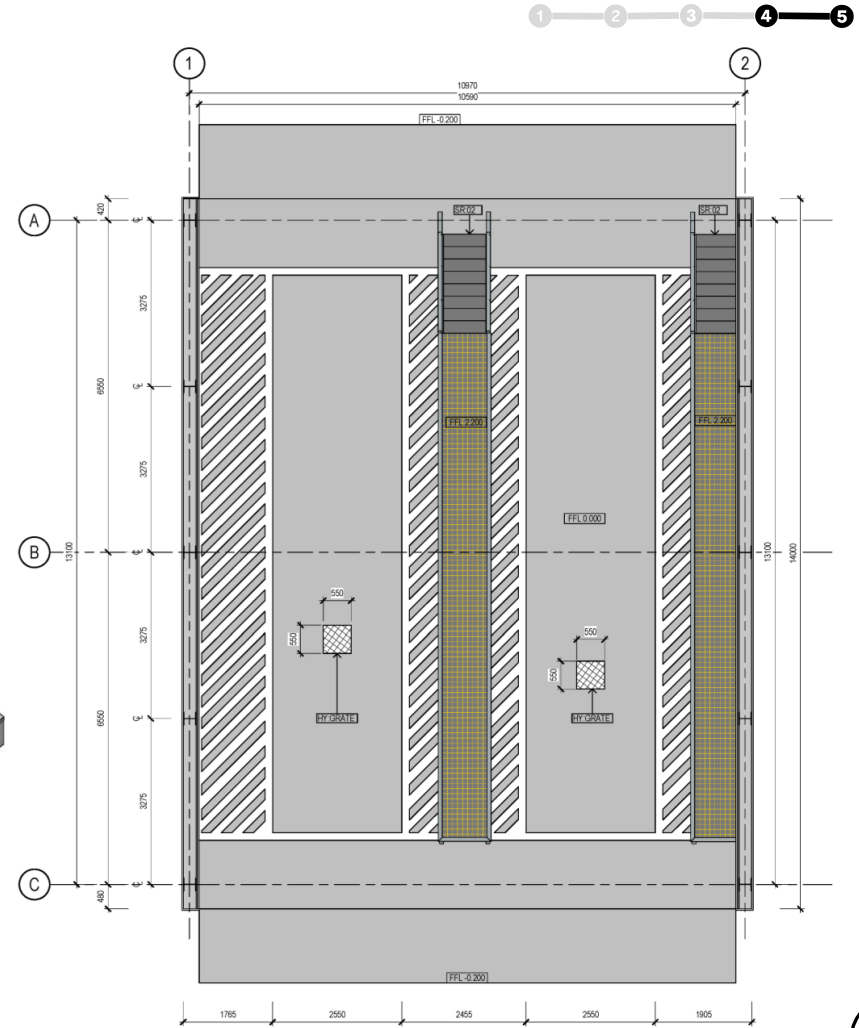
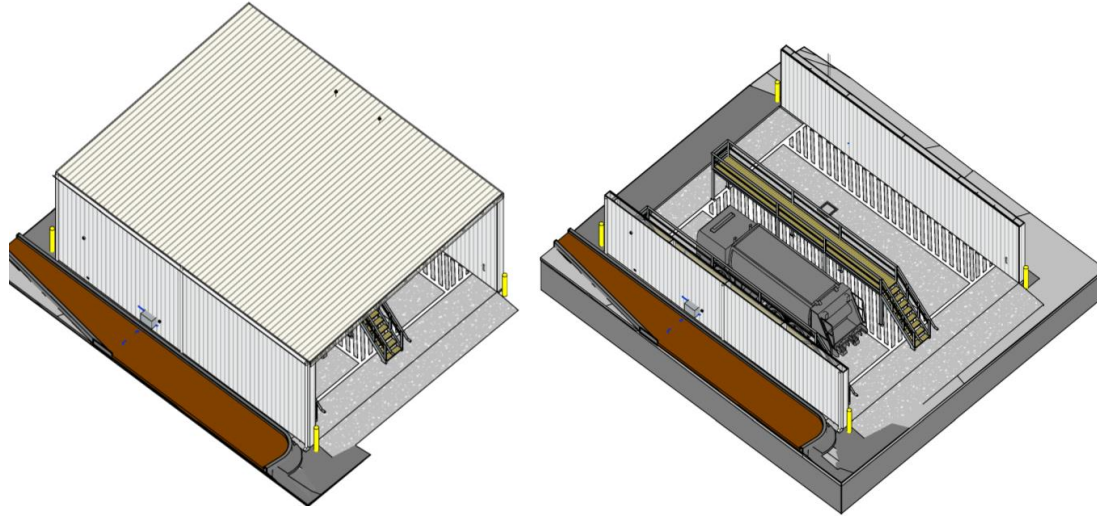
Internal Wall
cladding
Lysaght Tremdek
Colorbond Shale grey
Matt

Concrete Floor
Seal Epoxy concrete
floors

Washdown Facility

Key Features

- 2x Washdown Bays
- Elevated work platform
- Lowest point of roof at 5.3m



Washdown Facility



Artistic Impression

Project Staging

Construct Raw materials storage enclosures

Amended emulsion tank bunding

Construct General Storage enclosures

Site Preparation for Stage 1.2
Associated landscape and infrastructure

Impounded/ temporary
vehicles carpark in Stage 3.2 area



Trades Stores & Cleaners Workshop

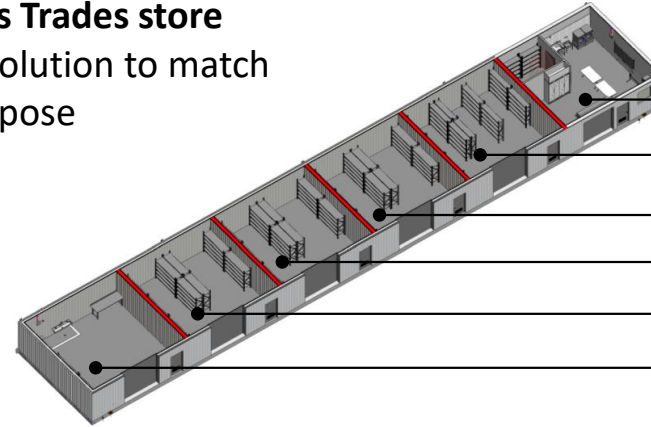


Key Features – Cleaners Workshop

- Store – Chemical Storage
- Cooling
- Cupboard & Shelf Storage
- Washer and Dryer Machine allocated space
- Sink/Chemical mixing station

Key Features Trades store

- Storage solution to match store purpose



Cleaner worksho

Sign Stor

General Stor

Trade Stor

Road counter

Road bitume



Cleaners Workshop

Wall Lining/Whiteboard

Ceiling

Acoustic Ceiling Tile

Whiteboard Laminate

Acoustic Paneling/pin-board

Bench surfaces

Joinery units

Floor

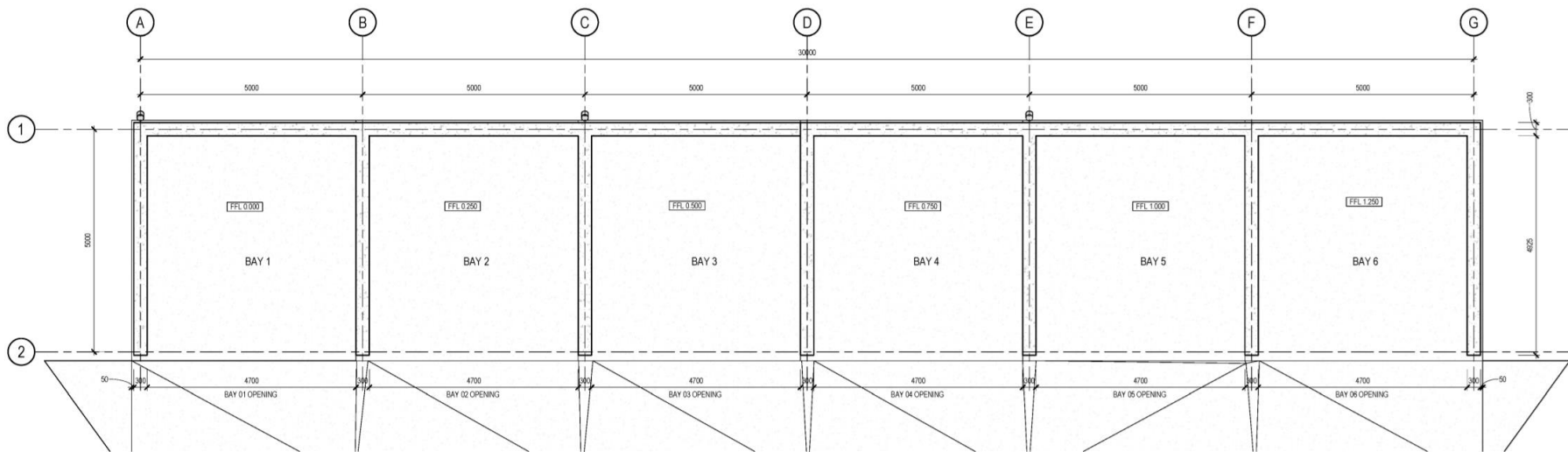
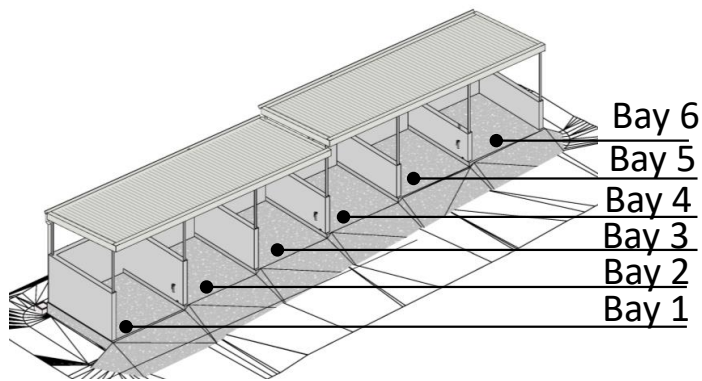
Epoxy sealed concrete



Raw Materials Store

Key Features


- Open Bays x 06
- Dimensions 5m x 5m
- Front entrances Height at 5.3m



Project Staging



Admin Facility – Materiality Palette



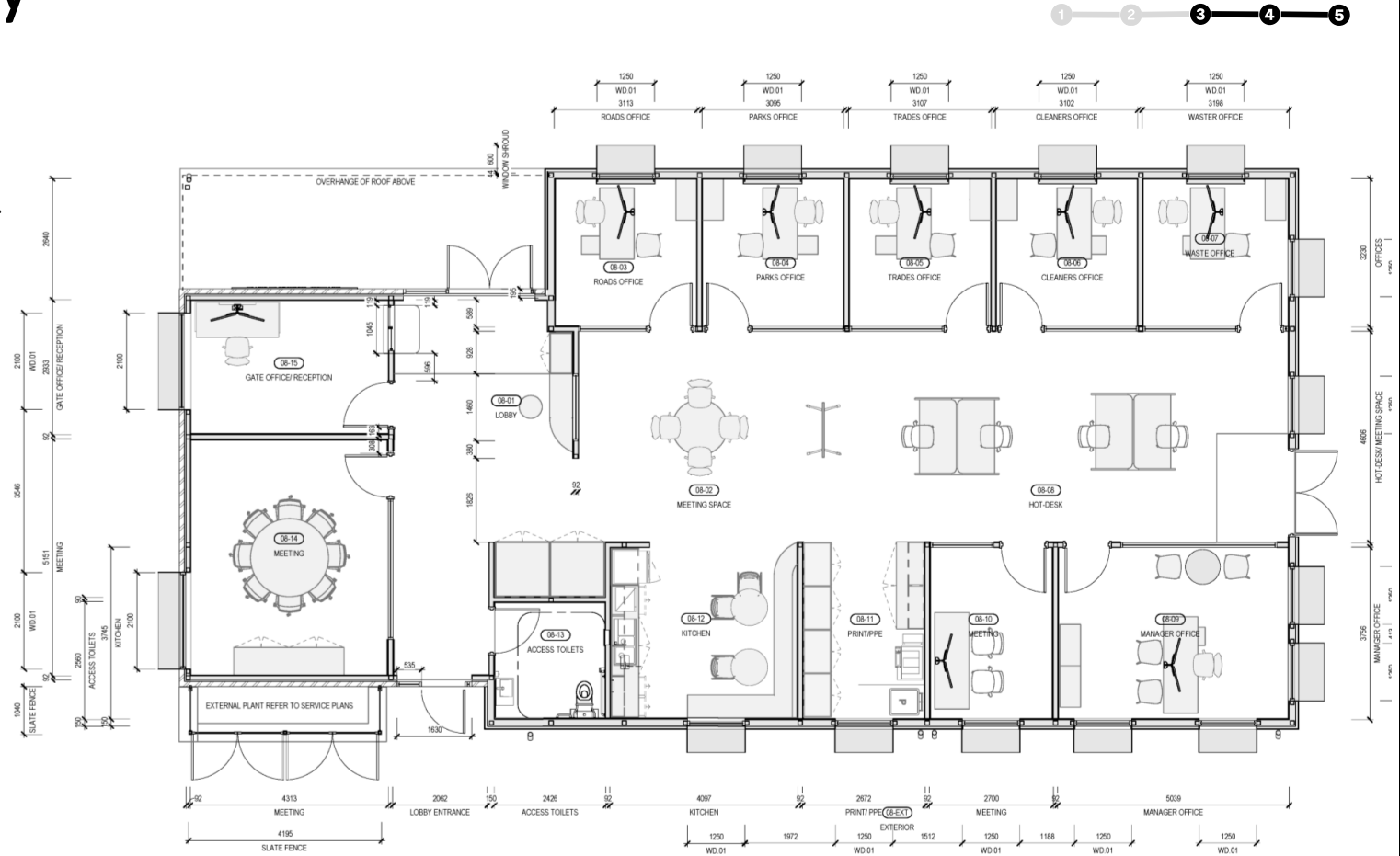
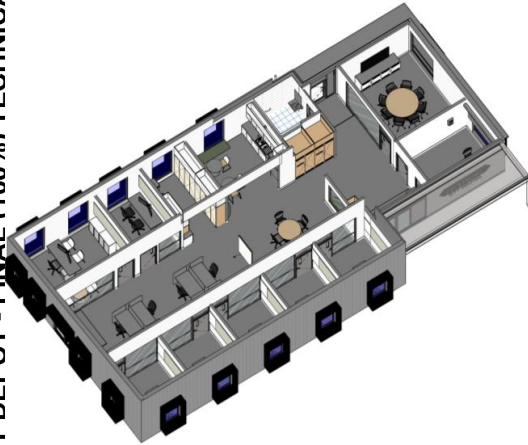
- Roof Cladding/ flashings/
Down-pipes
Colorbond Southerly
- Window
Shrouds/frames
Colorbond Monument
- James Hardies
Oblique Cladding
Colorbond Southerly
- PGH Bricks
Monash grey



Admin Facility

Key Features

- Manager & Coordinators offices
- Kitchenette
- Hot-desking zone
- Meeting room – 8 people approx.
- Open meeting space
- Reception service window



Admin Facility



Artist Impression*

Ceiling		Plasterboard
		Acoustic Ceiling Tile
		Axon Cladding
Wall Lining		Acoustic Paneling
		Wall Paint MT Aspiring Dul
		Solid Surface Benchtop Warm gray
Joinery		Joinery warm, medium gray
		Marmoleum Floor Timber-look

Admin Facility



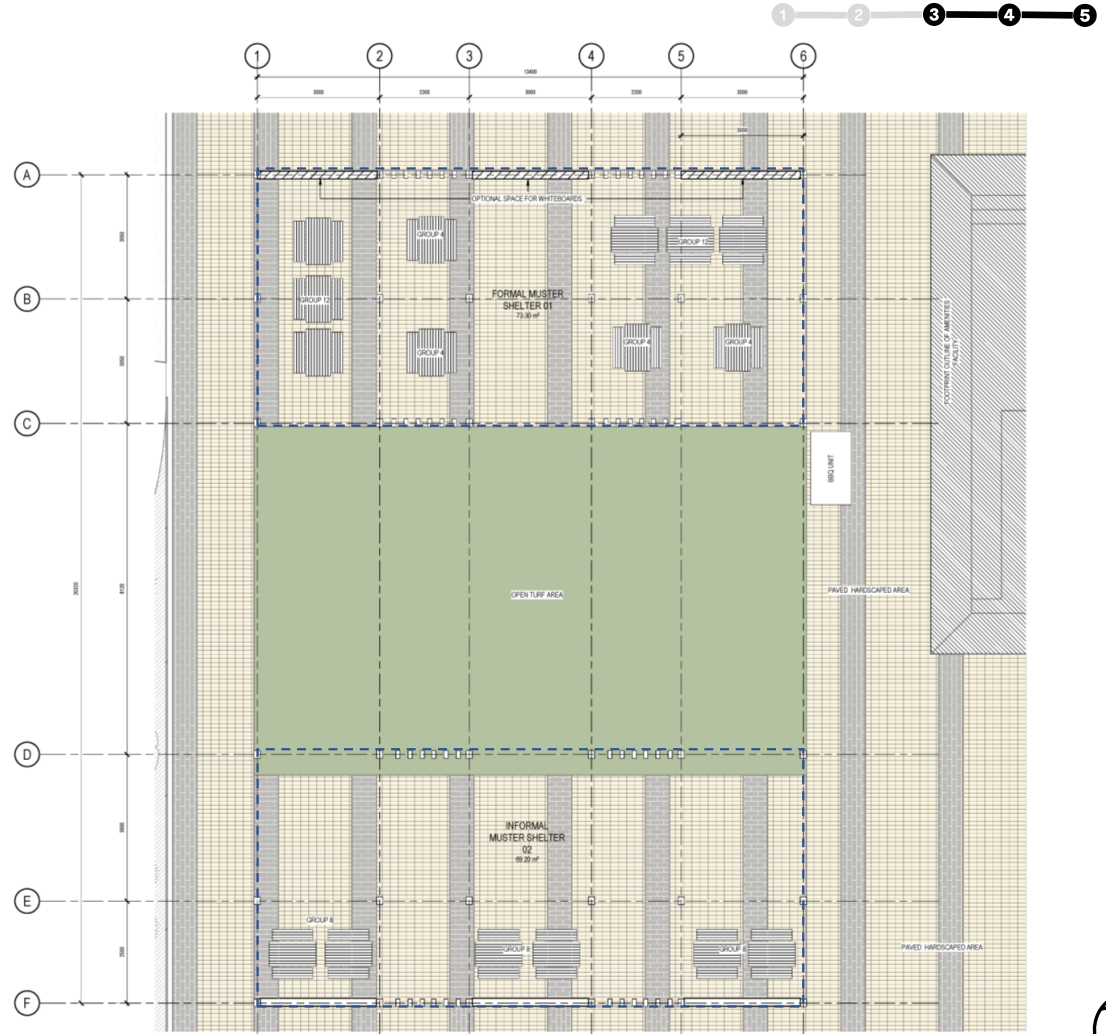
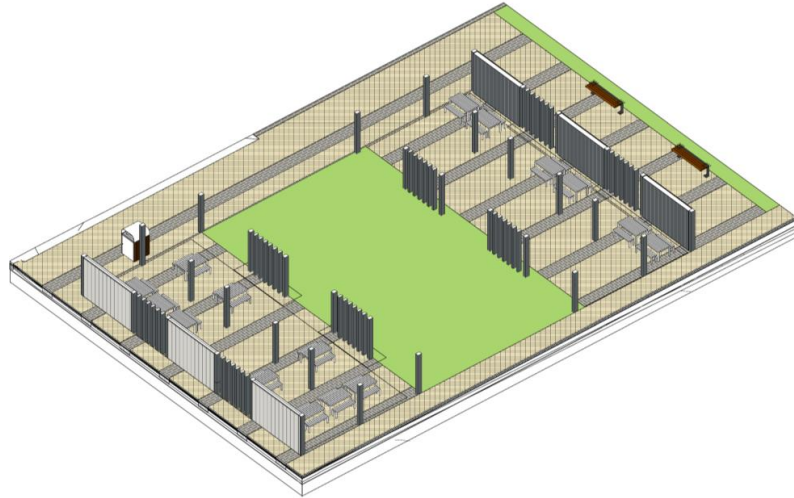
Artist Impression*

Ceiling	Plasterboard
	Acoustic Ceiling Tile
	Axon Cladding
Wall Lining	Acoustic Paneling
	Wall Paint MT Aspiring Dulux
	Medium gray overhead cabinets
	Wall Tile Off-white subway tile, green-gray grout
Joinery	Solid Surface Benchtop Warm gray
	Joinery warm, medium gray
Floor	Marmoleum Floor Timber-look

Muster Shelters

Key Features

- Mix-use outdoor seating
- (Morning tool-box meetings / Lunch area)
- Under-cover outdoor spaces
- Open green space
- Outdoor BBQ
- Direct access from Amenities Kitchen and Breakout space



Muster Shelters



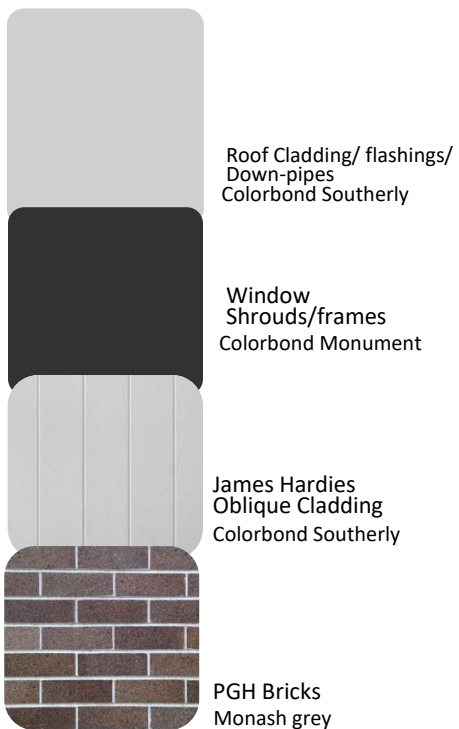
Artist Impression*

Project Staging



2031

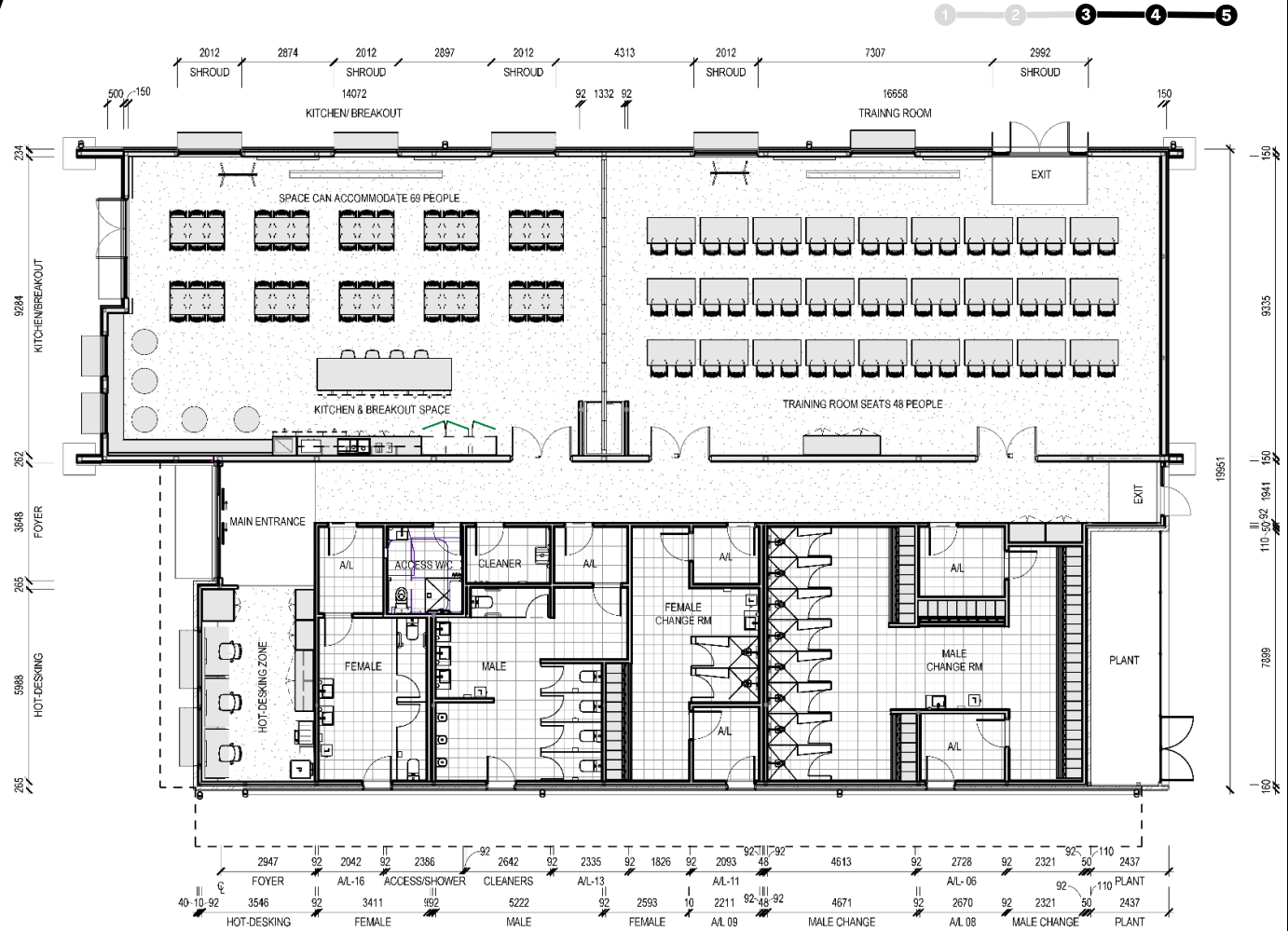
Amenities Facility – Materiality Palette



Amenities Facility

Key Features

- Mix-use Large Training room (Large retractable projector screen, 2x large LCD screens)
- Kitchen/ Breakout Space
- Hot-desking Space
- Male & Female Change Room
- Operable wall between Breakout and Training room.



Amenities Facility



Artist Impression*

Ceiling	Plasterboard
	Acoustic Ceiling Tile
Wall Lining	Acoustic Paneling
	Wall Paint MT Aspiring Dulux
	Medium gray overhead cabinets
	Wall Tile Off-white subway tile, green-gray grout
Joinery	Solid Surface Benchtop Warm gray
	Joinery warm, medium gray
Floor	Marmoleum Floor Timber-look

Amenities Facility

Ceiling

- Plasterboard
- Acoustic Ceiling Tile

Wall Lining

- Acoustic Paneling
- Wall Paint MT Aspiring Dulux

Joinery

- Bench surfaces
- Joinery units

Floor

- Marmoleum Floor Timber-look



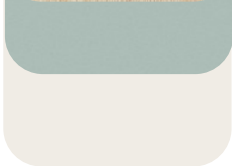
Amenities Facility – Materiality Palette



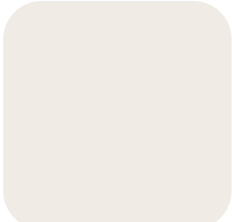
Wet Areas



Laminate
Laminex Seasoned
oak



Laminate
Laminex Spinifex



Metal Powdercoat
Natural White



Wall tile
White
300x600



Tile Application
- Tile Skirting in Airlocks
- Full Height Tiles in
bathrooms & Shower

Floor tile
300x300



Wet Areas/Change-rooms

Project Staging



Design +

BROKEN HILL
CITY COUNCIL

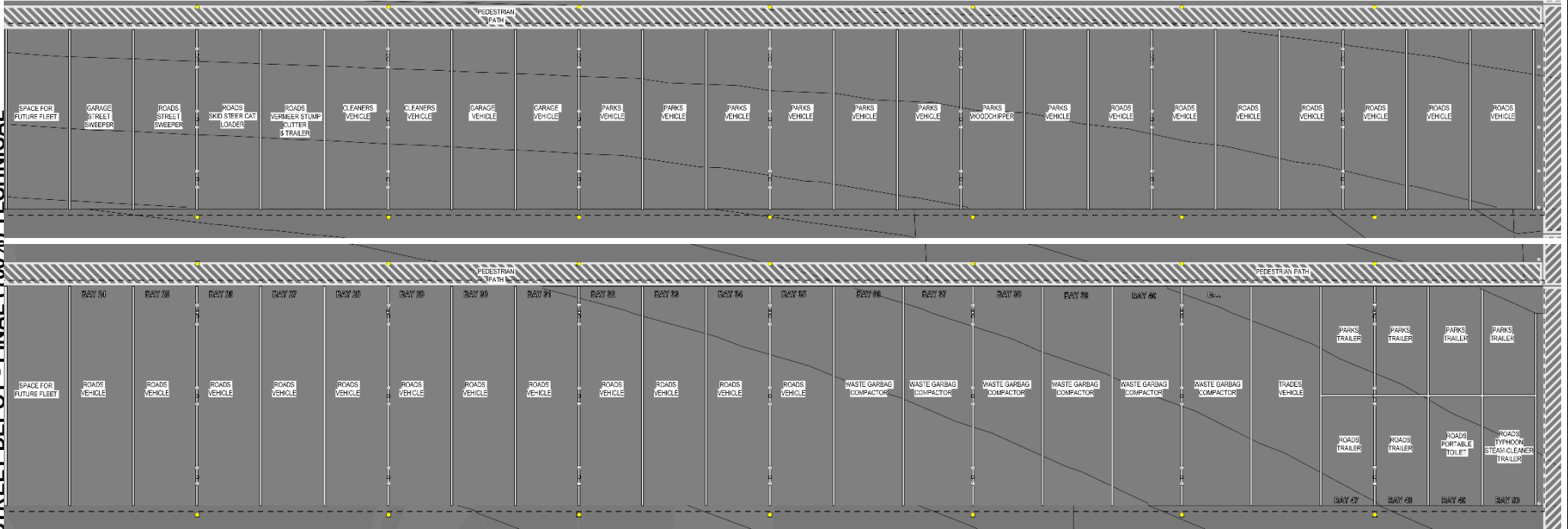
2033

Vehicle Shelter

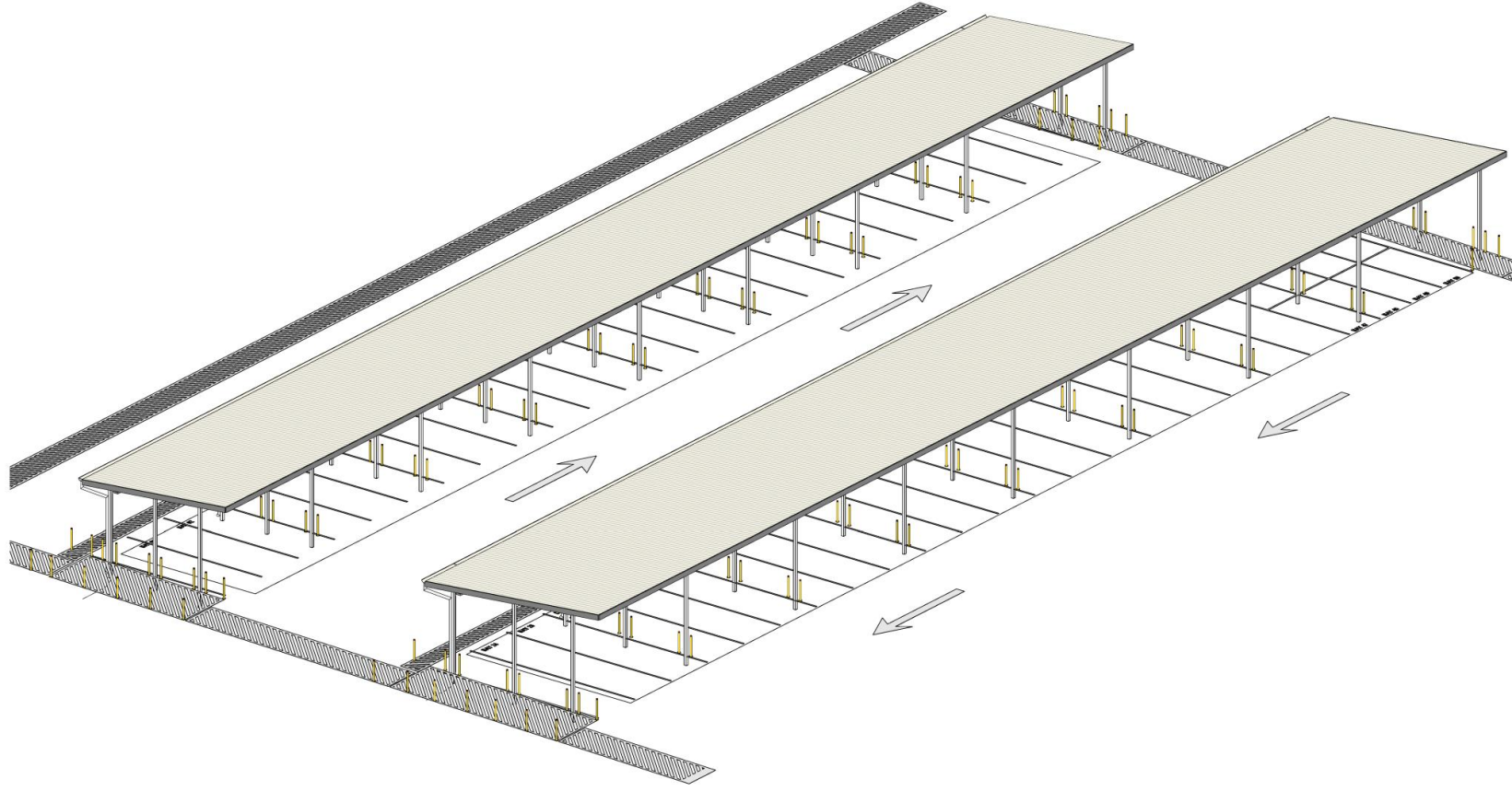
Key Features

- Fully Sheltered Area
- Truck Bays 3.2m W x 8.8m L
- 42 Parking Bay , Plus two future parks

WARNOCK STREET DEPOT - FINAL (100%) TECHNICAL



Vehicle Shelter



Vehicle Shelter



Project Staging



Design +

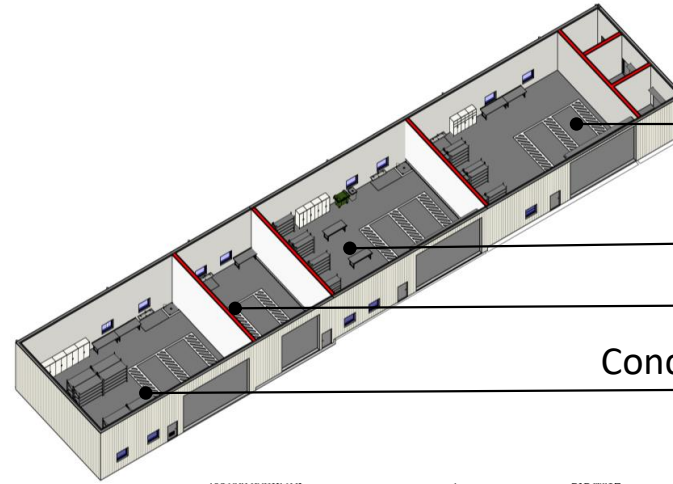
BROKEN HILL
CITY COUNCIL

2035 - 2037

Trade Workshop (West)

Key Features

- Hazard Eye and Shower bay
- Heavy duty sink
- Work bench
- Heavy duty storage shelving
- Evaporative cooling

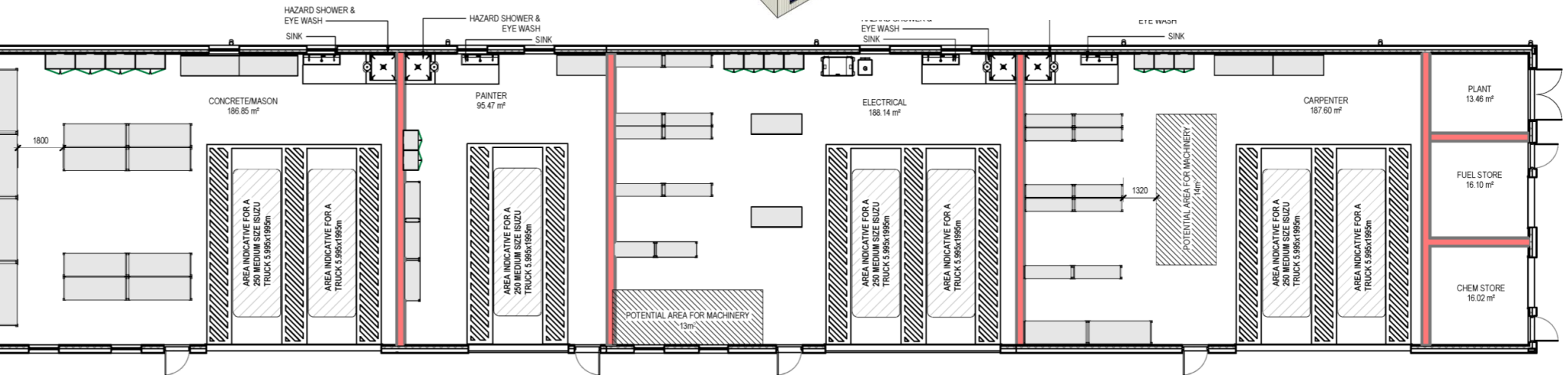


Carpenter Workshop

Electrician workshop

Painter's workshop

Concrete/Masonry workshop



Trade Workshop (West)

Typical External finish

Roof Cladding/
flashings/ Down-
pipes
Lysaght Tremdeck
Sheeting
Colorbond Cosmic

Window frames/Roller
Doors/ PA Doors
Colorbond Basalt
Matt

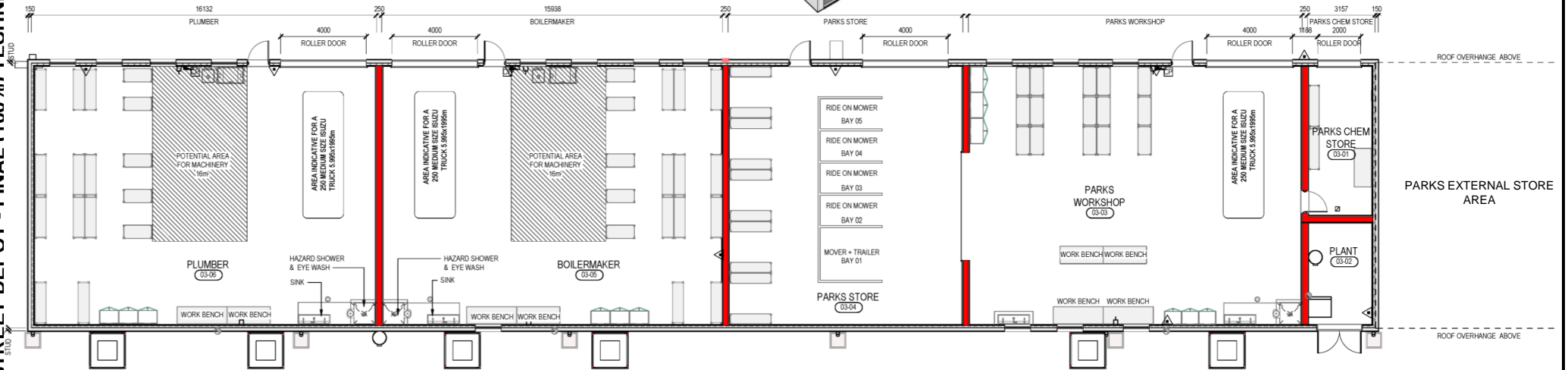
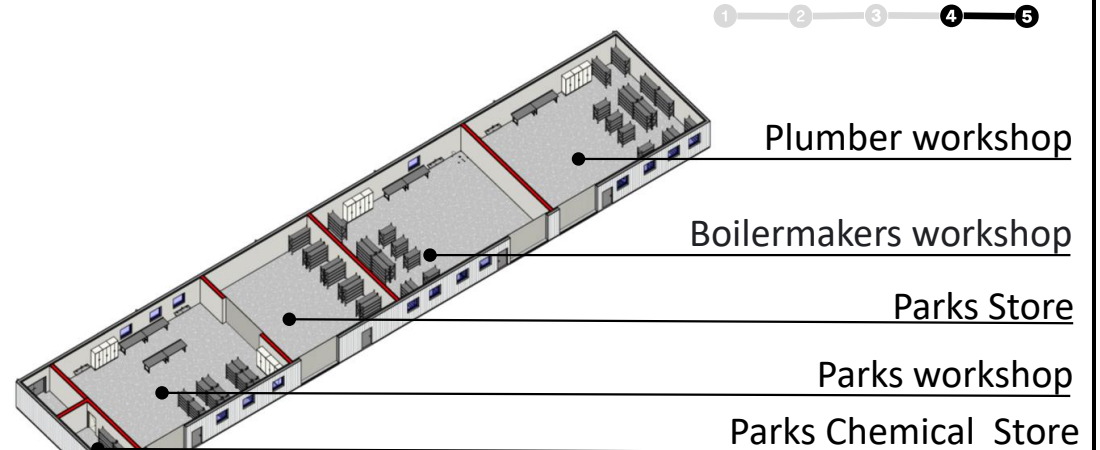
Internal Wall
cladding
Lysaght Tremdek
Colorbond Shale grey
Matt

Concrete Floor
Seal Epoxy concrete
floors

Trade Workshop (South)

Key Features

- Hazard Eye and Shower bay
- Heavy duty sink
- Work bench
- Heavy duty storage shelving & Tall Cupboards
- Evaporative cooling

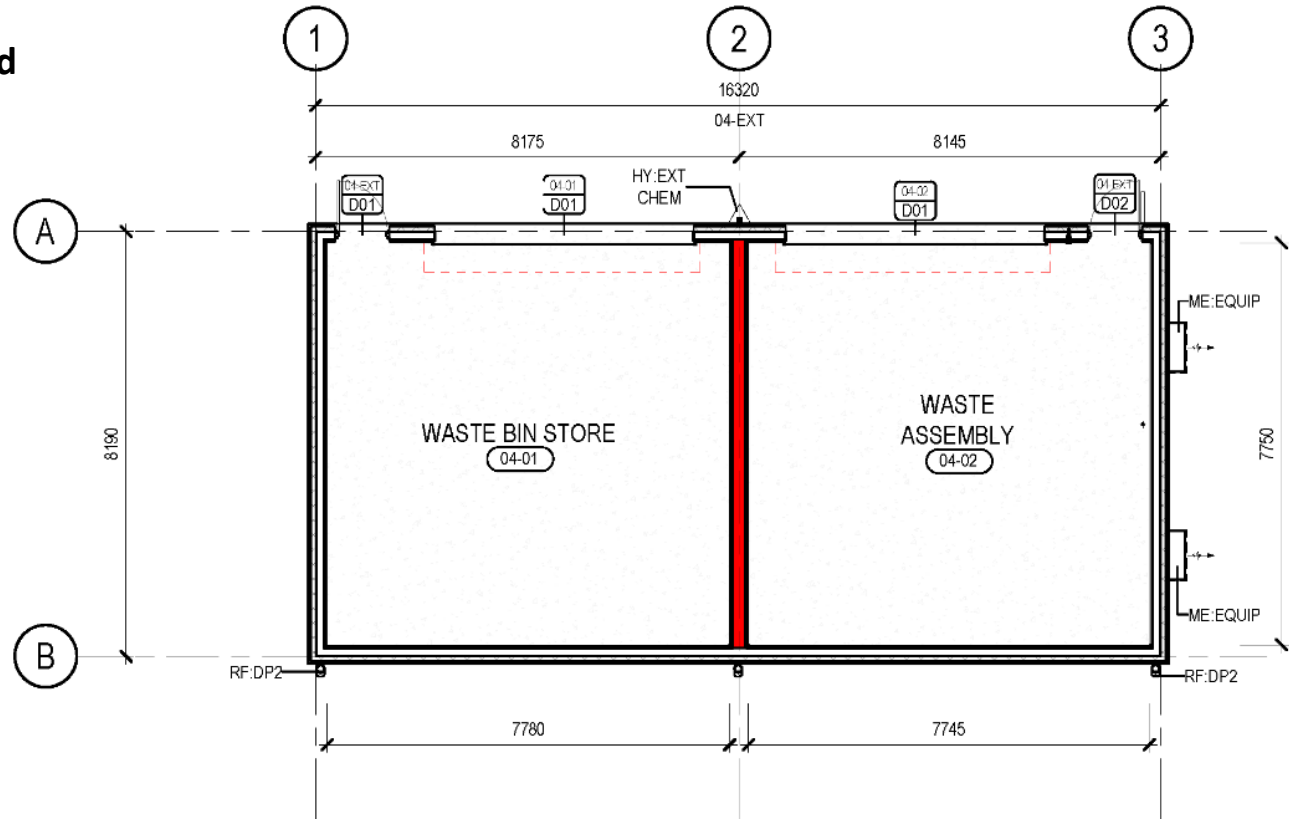
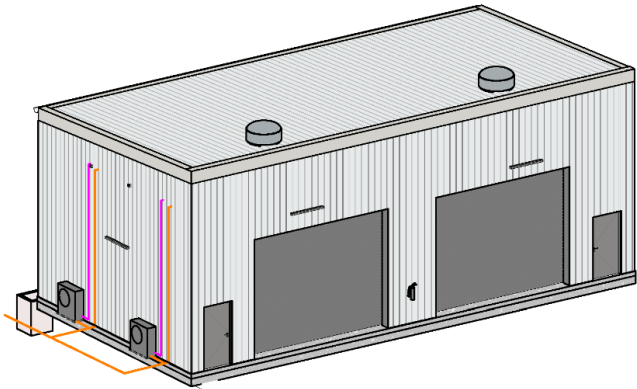


Waste Store & Waste Assembly



Key Features

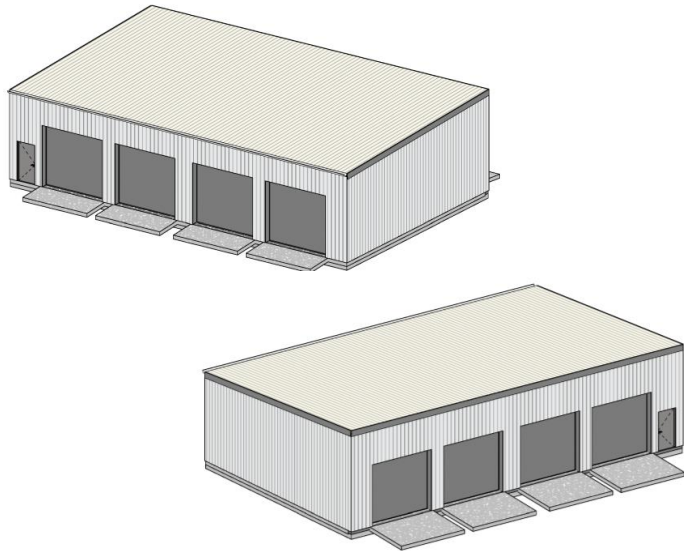
- Segregated Store and Assembly
- Dimensions 8m x 8m per bay
- Waste Assembly to be air-conditioned



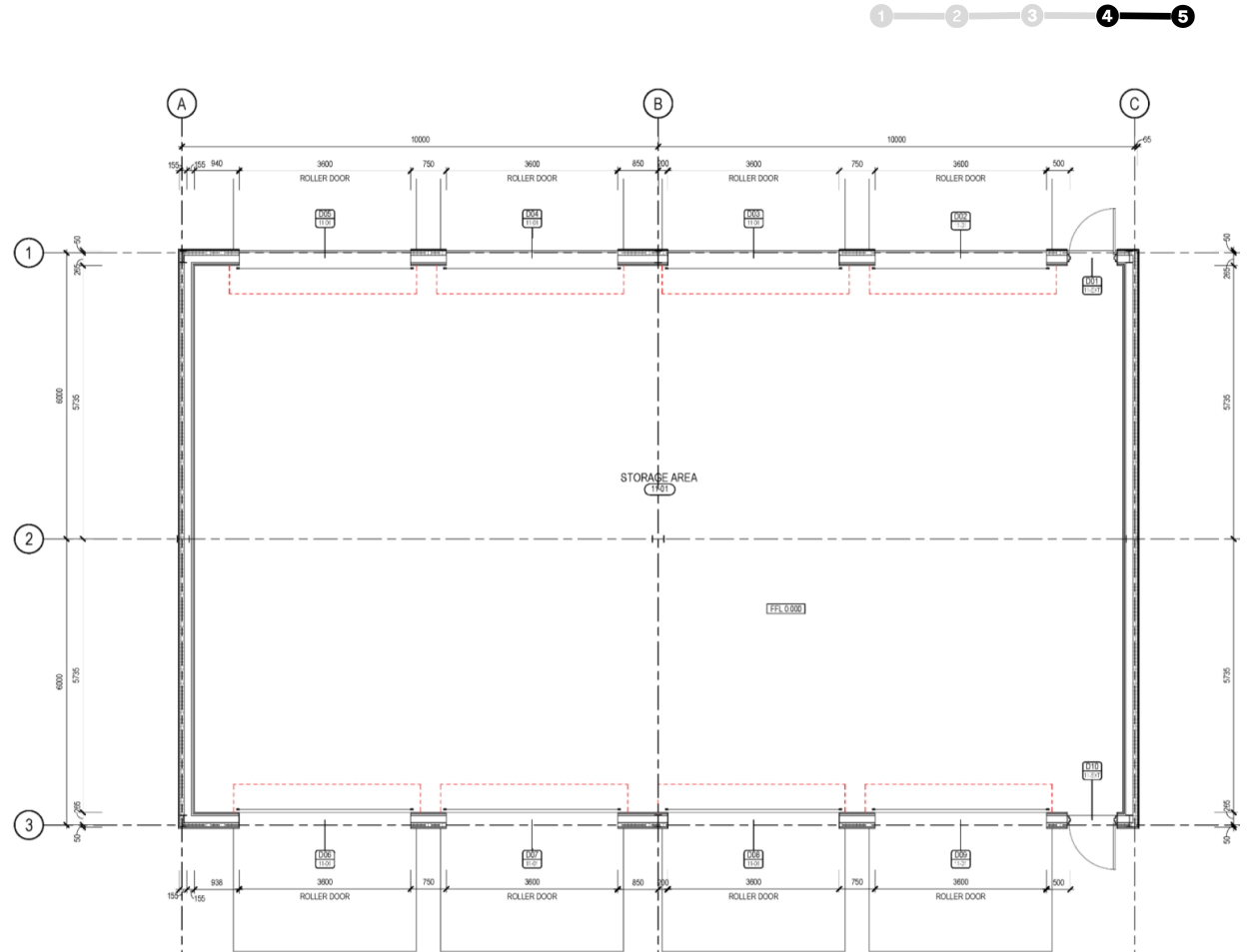
External Store

Key Features Trades store

- Large open store 20 x 12m
- 8 x roller doors at 3.2m high for easy access
- Internal & external depot access
- Storage area height of 4m



Design + **BROKEN HILL**



➔ Discussion





Thank You

BROKEN HILL
CITY COUNCIL

ORDINARY MEETING OF THE COUNCIL

September 20, 2023

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 207/23

SUBJECT: BROKEN HILL LEAD REFERENCE GROUP MINUTES OF MEETING HELD 24 AUGUST 2023 D23/51210

Recommendation

1. That Broken Hill City Council Report No. 207/23 dated September 20, 2023, be received.

Executive Summary:

The minutes of the Broken Hill Lead Reference Group for Meeting held 24 August 2023 are presented to Council for endorsement.

Report:

The Broken Hill Lead Reference Group (BHLRG), chaired by the Broken Hill City Council, is a collaborative of the many companies, organisations and community representatives that work with, have an interest in and contribute to lead management in the local community.

The BHLRG has developed the Broken Hill Lead Reference Group Integrated Strategy to provide a forum for information exchange and to guide activity relating to lead issues for Broken Hill.

Community Engagement:

Community engagement through community representation on the Committee.

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: Nil

Financial Implications: Nil

Attachments

1. [↓](#) Broken Hill Lead Reference Group - Minutes of meeting held 24 August 2023.

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL
GENERAL MANAGER

MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP (BHLRG) MEETING HELD THURSDAY, 24 AUGUST 2023 AT 10.00AM, AGED PERSONS REST CENTRE, BLENDE STREET BROKEN HILL

Meeting commenced at 10am

1. Present

Jessica Ierace	Environmental Health Officer (BHCC) – Chair
Marisa Pickett	Manager Waste and Sustainability (BHCC)
Clr Marion Browne	Council Delegate
Devon Roberts	Broken Hill Operations (BHO)
Jacinta Clark	Broken Hill Operations (BHO)
Judi Louvel	Broken Hill Environmental Lead Program (BHELP)
Frances Boreland	Broken Hill Environmental Lead Program (BHELP)
Jill Gallagher	Environment Protection Authority (EPA)
Adam Forster	Perilya
Georgina Seward	Public Health Unit (PHU)
Nyrie Waite	Administration Officer – (BHCC) - Minute Taker

Present Via Teams

Cathy Dyer	Maari Ma Health
Neil Glastonbury	Transport NSW (TfNSW)
Leanne Hastwell	Far West Local Health District (FWLHD)
Kelli Morris	Far West Local Health District (FWLHD)
Melissa Welsh	Far West Local Health District (FWLHD)
Aroma Harkin	Essential Water
Stacey Burns	Home In Place

Apologies

Linda Mason	Western NSW Local Health District (WLHD)
Joel Sulicich	Broken Hill Operations (BHO)
Pam Tucker	Community Representative
Priscilla Stanley	Western NSW Local Health District (WLHD)
Jan Corey	Broken Hill Operations (BHO)

2. Acknowledgement of Country

Acknowledgment of Country recited by Council's Environmental Health Officer

3. Introductions around the table and via Teams

4. Confirmation of Minutes of Previous Meeting

Previous meeting: 25 May 2023

Moved: Frances Boreland

Seconded: Jacinta Clark

5. Business Arising from Previous Minutes

• Terms of Reference

The amended Terms of Reference was circulated to all stakeholders.
The one change was to list a new membership on page 2 under :-

Membership and Structure – Level 3

1. Representatives from Broken Hill Indigenous Community.

The Terms of Reference were accepted and endorsed by the meeting.
The new Terms of Reference will be issued to all stakeholders.

- **Contact SafeWork NSW. Resources for a lead awareness program**

Council's Environmental Health Officer contacted a representative from SafeWork NSW, Dubbo Office, who suggested contacting SafeWork Queensland and Tasmania.

SafeWork NSW have some basic information on their website that could be used in a lead awareness program.

SafeWork NSW also suggested that Council's Environmental Health Officer contact the Project Engineer from North Construction, who recently completed a construction project on the Line of Load. North Construction had some good processes in place for managing lead that could be passed on to earth movers and contractors working in Broken Hill. Council's Environmental Health Officer suggested the lead awareness program would not be as formal as a white card, but would be useful to educate earthmovers and contractors working in Broken Hill.

Perilya representative, Adam Forster suggested contacting Mt Isa regarding their lead management, as lead awareness is one of the biggest risks in Broken Hill.

BHELP representative, Frances Boreland shared that BHELP did begin to develop a lead awareness program for miners, construction workers, home renovators and tradespeople. Perilya representative, Adam Forster advised that it would be good for the program to have some certification attached to it, to ensure participants understood the content.

EPA representative, Jill Gallagher suggested this was an online program that was not completed due to the loss of resources. There were quite a few issues with the content. Information gained from Mt Isa would be more pertinent.

Perilya representative, Adam Forster advised that both CBH and Perilya have comprehensive lead induction programs. Once the joint lead awareness program is ready, it could be reviewed by staff at Perilya, to gauge the quality and quantity of the information supplied.

BHELP representative, Judi Louvel also contacted SafeWork and was able to chat with an Inspector who visits Broken Hill. The Inspector feels that there is information that could be used and will contact BHELP representative, Judi Louvel with a response.

Council's Environmental Health Officer suggested it would be better to gather information that is already available rather than reinventing the wheel.

BHO representative, Devon Roberts suggested Port Pirie Council be contacted to check the information they have. BHELP representative, Judi Louvel suggested contacting TLAP (Targeted Lead Abatement Program) at Port Pirie.

- **Earth Moving Companies**

Council's Environmental Health Officer advised a list of companies in Broken Hill is being compiled, to enable the Broken Hill Lead Reference group to contact the companies and gauge their level of interest around a lead awareness program and to invite the companies to be a part of the Broken Hill Lead Reference Group meetings.

BHO representative, Jacinta Clark suggested a letter be sent now to gauge interest, before the group put time and effort into creating a lead awareness program. Council's Environmental Health Officer agreed that would be a good idea.

6. Correspondence In

24 July 2023

Email from Judi Louvel Unit Head BHELP. Subject - positions vacant.
Apologies as the email was not forwarded to members of the BHLRG.

Meeting Update: – BHELP representative, Judi Louvel advised all positions are now closed.

4 August 2023

Copy of email from Cathy Dyer, Executive Manager Maari Ma Health Aboriginal Corporation to Dr Chant, NSW Health. Subject - LeadCare II Point of Care (POC) testing System.
Email was forwarded to members of the BHLRG 16 August 2023.

Meeting Update: – Maari Ma representative, Cathy Dyer advised a reply has not been received from Dr Chant directly. This week there is a panel of specialists being convened by NSW Health regarding lead. The panel will consider the issue of POC testing as raised in the letter.

Correspondence Out

16 August 2023

Emails were sent with an invitation to attend a meeting of the BHLRG to: -

- Department of Education
- Home In Place
- Real Estate Offices – First National, Ray White, L J Hooker, Century 21, Outback

Meeting update: – The only reply was from Home in Place representative, Stacey Burns who is in attendance.

7. Quarterly Reports

7.1 Broken Hill Environmental Lead Program (BHELP) (Report attached)

Meeting update: – BHELP representative, Judi Louvel confirmed the report. EPA representative, Jill Gallagher was very happy to advise that funding has been secured for two financial years. The focus will continue to be on maintaining the base level awareness activities of school incursions and remediation of houses.

A third focus will be to look at long term solutions for lead in Broken Hill, particularly in terms of contamination of the city. The mines work with the NSW Resource Regulator, but the City doesn't have any resources in that area.

7.2 Maari Ma Health (No written report)

Meeting update: – Maari Ma representative, Cathy Dyer advised they have a Public Health Medicine Registrar working with Maari Ma, who is examining the lead testing results and activities. The Registrar raised the issue of the deregulation of the POC testing machine. Maari Ma representative, Cathy Dyer has been in contact with Priscilla Stanley from Western LHD. The machines were deregistered during 2020 and COVID-19. At the time many Health Departments were busy with COVID-19 preparations and no direction could be obtained. The machine being used is not registered for clinical decisions, but is being used for clinical decisions. The concern is that the results being used for clinical purposes, could be questioned, even though the machine has been used for the last 10 years. The panel of specialists meeting for NSW Health this week will also be looking at the Broken Hill clinical lead management guidelines. Maari Ma has continued to abide by the guidelines, as they are in accordance with current legislation and research.

FWLHD representative, Melissa Welsh expanded on the role of the specialist panel with NSW Health being convened this week. The panel are looking at the POC testing machines as well as, what guidelines might be needed in an endemic lead area, as the current guidelines are very general.

EPA representative, Jill Gallagher asked if the findings of the panel would be adopted by FWLHD and Maari Ma or if they would be guidelines for each Service to consider?

FWLHD representative, Melissa Welsh replied – the understanding is the findings will be for guidance and advice especially in the endemic lead area and to expand and cover child development and lead levels.

Maari Ma representative, Cathy Dyer advised they have been following the Government's Blood Lead program for Broken Hill and have been testing since the POC testing became available. Whatever the NSW Government decide to do about Blood Lead testing, Maari Ma will be obliged to follow.

FWLHD representative, Leanne Hastwell confirmed the POC testing results take about a week to be obtained. FWLHD were using the capillary testing for a short time and have returned to POC testing with permission from the Health Department.

Maari Ma representative, Cathy Dyer advised that although different methodology has been used at different times the test results come together in a comparative form in the annual report. The guidance and advice from this panel will come at a good time.

7.3 Western Local Health District (WLHD) (Report Attached)

Meeting update: – PHU representative, Georgina Seward expanded on the report. There has been an overall increase of children being tested, with May seeing the highest number of children screened with blood levels below the guidelines.

7.4 Broken Hill Operations (Report Attached)

Meeting update: – BHO representative, Devon Roberts confirmed the report. BHO representative, Jacinta Clark advised that in September 2022, there had been an exceedance of Lead with the Metallurgist in the Lab. It was deemed they didn't have sufficient extraction in the lab. The extraction system has been updated.

7.5 Perilya (Report Attached)

Meeting update: – Perilya representative, Adam Forster confirmed the report. The slight increase in test results is being investigated and may be from the relaxation of the dust respiratory controls from COVID-19 restrictions. Adam advised that one of the old houses had lead identified in the paint, which may have contributed to a higher level of lead in the infant child that lived there.

Perilya have instigated new testing regimes for contractor and subcontractor management. Contractors must provide a blood lead test result within the previous six months, or their site access is revoked. Blood lead levels are not only a NSW Resource Regulator and mine issue, it is also a Work Health and Safety issue for the rest of the community. The team at Perilya spend a large amount of time raising awareness around lead exposure, not just at work, but at home and in the community. It seems there is a strong expectation on the mines to have blood lead management plans, but no expectation on other companies or industries to cover blood lead management.

BHELP representative, Frances Boreland agreed and shared that conversation with contractors visiting Broken Hill for work have reinforced the lack of awareness around lead. This can include home renovations, car restoration, lead light etc.

EPA representative, Jill Gallagher surmised that SafeWork really need to be more engaged in lead education within Broken Hill.

Perilya representative, Adam Forster advised the definition of lead risk work as - Conducting any activity that has the potential to raise blood lead levels, is considered blood lead work. With the lack of education, screening and testing, we are not understanding some of the other tasks that could potentially fall under that heading.

PHU representative, Georgina Seward is quite sure the regulations do list lead process areas. PHU representative, Georgina Seward will contact SafeWork to see if they are going to visit Broken Hill and if unsuccessful, she will contact EPA representative, Jill Gallagher as she also has a contact at SafeWork who could help. EPA representative, Jill Gallagher also has contacts within another lead reference group, who she could discuss lead with.

BHELP representative, Judi Louvel suggested a short note in the Council newsletter to suggest people get their blood tested for lead.

The meeting agreed that SafeWork need to get involved with education for companies within and around Broken Hill.

7.6 Essential Water (No written Report)

Meeting update: – Essential Water representative, Aroma Harkin advised nothing to report at this time.

8. General Business

TfNSW representative, Neil Glastonbury asked if there was a terms of reference for the panel of specialists being convened with NSW Health this week. No one could answer.

9. Action List for next meeting

Action	Responsible Person	Due Date
Contact SafeWork	Georgina Seward with Jill Gallagher as a back up	23 November 2023
Industry contact details	Jessica Ierace	23 November 2023
Clarification and or an update around POC testing	FWLHD or Maari Ma	To Be Advised

10. Next Meeting Date

10am Thursday, 23 November 2023, venue to be advised and via Teams.

11. Meeting Closed

11.05am

ORDINARY MEETING OF THE COUNCIL

October 17, 2023

ITEM 4**BROKEN HILL CITY COUNCIL REPORT NO. 208/23**

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 440, HELD ON TUESDAY, 10 OCTOBER 2023 D23/56806

Recommendation

1. That Broken Hill City Council Report No. 208/23 dated October 17, 2023, be received.
2. That the minutes of the Local Traffic Committee – Meeting No.440, held on Tuesday, 10 October 2023 be endorsed.
3. That Item No.440.10.1 recommendation be endorsed:
 - That further investigation be undertaken by Council and a risk assessment of the Heritage Walk Tour route be completed by Council's Corporate Risk team to determine a safer route.
4. That Item No.440.10.2 recommendation be endorsed:
 - That the parking arrangements on Crystal Lane, between Bromide and Sulphide Streets, remain unchanged and that the complainant be notified to comply with parking rules and regulations.
5. That Item No.440.10.3 recommendation be endorsed:
 - That Council install 'No Parking' signs on either side of Bromide Street, between the Blende and Beryl Street roundabouts.
6. That Item No.437.8.1 recommendation be endorsed:
 - That the parking arrangements on Oxide Street, between Argent Street and Crystal Lane remain unchanged and there be no further action required by the Local Traffic Committee.
7. That Item No.439.10.1 recommendation be endorsed:
 - That the proprietor of the Old Saltbush Restaurant be advised of the Local Traffic Committee's decision, not to install a 'Loading Zone' on Crystal Street. There is an existing 'Loading Zone' in Crystal Lane that can be used for deliveries and if required, the truck can park short term in the driveway to deliver supplies to the Old Saltbush Restaurant.
8. That Item No.439.10.3 recommendation be endorsed:
 - That that complainant be advised of the Local Traffic Committee decision for the parking arrangements on Mica Lane to remain unchanged.
9. That Item No.439.8.2 recommendation be endorsed:

- That correspondence be forwarded to the complainant, advising the parking arrangements on Argent Street, adjacent to the Maari Ma Health will remain unchanged.

Executive Summary:

Under Guidelines published in March 2009 by the Roads and Traffic Authority (now known as Transport for NSW), entitled 'A guide to the delegation to councils for the regulation of traffic states':

'The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the elected Council must be referred directly to Transport for NSW or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However, if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Transport for NSW and the NSW Police and wait 14 days before proceeding.'

Report:

This report is to provide Council with the minutes and action list of the Local Traffic Committee meeting, held on Tuesday, 10 October 2023 which details recommendations to Council for consideration of endorsement.

Strategic Direction:

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

Relevant Legislation:

- *Road Transport (Safety and Traffic Management) Regulation 1999*, and
- Road Rules 2008
- A guide to the delegation to councils for the regulation of traffic (guidelines)

Financial Implications:

Financial implications for any of the recommendations to Council will be detailed in the LTC minutes, if relevant.

Attachments

1. Minutes of the Local Traffic Committee - Meeting No. 440, held on Tuesday, 10 October 2023

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL
GENERAL MANAGER

LOCAL TRAFFIC COMMITTEE

MINUTES OF MEETING No.440

Meeting held on Tuesday, 10 October 2023

Meeting commenced at 2pm

Location: First Floor Meeting Room, Council Administrative Centre

440.1 Acknowledgment of Country

Council's Projects Engineer, Faisal Salah chaired the meeting and welcomed all representatives present and recited the 'Acknowledgment of Country.'

"We pay respect to the Traditional Owners of the Broken Hill region, 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 their Elders past, present, and emerging."

440.2 Present

Faisal Salah	Projects Engineer (Acting Chairperson)
David Vant	Road Safety and Traffic Management, Transport for NSW (TfNSW) (Representative)
Yvette Smith	Acting Inspector, NSW Police (Representative)
Barry Walker	Compliance Officer (Council Observer)
Councillor Marion Browne	Councillor Delegate (Observer)
Tanya Ralph	Administrative Officer (Council - Minute Taker)

440.3 Apologies

Jenene House	Associate Community and Safety Partner – Far West Precinct, Transport for NSW (TfNSW) (Representative)
Peter Beven	Local Member Delegated Representative
Codie Howard	Director Infrastructure & Environment (Council Representative – Chairperson)
Chris Wallace	Inspector, NSW Police (Representative)

440.4 Absent - NIL

440.5 Disclosure of Interest – NIL

440.6 Adoption of Previous Minutes

Minutes from previous meeting held on **Tuesday, 5 September 2023** to be confirmed at the next meeting, due to unavailability of previous meeting attendees to confirm minutes.

Moved:

Seconded:

440.7 Council Resolutions

The Committee Recommendations shown below were adopted by Council at its meeting held on **Wednesday, 27 September 2023**.

ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 192/23 - DATED SEPTEMBER 14, 2023 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.439, HELD ON TUESDAY, 5 SEPTEMBER 2023 D23/50158

RESOLUTION

Resolved

Minute No. 47343

Councillor M Browne moved)
Councillor R Algate seconded)

1. That Broken Hill City Council Report No. 192/23 dated September 14, 2023, be received.
2. That the minutes of the Local Traffic Committee – Meeting No. 439, held on Tuesday, 5 September 2023 be endorsed.
3. That Item No. 439.8.1 recommendation be endorsed:
 - That a response be provided advising Uber services are permitted to park in 'Loading Zones' and 'No Parking' areas for the purpose to drop off and pick up passengers, loading or unloading items, for less than two minutes, with the driver remaining within 3 meters of the vehicle.
4. That Item No. 439.8.2 recommendation be endorsed:
 - That Council develop a concept plan for the three angle parking spaces, located between the two driveways for Hungry Jacks on Argent Street, to be changed to two parallel parking spaces.
5. That Item No. 439.8.3 recommendation be endorsed:
 - That Council place Variable Message Signs (VMS) boards on Horsington Drive during the period for the Mundi Mundi Bash in 2024.

CARRIED UNANIMOUSLY

440.8 Correspondence In

Item No.	EDRMS No.	Details
440.8.1	D23/48853	Parking issues on Argent Street, adjacent to Hungry Jacks and on the opposite side of Argent Street, adjacent to Maari Ma Health

440.9 Correspondence Out

Item No.	EDRMS No.	Details
438.8.1	D23/51378	Request to access local roads for Damascus College, Ballarat Victoria's Sustainable Race Team – Request for additional information for Transport for NSW
437.8.1	D23/46607	Committee Response - Request for disability parking on Oxide Street, between Argent and Crystal Streets in vicinity of Camille's Salon

440.10 General Business

Item No.	EDRMS No.	Details
440.10.1	N/A	Request for pedestrian crossing on Blende Street adjacent to the Visitor Information Centre.
		<p>The Local Traffic Committee reviewed a request to install a pedestrian crossing on the west side of the Blende and Bromide Streets roundabout, to enable safe passage from the Visitor Information Centre (VIC) to the Lions Parks at the Kintore Reserve, being the starting point for the Heritage Walk Tours.</p> <p>Concern has been raised, relating to the safety of the Heritage Walk Tour participants, when crossing Blende Street to access the Lions Park for the start of a tour. The Blende and Bromide Streets roundabout is very busy, with the line of sight of motorist obstructed by parked vehicles, when approaching/existing the roundabout. This makes it difficult for motorists to see pedestrians, resulting in some near misses being identified by Council.</p> <p>Yvette Smith noted, this matter was previously discussed by the Local Traffic Committee a few years ago, when she was last a representative for the Committee. At that time it was determined a pedestrian crossing would not meet Transport for NSW requirements.</p> <p>David Vant advised that a pedestrian crossing is not warranted and does not meet Transport for NSW requirements. The proposed pedestrian crossing would be too close to the roundabout.</p> <p>Faisal Salah also identified a pedestrian crossing would not be supported. Parking in the area would be affected and/or reduced.</p> <p>David Vant advised that a full road safety audit would need to be developed by Council, to then be reviewed by the Transport for the NSW. This would include a sight inspection and observation of the area to determine the volume of traffic.</p> <p>The following options were suggested by the Committee:</p>

		<ul style="list-style-type: none"> • Tours start at the VIC, instead of Lions Park. • Tour guides (volunteers) give a safety briefing to participants before commencement of tours, including the need to adhere to road rules. • That the starting route for the tours be reviewed and consider heading in a different direction, such as Argent Street. • That the number of participants in each tour group be reduced to a manageable number for one tour guide, or that an additional tour guide be included, when there are more than 10 participants booked for a tour. <p>Another option discussed was for the proposed pedestrian crossing to be raised and for Council to engage a Road Safety Auditor to undertake a survey of the area.</p> <p>Recommendation:</p> <p><i>That further investigation be undertaken by Council and a risk assessment of the Heritage Walk Tour route be completed by Council's Corporate Risk team to determine a safer route.</i></p> <p>Moved : Yvette Smith</p> <p>Second: David Vant</p> <p>All in favour</p>
Item No.	EDRMS No.	
440.10.2	D23/52798 D23/56765	Request for review of 'No Parking' sign along Crystal Lane, between Bromide and Sulphide Streets.
		<p>The Committee were asked to review parking on Crystal Lane, between Bromide and Sulphide Streets, to allow parking for business owners, or determine if there is a permit that can be issued to the business owner to park in a 'No Parking' area.</p> <p>Crystal Lane, between Bromide and Sulphide Streets, is 'No Parking'. These 'No Parking' signs were recently replaced by Council, due to the condition of the signs being faded.</p> <p>Recommendation:</p> <p><i>That the parking arrangements on Crystal Lane, between Bromide and Sulphide Streets, remain unchanged and that the complainant be notified to comply with parking rules and regulations.</i></p> <p>Moved: Yvette Smith</p> <p>Second: David Vant</p> <p>All in favour</p>

Item No.	EDRMS No.	
440.10.3	N/A	Request for 'No Parking' on Bromide Street, between Blende and Beryl Streets.
		<p>The Committee have been asked to consider the installation of 'No Parking' signs, between Blende and Beryl Streets.</p> <p>Sixth Rental trucks and other vehicles towing caravans, park in this area, obstructing line of sight for motorist, reducing the sight distance.</p> <p>Recommendation:</p> <p><i>That Council install 'No Parking' signs on either side of Bromide Street, between the Blende and Beryl Street roundabouts.</i></p> <p>Moved: Yvette Smith</p> <p>Second: David Vant</p> <p>All in favour</p>

440.11 Action Item List

Date	Item Details
August 2023	Request to access local roads for Damascus College, Ballarat Victoria's Sustainable Race Team to raise money for cancer research – Monday, 9 October 2023.
Item No.	438.8.1
EDRMS No.	N/A
CRM No.	D23/38785
Responsible Officer	Director Infrastructure & Environment
Current Status	Complete
Date	Committee Recommendation/s
September 2023	<i>That the comments provided by Transport for NSW, be forwarded to the event organiser from Damascus College, Ballarat Victoria's Sustainable Race Team, to provide the supporting information back to Council.</i>
August 2023	<ul style="list-style-type: none"> • <i>That the Local Traffic Committee supports the request from Damascus College, Ballarat Victoria's Sustainable Race Team to access Broken Hill's local roads for the fundraiser in principle, dependent on Transport for NSW comments following review.</i> • <i>That the coordinator of the Sustainable Racing Team at Damascus College, Ballarat be advised of the Committee determination.</i>

Action Date	Running Actions
October 2023	<p>The event organiser for the Damascus College B2B road journey, informed the Local Traffic Committee, the event has been postponed until May 2024. Refer to notification email D23/55262 in Content Manager.</p> <p>Further consultation with Transport for NSW will be arranged by the event organiser and the Local Traffic Committee will readdress this matter when notification of the new date is received.</p>
September 2023	<p>The request was forwarded to Transport for NSW, Customer Operations Planner, Joel Breaden following the August meeting, to review and the following comments and requests were received:</p> <ul style="list-style-type: none"> • The event proponent states in his email below that the 'recumbent electric assist bike' is road legal however, this doesn't necessarily mean that it is road registered. There are rules relating to the use of vehicles on roads, and the event proponent would need to ensure their vehicle and those driving it comply with any applicable registration provisions and road transport legislation ie, is it registered? If not, is it exempt from the registration provisions? • The event proponent also mentions that the trike is limited to 250 watts of power and the approximate road speed is 40 to 70 km/h. If this speed is the actual speed of the electric assist bike, there are serious concerns about the safety of the secondary school students who will be riding the trike, especially in high-speed road environments such as the Silver City Highway, which is trafficked by significantly larger heavy vehicles (road trains). Its power and speed may also mean certain registration and licensing requirements apply. • A specific Traffic Management Plan (TMP) should also be developed and submitted. The TMP should set out the traffic management arrangements required to facilitate the event, to ensure it can be safely implemented with appropriate consideration and management of all risks. TMPs would usually include things like the event description, risk management, how other road users and the community will be impacted, staging plans or schedules, specific traffic management elements including Traffic Guidance Schemes (TGS) etc. TMPs and TGSs must be developed by suitably accredited persons, which are usually traffic management companies. It is the responsibility of the event organiser to arrange these. • The proposed travel arrangement diagram included is not adequate. Advanced warning/escort vehicle arrangements need to be detailed and reflect the various road conditions the event will be conducted on ie, the requirements for a 50 km/h zone may be different to the requirements of travel in a 110 km/h zone, to manage the different risks. Distances between escort vehicles should be indicated as well as specific vehicle mounted warning signs. • There are concerns with the use of buses as escort/advance warning vehicles. The rear bus is towing a trailer which is fitted with flashing lights and signage. <p>Recommendation:</p> <p>That the comments provided by Transport for NSW, be forwarded to the event organiser from Damascus College, Ballarat Victoria's Sustainable Race Team, to provide the supporting information back to Council.</p>

	<p>Moved: Jenene House</p> <p>Second: Codie Howard</p> <p>All in favour</p> <p>It was determined they will only be accessing regional roads.</p> <p>No further action required by the Local Traffic Committee.</p>
August 2023	<p>The Local Traffic Committee received notification from Damascus College, Ballarat Victoria's Sustainable Race Team, advising they are planning a journey for a recumbent electric assist trike to travel over a five-day period, from Broken Hill to Ballarat, to raise money for cancer research.</p> <p>They are seeking permission to access local roads for the commencement of the fundraiser in Broken Hill on Monday, 9 October 2023.</p> <p>Jenene House will review the plans and maps provided and will provide the Committee an update following the meeting. The request has also been forwarded to Transport for NSW, Customer Operations Planner, Joel Breden to review.</p> <p>Details provided show two buses that will be positioned at the front and rear of the trike for the entire journey.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> • That the Local Traffic Committee supports the request from Damascus College, Ballarat Victoria's Sustainable Race Team to access Broken Hill's local roads for the fundraiser in principle, dependent on Transport for NSW comments following review. • That the Coordinator of the Sustainable Racing Team at Damascus College, Ballarat be advised of the Committee's determination. <p>Moved: Codie Howard</p> <p>Second: Chris Wallace</p> <p>All in favour</p>
Date	Item Details
June 2023	Race across NSW (Board2Beach) Traffic and Transport Management Plan – 21 September to 2 October 2023 – Charity Run to raise money for Burns Unit at Westmead Children's Hospital.
Item No.	436.8.9
EDRMS No.	D23/27563
CRM No.	N/A
Responsible Officer	Director Infrastructure & Environment
Current Status	Complete

Date	Committee Recommendation/s
	Nil
Action Date	Running Actions
October 2023	<p>The event organiser for the Race Across NSW (Boarder2Beach), notified the Local Traffic Committee, this event has been postponed, due to Rob Mason sustaining an injury. They will look at restarting this run next year. Refer to email notification D23/51557 in Content Manager.</p> <p>The Local Traffic Committee will readdress this request when notification is received by the event organiser.</p>
September 2023	<p>Jenene House advised that the TGS and traffic control plans outlined in the Traffic Management Plan provided by the event organiser were not attached the notification email.</p> <p>Council has requested this information be provided. Once received the plans will be forwarded to the Committee to review.</p>
August 2023	<p>Jenene House advised the Committee she will check the progress of the review being undertaken by Customer Operations Planner, Transport for NSW, Joel Breaden and will provide an update to the Committee at its September 2023 meeting.</p>
July 2023	<p>Jenene House informed the Committee the request for the Boarder2Beach event has been forwarded to Joel Breaden, Customer Operations Planner/Customer Coordination and Service Delivery Regional and Outer Metropolitan, Transport for NSW to review. He determined a majority of the event is along state roads, with a large portion of which, is not suitable or safe for this type of event to be conducted on. There is also no TGS indicating escort vehicle arrangements. However, the TMP provided by the event organiser does provide some mention of the use of one or more escort vehicles, although what that actually looks like cannot be determined based on the amount of information provided.</p> <p>Council has requested the event organiser to provide a more detailed plan for the escort vehicles to Transport for NSW to assist with their review.</p>
June 2023	<p>The Committee have been asked to review the request for a solo Charity Run from Broken Hill to Bondi Beach, conducted by NSW Fire and Rescue Officer Rob Mason, which will commence 21 September to 2 October 2023. The Charity Run is raising money for the burn's unit at Westmead Children's Hospital.</p> <p>The organiser of the event has mentioned the Charity Run is classified as a Class 4 event and consent is not required.</p> <p>Jenene House will liaise with Transport for NSW – Customer Operations Planner and ask them to review the proposal, as the Police are required to manage a Class 4 event. The Committee will be provided an update at the next meeting.</p>

Date	Item Details
July 2023	Request for Disabled Parking Space adjacent to Camille's Salon in Oxide Street
Item No.	437.8.1
EDRMS No.	D23/33608
CRM No.	N/A
Responsible Officer	Director Infrastructure & Environment
Current Status	Complete
Date	Committee Recommendation/s
October 2023	<i>That the parking arrangements on Oxide Street, between Argent Street and Crystal Lane remain unchanged and there be no further action required by the Local Traffic Committee.</i>
July 2023	<ul style="list-style-type: none"> • <i>That correspondence be sent to the respondent to inform of the requirement and rules for use of a 'Loading Zone,' outlining parking is permitted in 'Loading Zone' for a period of two minutes, to enable drop off and pick up only, with the driver remaining within 3 meters of the vehicle.</i> • <i>That Council design a concept plan for the proposal to change the parallel parking to angle parking, to increase the number of parking spaces on Oxide Street, between Crystal and Argent Street, whilst looking at the width and sight distances to identify the need for additional parking.</i>
Action Date	Running Actions
October 2023	<p>Faisal Salah completed a review of the existing parking arrangements on Oxide Street, between Argent and Crystal Streets and measured the width of Oxide Street for the proposal to change the parallel parking to angle parking, between Argent Street and Crystal Lane. From these findings, the parking arrangements in the area will remain unchanged and Council determine there is sufficient disability parking available on Argent Street.</p> <p>Recommendation:</p> <p><i>That the parking arrangements on Oxide Street, between Argent Street and Crystal Lane remain unchanged and there be no further action required by the Local Traffic Committee.</i></p> <p>Moved: Yvette Smith</p> <p>Second: David Vant</p> <p>All in favour</p>
September 2023	A concept plan for the proposed changes will be completed by Council and provided to the Committee for discussion at the October meeting.

August 2023	<p>Council is currently reviewing the parking arrangements in Streets to identify the existing number of disability parking spaces in the area; for consideration of angle parking on Oxide Street, between Argent Street and Crystal Lane.</p> <p>Measurements of the area and a concept plan will be prepared by Council and presented to the committee for review at its September 2023 meeting.</p>
July 2023	<p>A request has been received, requesting the Local Traffic Committee consider installing disability parking spaces in the vicinity of Camille's Salon at 16 Oxide Street, or somewhere between Crystal and Argent Streets, as there are currently unavailable.</p> <p>An inspection undertaken by Council identified the closest disability parking space is located on Argent Street, adjacent to the RSL Office at 399 Argent Street and adjacent to the Workingman's Club on the opposite side of the road. These disability parking spaces are a fair distance for an elderly person to walk to Camille's Salon.</p> <p>It was determined the reason for this request was the result of the respondent being fined for parking her vehicle in the 'Loading Zone' in Crystal Lane, to drop off and walk an elderly person into Camille's Salon.</p> <p>The Committee were informed this section of Crystal Lane has a 'Loading Zone' on one side and the other side is 'No Stopping.'</p> <p>The considerations outlined by the Committee does not warrant changing the current parking arrangements. Council normally operates on a 2% of the overall parking available to disability parking.</p> <p>NSW Police representative, Chris Wallace suggested that Council consider changing the parallel parking on Oxide Street, between Crystal and Argent Streets, to angle parking to allow for additional parking.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> • <i>That correspondence be sent to the respondent to inform of the requirement and rules for use of a 'Loading Zone,' outlining parking is permitted in 'Loading Zone' for a period of two minutes, to enable drop off and pick up only, with the driver remaining within 3 meters of the vehicle.</i> • <i>That Council design a concept plan for the proposal to change the parallel parking to angle parking, to increase the number of parking spaces on Oxide Street, between Crystal and Argent Street, whilst looking at the width and sight distances to identify the need for additional parking.</i> <p>Moved: Chris Wallace Second: Jenene House All in favour</p>

Date	Item Details
September 2023	Request for 'Loading Zone' on Crystal Street for delivery trucks, adjacent to the Old Saltbush Restaurant, 1 Oxide Street.
Item No.	439.10.1
EDRMS No.	D23/47493
CRM No.	
Responsible Officer	Director Infrastructure & Environment
Current Status	Complete
Date	Committee Recommendation/s
October 2023	<i>That the proprietor of the Old Saltbush Restaurant be advised of the Local Traffic Committee's decision, not to install a 'Loading Zone' on Crystal Street. There is an existing 'Loading Zone' in Crystal Lane that can be used for deliveries and if required, the truck can park short term in the driveway to deliver supplies to the Old Saltbush Restaurant.</i>
Action Date	Running Actions
October 2023	<p>The Committee received a request for consideration of a 'Loading Zone' to be installed on Crystal Street, adjacent to the Old Saltbush Restaurant for deliveries. The Committee determined, parking in this area is unrestricted and the closest Loading Zone is in Crystal Lane.</p> <p>Barry Walker informed the Committee the truck has been seen parking in the driveway for the restaurant and double parked on Crystal Street to deliver supplies to the restaurant. When the delivery truck parks in the driveway, the length of the truck encroaches onto the roadway.</p> <p>Recommendation:</p> <p><i>That the proprietor of the Old Saltbush Restaurant be advised of the Local Traffic Committee's decision, not to install a 'Loading Zone' on Crystal Street. There is an existing 'Loading Zone' in Crystal Lane that can be used for deliveries and if required, the truck can park short term in the driveway to deliver supplies to the Old Saltbush Restaurant.</i></p> <p><i>Moved: Yvette Smith</i></p> <p><i>Second: David Vant</i></p> <p><i>All in favour</i></p> <p>No further action required by the Local Traffic Committee.</p>
September 2023	Codie Howard advised he will contact the owner of the Old Saltbush Restaurant for clarification of the request.

	An inspection of the area will be completed by Council and the findings will be discussed at the October meeting.
Date	Item Details
September 2023	Request for 'No Parking' signs in a section of Mica Lane, adjacent to the Broken Hill Public School to allow access to the rear of the property at 97 Marks Street.
Item No.	439.10.3
EDRMS No.	N/A
CRM No.	
Responsible Officer	Director Infrastructure & Environment
Current Status	Complete
Date	Committee Recommendation/s
October 2023	<i>That that complainant be advised of the Local Traffic Committee decision for the parking arrangements on Mica Lane to remain unchanged.</i>
Action Date	Running Actions
October 2023	<p>An observation of the parking on Mica Lane was completed by Council, at various times throughout the day over a couple of weeks, to determine if vehicles are parking all day in the areas adjacent to the rear gates for 97 Marks Street.</p> <p>The observation had not identified there to be an issue with vehicles parking in the parking spaces all day.</p> <p>Yvette Smith noted there are two rear gates for this property, which the resident can use to enter and exit his property.</p> <p>Recommendation:</p> <p><i>That that complainant be advised of the Local Traffic Committee decision for the parking arrangements on Mica Lane to remain unchanged.</i></p> <p><i>Moved: Yvette Smith</i></p> <p><i>Second: David Vant</i></p> <p><i>All in favour</i></p> <p>No further action required by the Local Traffic Committee.</p>
September 2023	<p>The resident at 97 Marks Street advised Council the access to rear of his property is interrupted by the line marking completed on the school side of Mica Lane.</p> <p>Codie Howard advised this matter will be carried over to the next meeting, to allow time to inspect the area of concern for action to be taken by Council.</p>

Date	Item Details
September 2023	Request to remove the three angle parking spaces on Argent Street, adjacent to Hungry Jacks.
Item No.	439.8.2
EDRMS No.	D23/31108
CRM No.	
Responsible Officer	Director Infrastructure & Environment
Current Status	Pending
Date	Committee Recommendation/s
October 2023	<i>That correspondence be forwarded to the complainant, advising the parking arrangements on Argent Street, adjacent to the Maari Ma Health will remain unchanged.</i>
September 2023	<i>That Council develop a concept plan for the three angle parking spaces, located between the two driveways for Hungry Jacks on Argent Street, to be changed to two parallel parking spaces.</i>
Action Date	Running Actions
October 2023	<p>The Local Traffic Committee, resolved at their September meeting to change the three angle parking spaces on Argent Street, adjacent to Hungry Jacks to two parallel parking spaces. This change is to enable a clear line of sight for motorists exiting the Hungry Jacks drive-thru.</p> <p>The initial request was provided to Council by Transport for NSW, on behalf of a resident. Since the previous meeting, the resident has contacted Council to express further concerns, relating to the angle parking on the opposite side of Argent Street, adjacent to Maari Ma Health. He would like to see the three angle parking spaces removed, to allow more room on the road to manoeuvre his work van around the blisters in the middle of Argent Street, prior to the Argent and Iodide Street intersection.</p> <p>Yvette Smith advised, if the angle parking adjacent to Maari Ma Health is to be changed, then Council will need to notify Maari Ma Health of any proposed changes.</p> <p>David Vant explained there could be a sight distance issue with the angle parking in the areas and the high volume of traffic needs to be considered.</p> <p>Faisal Salah advised the sight distance of the road in the area in question, is at the Australian Standard of 93 lineal meters. There is not an issue with the sight distance for the speed limit being 40km/h.</p> <p>Recommendation:</p> <p>That correspondence be forwarded to the complainant, advising the parking arrangements on Argent Street, adjacent to the Maari Ma Health will remain</p>

	<p>unchanged and the three angle parking spaces, adjacent to Hungry Jacks will be changed to two parallel spaces.</p>
	<p>Moved : Yvette Smith Second: David Vant All in favour</p>
<p>September 2023</p>	<p>The Committee received a request for the three angle parking spaces, located between the two driveways for Hungry Jacks on Argent Street, to be removed. This has been raised as a safety concern, as the line of sight for vehicles exiting the driveways is obstructed by vehicles parking in the angle parking.</p> <p>Parking in this area was identified as being parallel parking and was then changed to angle parking. The reason for the change is unknown and could have been to increase the parking spaces.</p> <p>Recommendation:</p> <p><i>That Council develop a concept plan for the three angle parking spaces, located between the two driveways for Hungry Jack on Argent Street, to be changed to two parallel parking spaces.</i></p> <p>Moved: Codie Howard Second: Jenene House All in favour</p>

439.12 Next Meeting Date: Tuesday, 7 November 2023.

439.13 Meeting Close: 2.53pm

ORDINARY MEETING OF THE COUNCIL

October 5, 2023

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 209/23

SUBJECT: ACTION LIST REPORT D23/54781

Recommendation

1. That Broken Hill City Council Report No. 209/23 dated October 5, 2023, be received.

Executive Summary:

The purpose of this report is to ensure that Council and the community are informed on the status of actions required by previous Council resolutions.

Report:

A new format Action List was presented to the June 2017 Council Meeting to provide Councillors with a clearer way of reporting on the progress of outstanding Council resolutions. As per Minute No. 45570, the Action List has been produced in the new colour coded format and shows the progress of Council' outstanding decisions (Green – completed, Yellow – in progress and Red – not yet commenced).

The Action List attached to this report covers decisions at Ordinary Council Meetings, is for information only and will be provided to Council on a monthly basis.

Discussions have been held with staff regarding the long outstanding items on the Action List, most of which are leasing/licencing matters. Staff will be working to finalise these items as a priority and/or request Council to rescind resolutions where circumstances have changed.

Community Engagement:

Nil.

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

Financial Implications:

Nil

Attachments

1. [↓](#) Action List

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

Meeting	Officer/Director	Section	Subject
<tagCommitteeText>	<tagOfficer>	<tagSection>	<tagSubject>
<tagResolution>	<tagManager>		
<tagNotes>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/07/2020	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE OF PART LOT 7315 DP 1183447 TO BROKEN HILL SPEEDWAY CLUB

Resolved

1. That Broken Hill City Council Report No. 105/20 dated July 1, 2020, be received.
2. That Council (as Trust Manager for the Willyama Common Trust) lease Part Lot 7315 in Deposited Plan 1183447 to the Broken Hill Speedway Club for the purpose of a motocross track extension and associated access.
3. That the lease term be 25 years and the annual rental be the minimum Crown Lands rental.
4. That the Mayor and General Manager be authorised to sign and execute any documents under the Common Seal of Council, the absence of a Trust Seal.

CARRIED UNANIMOUSLY

12 Aug 2020 10:00am Bartlett, Leisa
Solicitors are drawing up the licence agreement.

17 Sep 2020 3:09pm Bartlett, Leisa
Draft lease being finalised.

16 Oct 2020 9:20am Bartlett, Leisa
Draft lease with Solicitors.

10 Nov 2020 4:26pm Bartlett, Leisa
Licence is with the Broken Hill Speedway Club for signature.

30 Nov 2020 2:11pm Bartlett, Leisa
Licence with Speedway Club for signature.

12 Feb 2021 10:04am Bartlett, Leisa
Licence signed by all parties and is now with the Minister for approval.

18 Mar 2021 4:40pm Bartlett, Leisa
In progress.

16 Apr 2021 10:42am Bartlett, Leisa
In progress.

12 May 2021 12:14pm Bartlett, Leisa
In progress.

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
		10:20:47 AM

<p>17 Jun 2021 4:55pm Bartlett, Leisa Waiting on response from Local Aboriginal Land Council.</p> <p>15 Jul 2021 12:15pm Bartlett, Leisa Solicitor is awaiting a response from the Local Aboriginal Land Council.</p> <p>12 Aug 2021 3:04pm Bartlett, Leisa Council's Solilcitor is awaiting a response from the Local Aboriginal Land Council.</p> <p>15 Sep 2021 9:06am Bartlett, Leisa Council staff following up with Local Aboriginal Land Council.</p> <p>14 Oct 2021 4:12pm Bartlett, Leisa Awaiting response from Local Aboriginal Land Council.</p> <p>11 Nov 2021 9:02am Bartlett, Leisa Awaiting response from the Local Aboriginal Land Council.</p> <p>16 Dec 2021 11:51am Bartlett, Leisa Awaiting response from Local Aboriginal Land Council.</p> <p>18 Jan 2022 2:55pm Butcher, Lacey Awaiting response from Aboriginal Land Council</p> <p>15 Feb 2022 10:58am Bartlett, Leisa Awaiting response from Aboriginal Land Council.</p> <p>23 Mar 2022 2:42pm Bartlett, Leisa No change in status.</p> <p>19 May 2022 11:23am Bartlett, Leisa No change in status.</p> <p>22 Jun 2022 11:04am Guerin, Emily No change in status</p> <p>18 Jul 2022 3:07pm Guerin, Emily No change in status</p> <p>24 Aug 2022 3:28pm Bartlett, Leisa No change in status.</p> <p>07 Sep 2022 3:24pm Guerin, Emily - Reallocation Action reassigned to Mason, Michael by Guerin, Emily</p> <p>20 Sep 2022 12:16pm Guerin, Emily No change in status.</p> <p>18 Oct 2022 9:36am Guerin, Emily Still awaiting response from Aboriginal Land Council. Further follow up with LALC to again occur.</p> <p>16 Nov 2022 8:25am Guerin, Emily No change in status</p> <p>13 Dec 2022 8:56am Guerin, Emily No change in status</p> <p>17 Jan 2023 11:16am Guerin, Emily No change in status</p> <p>13 Feb 2023 11:43am Guerin, Emily No change in status</p> <p>21 Mar 2023 1:29pm Guerin, Emily No change in status</p>

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
		10:20:47 AM

18 Apr 2023 11:20am Guerin, Emily No change in status
23 May 2023 8:48am Butcher, Lacey No change in status
14 Jun 2023 11:34am Guerin, Emily - Reallocation Action reassigned to Howard, Codie by Guerin, Emily
20 Jun 2023 8:49am Butcher, Lacey No change in status
22 Aug 2023 10:50am Falkner, Georgina No change in status
20 Sep 2023 10:31am Howard, Codie No change in status.
11 Oct 2023 1:14pm Falkner, Georgina No change in status.

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/03/2021	Howard, Codie Nankivell, Jay	Notice of Motion	STREET LIGHTING

Resolved

1. That Motions of Which Notice has been Given No. 8/21 dated March 19, 2021, be received.
2. That Broken Hill City Council prepares a report to be tabled at the May 2021 Council Meeting regarding the installation of street lighting on Holten Drive, McGillivray Drive and Federation Way.
3. That at the end of the roll-out of the Southern Lights project, an assessment be undertaken of any further need for street lighting including the lighting to the roads mentioned in part 2 (Holten Drive, McGillivray Drive and Federation Way).

CARRIED

16 Apr 2021 10:53am Bartlett, Leisa Report being prepared for the May Council Meeting.
12 May 2021 4:35pm Bartlett, Leisa Awaiting advice on public lighting code requirements, prior to report being finalised.
20 Jul 2021 1:45pm Bartlett, Leisa Report still being completed. Meeting with Essential Energy delayed due to COVID-19.
12 Aug 2021 3:07pm Bartlett, Leisa Meeting with Essential Energy delayed due to COVID-19.
14 Sep 2021 4:36pm Bartlett, Leisa Meeting with Essential Energy delayed due to COVID-19.
12 Oct 2021 11:09am Bartlett, Leisa

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
		10:20:47 AM

- Meeting with Essential Energy delayed due to COVID-19.
- 11 Nov 2021 9:03am Bartlett, Leisa**
Discussions being held with Southern Lights Group around long term ownership of street lights and installation of new poles.
 - 16 Dec 2021 11:52am Bartlett, Leisa**
Discussions ongoing.
 - 18 Jan 2022 2:57pm Butcher, Lacey**
Discussions ongoing
 - 15 Feb 2022 11:00am Bartlett, Leisa**
Discussions ongoing
 - 21 Mar 2022 3:15pm Bartlett, Leisa**
Discussions ongoing.
 - 19 Apr 2022 3:01pm Bartlett, Leisa**
Southern Lights Project still being carried out by South West joint organisation, with discussions ongoing.
 - 19 May 2022 11:25am Bartlett, Leisa**
Engagement of lighting engineer commenced for assessment of current lighting and requirements to meeting the public lighting code.
 - 22 Jun 2022 9:43am Guerin, Emily**
No change in status
 - 18 Jul 2022 1:34pm Guerin, Emily**
Request for Quotation for street lighting assessment have been sent out and are awaiting response
 - 24 Aug 2022 3:25pm Bartlett, Leisa**
Quotations have been received and are currently being evaluated.
 - 14 Sep 2022 10:53am Guerin, Emily**
Awaiting schedule from contractors on when works can be completed
 - 18 Oct 2022 9:27am Guerin, Emily**
No change in status
 - 21 Nov 2022 2:20pm Guerin, Emily**
Assessment currently being completed
 - 13 Dec 2022 11:51am Guerin, Emily**
No change in status
 - 16 Jan 2023 2:23pm Guerin, Emily**
Report from assessment due in February 2023
 - 13 Feb 2023 2:07pm Guerin, Emily**
No change in status
 - 23 Mar 2023 9:49am Guerin, Emily**
Assessment has been completed and data recieved. Report will be prepared and presented to April Works Committee for comment.
 - 19 Apr 2023 11:25am Guerin, Emily**
Data is still being interpreted and integrated into Council's GIS System
 - 24 May 2023 8:36am Butcher, Lacey**
Data transfer is ongoing
 - 21 Jun 2023 3:44pm Butcher, Lacey**
No change in status
 - 23 Aug 2023 11:51am Howard, Codie**
No change in status
 - 20 Sep 2023 10:39am Howard, Codie**

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

No change in status.
18 Oct 2023 8:43am Howard, Codie
 No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/05/2021	Howard, Codie Nankivell, Jay	Reports	UPDATE ON PROPOSED ACQUISITION OF FEDERATION WAY

Resolved

1. That Broken Hill City Council Report No. 75/21 dated April 27, 2021, be received.
2. That Council note the progress update on the proposed acquisition of Federation Way.
3. That Council seek to negotiate an Indigenous Land Use Agreement (ILUA) with the Barkandji Corporation, to allow Council to acquire the Crown Land while preserving the Barkandji's Native Title rights and interests.
4. That the Mayor and General Manager be authorised to negotiate the terms and conditions of the proposed Indigenous Land Use Agreement (ILUA) with the Barkandji Corporation; and that at the finalisation of negotiations, a report be provided to Council advising the outcome of the negotiations for Council's approval to enter an ILUA with the Barkandji Corporation.

CARRIED UNANIMOUSLY

18 Jun 2021 3:31pm Bartlett, Leisa
 All parties agreed to extension of acquisition timeline. Native Title negotiations to commence in July.

15 Jul 2021 12:23pm Bartlett, Leisa
 In progress - Solicitors working out date for negotiations.

12 Aug 2021 3:09pm Bartlett, Leisa
 Meeting re negotiations delayed due to COVID-19.

26 Aug 2021 3:27pm Falkner, Georgina - Completion
 Action completed by Bartlett, Leisa

15 Sep 2021 9:10am Bartlett, Leisa
 Meeting likely to be organised remotely due to COVID-19. Solicitors are currently trying to organise potential dates.

14 Oct 2021 4:16pm Bartlett, Leisa
 Meeting proposed for early November 2021.

11 Nov 2021 9:05am Bartlett, Leisa
 Initial meeting held, further negotiations to continue.

16 Dec 2021 11:57am Bartlett, Leisa
 Further negotiations continuing.

18 Jan 2022 2:59pm Butcher, Lacey
 Further negotiations continuing

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
		10:20:47 AM

<p>15 Feb 2022 11:07am Bartlett, Leisa Negotiations continuing.</p> <p>23 Mar 2022 2:43pm Bartlett, Leisa No change in status.</p> <p>19 Apr 2022 10:14am Bartlett, Leisa An update report regarding the progress of this matter is provided to the April 2022 Health & Building Committee Meeting.</p> <p>19 May 2022 11:26am Bartlett, Leisa On hold, pending further discussion with Crown Lands as per the April 2022 Council Meeting Resolution.</p> <p>22 Jun 2022 11:28am Guerin, Emily Correspondence sent to Crown Lands</p> <p>18 Jul 2022 3:08pm Guerin, Emily No change in status</p> <p>24 Aug 2022 3:31pm Bartlett, Leisa No change in status.</p> <p>07 Sep 2022 3:25pm Guerin, Emily - Reallocation Action reassigned to Mason, Michael by Guerin, Emily</p> <p>20 Sep 2022 12:16pm Guerin, Emily No change in status.</p> <p>18 Oct 2022 9:46am Guerin, Emily No change in status</p> <p>16 Nov 2022 8:26am Guerin, Emily No change in status</p> <p>13 Dec 2022 8:56am Guerin, Emily No change in status</p> <p>17 Jan 2023 11:17am Guerin, Emily No change in status</p> <p>13 Feb 2023 11:43am Guerin, Emily No change in status</p> <p>21 Mar 2023 1:30pm Guerin, Emily No change in status</p> <p>18 Apr 2023 11:23am Guerin, Emily No change in status</p> <p>23 May 2023 8:49am Butcher, Lacey No change in status</p> <p>14 Jun 2023 11:34am Guerin, Emily - Reallocation Action reassigned to Howard, Codie by Guerin, Emily</p> <p>20 Jun 2023 2:22pm Falkner, Georgina No change in status</p> <p>23 Aug 2023 11:51am Howard, Codie No change in status</p> <p>20 Sep 2023 10:39am Howard, Codie No change in status.</p> <p>11 Oct 2023 1:15pm Falkner, Georgina No change in status.</p>
--

For Action

Division: Ordinary Council
Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

Date From: 1/04/2018
Date To: 18/10/2023

Printed: Wednesday, 18 October 2023
10:20:47 AM

Meeting	Officer/Director	Section	Subject
Ordinary Council 12/01/2022	Nankivell, Jay Nankivell, Jay	Council Resolution	Council Resolution
Resolved			
<ol style="list-style-type: none"> 1. That the Mayoral Minute 2/22 dated the 12/01/22 be received. 2. That an Ordinary Council Meeting be held on the 27/01/2022 at 6.30pm. 3. That a workshop be held on Wednesday 19/01/2022 at 5.30pm to organise amendments to Council's Code of Meeting Practice, so that the public forum will be part of Councils Ordinary and Extraordinary Meetings. Other amendments to the Code of Meeting Practice will also be made, that the amendments discussed will be put in a draft form for adoption at the January Council Meeting on Thursday 27/01/2022. 4. That Council immediately advertises for community groups interested in hosting public meetings to discuss Council matters. The public meetings will be held monthly and business forums bi-monthly; that a report will be presented to the February 2022 meeting of Council about potential arrangements for public meetings. 5. That at the February 2022 meeting of Council, Councillors are to be presented with the required policies, with amendments included, that will allow for cash payments to be accepted at all Council operated facilities. 6. That a workshop will be held to discuss amendments to the following policies, The Code of Conduct, Compliance and Enforcement Policy, Debt Recovery Policy, Local Orders Policy, Media Relations Policy, Social Media Policy and Tree Management Policy. 7. That all expenditure, plans and actions related to the development of the Council's Library hub be abandoned and that the General Manager be invited to present a report to the Council Meeting on 27/1/2022 outlining the use of federal grant money for a purpose built archive that is located in the proposed position of the Library hub. The report will include staffing requirements. 8. That the General Manager be invited to advertise for expressions of interest for a community group to facilitate the removal and replacement of the gateway signage, that Councillors are presented with a report at the February 2022 Council Meeting detailing the cost of replacing one of the gateway signs with a sign chosen by Deanna Spicer from her designs. 			

For Action

Action Sheets Report

Division: Ordinary Council
Committee:
Officer:
Further Report Required: Including Further Reports

Date From: 1/04/2018
Date To: 18/10/2023

Printed: Wednesday, 18 October 2023
10:20:47 AM

9. That the General Manager be invited to provide a report to Council with options on how to manage a complaints committee that is operated locally, the committee will deal with disputed fines and disputed orders.
10. 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.
11. That the General Manager be invited to provide a report to Council detailing the requirements for dedicated full time Council employed staff to maintain footpaths and nature strips.
12. That the over \$6M collected from waste disposal from the Wentworth to Broken Hill pipeline is removed from the Library hub project reserve and placed into a general projects reserve.
13. That Council forms a 355 committee that deals with all matters that affect our senior citizens and that the formation of the committee is to be advertised to the community for membership and expressions of interest.
14. That Council forms a 355 committee that has the role to bring projects and services to the city that benefit young children, teenage children and young adults and that the formation of the committee will be advertised and expressions sought.
15. That the General Manager be invited to provide a report to Council detailing what amendments need to be made to the constitutions of all Council 355 committees as to provide more autonomy to the committees to operate and manage Council facilities.
16. That the Mayor be invited to organise a meeting with the Local Member Roy Butler and Essential Water as early as possible to significantly accelerate the process to open the Imperial Lake. That a site visit is organised with Essential Energy for Councillors to view the Imperial Lake. That the General Manager be invited to obtain an independent engineers report into the safety of the dam wall. Expressions of interest are advertised immediately for community representation on a working group to facilitate volunteers and the opening of the Lake and that Landcare and RANA are contacted to gauge interest.
17. That options to increase street lighting be referred to the Policy and General committee.

For Action

Division: Ordinary Council
Committee:
Officer:
Further Report Required: Including Further Reports

Date From: 1/04/2018
Date To: 18/10/2023

Printed: Wednesday, 18 October 2023
10:20:47 AM

18. That the General Manager be invited to immediately advertise for expression of interest from the community to form a working party to provide Council with advice on projects that Council undertakes, with a view to reduce the Council's reliance on consultants.
19. That the General Manager be invited to hold a workshop to explain to Councillors how line budgets will be implemented for the 2022/23 budget.
20. That the Mayor be invited to host a meeting with the Local State Member Roy Butler and the Local Federal Member Mark Coulton and that John Lynch, and a representative from the RFDS are invited to discuss proposals and options for an airport upgrade and options.
21. That options to increase childcare be referred to the Policy and General committee.
22. That the Works committee discuss and provide options for the removal of residential waste gate charges, this will also apply to commercial businesses that are disposing of residential rubbish, the committee will also discuss greenwaste and other recycling options. Any findings will be discussed at a number of public meetings.
23. That the General Manager be invited to provide the Council with a report detailing the legal expenditure to defend against the Ombudsman's report into the Occupation Certificate and Civic Centre usage. The report will detail any decision to expend funds to mount such defence. This report will be provided to the February 2022 meeting.
24. That the General Manager be invited to hold a workshop on 24/01/2022 at 5.30 pm to provide Councillors with all reports and information pertaining to the Civic Centre litigation.
25. That the Policy and General committee consider proposals to reduce commercial and industrial rates and to make residential rates more equitable.
26. That the General Manager be invited to advertise for expressions of interest to paint murals and provide other street art and that a report be provided at the January 27th 2022 meeting explaining why the proposed mural in Argent Street from the Country Women's Association was rejected and options to invite them to resubmit their application.
27. That the Policy and General committee investigate the cost for Council to provide more focus on applying for grant funding and the opportunity to apply for grants for local organisations as a fee for service.

For Action

Action Sheets Report

Division:
Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

Date From: 1/04/2018
Date To: 18/10/2023

Printed: Wednesday, 18 October 2023
10:20:47 AM

28. That the Mayor be invited to send correspondence to the Local State Member Roy Butler asking that he make representations to the State Government on behalf of the Broken Hill community to have a permanent Wentworth pipeline subsidy implemented. That the State Member be asked to facilitate a meeting with the appropriate Minister to meet with himself and the Mayor to discuss the subsidy.
29. That the General Manager be invited to provide Council with a report at the on the progress of the Netball, Norm Fox redevelopment and a tour is organised for Councillors to see all Council parks, ovals and sporting facilities.
30. That the General Manager be invited to organise a meeting with IPART and Essential Energy to discuss options to increase water usage at a lower cost so that the city can be greened.
31. That the Mayor be invited to send correspondence to the Local Member Roy Butler to ask him to organise a meeting with the appropriate Ministers to discuss the management of the Menindee Lakes and the Darling River.
32. That General Manager be invited to immediately advertise for expressions of interest from the community to remove dead trees.
33. That the Works committee investigate options to plant different tree species that are asset friendly and fast growing.
34. That the General Manager be invited to provide Councillors with a report on options to address the issues of roaming dogs and cats. That a meeting be organised of the committee that was formed to address this issue and the findings referred to the Policy and General committee.
35. That the General Manager be invited to provide a report about the process to get funding for a mining, truck, car and motorbike museums. The report will include previous reports on the matters and the offer made by Perilya a number of years ago about mining assets.
36. That the General Manager advertise for expressions of interest to form a working group to address the homeless issue, drug and alcohol use and suicide prevention.
37. That the General Manager be invited to provide a report to Council detailing options to facilitate a truck wash and truck stop.

For Action	Division: Committee: Ordinary Council	Date From: 1/04/2018 Date To: 18/10/2023
Action Sheets Report	Officer: Further Report Required: Including Further Reports	Printed: Wednesday, 18 October 2023 10:20:47 AM

- 38. That the General Manager be invited to provide a report to the January meeting about any positions in the employee structure that remain unfilled and the expense to date for wages compared to the budgeted amount. Also the expected wage amount to year end with only the current positions filled.
- 39. That the General Manager be invited to contact the appropriate Aboriginal organisations to facilitate communication for the purpose of establishing a green space at the rear of Creedon Street.
- 40. That the General Manager provides a report to the January 27 2022 Ordinary Council Meeting outlining timelines for the implementation of the resolutions of Mayoral Minute No. 2/22.

CARRIED

21 Jan 2022 5:25pm Bartlett, Leisa

2. - COMPLETE, 3. - COMPLETE. Draft for public exhibition presented to the January Council Meeting., 4. - Report to be presented to the February Council Meeting., 5. - Report to be presented to the February Ordinary Council Meeting, 6. - Workshops to be scheduled during February to enable consideration of amended policies at the March Committee meetings., 7. - Report presented to the January Council Meeting., 8. - Report to be presented to the February Council Meeting., 9. - Report to be presented to the March Policy & General Committee Meeting., 10. - Report to be presented to the March Ordinary Council Meeting, 11. - Workshops to be held with Council through the development of the 2022/23 Operational Plan and Resourcing Strategy, with a report provided to the April 2022 Policy & General Committee., 12. - Internal transfer of reserves has been completed. An updated internal reserve table will be presented as part of the December Quarterly Review Report., 13. - A workshop will be held with Councillors in March to formulate a TOR for presentation to the March Committee Meetings., 14. - A workshop will be held with Councillors in March to formulate a TOR for presentation to the March Committee Meetings., 15. - Report to be presented to the March Works Committee meeting., 16. - Site visit being arranged with Essential Water for the week commencing 31 January 2022., 17. - Options to be presented at the April Works Committee meeting., 18. - Projects Steering Group Terms of Reference to be formulated and presented to the February Ordinary Council Meeting., 19. - Workshops to be held during March 2022 as part of the 2022/23 budget process., 20. - Meeting to be scheduled for February 2022., 21. - Further consultation with Foundation Broken Hill is recommended during February 2022 with options for Council support to be presented to the March Health and Building Committee Meeting., 22. - to occur during March 2022 as part of the 2022/23 budget process., 23. - Report to be presented to the February Council Meeting., 24. - Workshop held on 24 January 2022., 25. - to occur during March 2022 as part of the 2022/23 budget process., 26. - Report presented at this Council Meeting. EOI for murals and street art in accordance with Council's Public Art Policy to be advertised in February 2022., 27. - This will be workshopped with Council through the development of the 2022/23 Operational Plan and Resourcing Strategy, with a report provided to the April Policy and General Committee meeting., 28. - Letter being drafted., 29. - Report presented to January Council Meeting with site visits and further workshops scheduled for February., 30. - Meeting to be organised for February 2022., 31. - Letter being drafted., 32. - EOI to be advertised during February 2022 following the results of the tree audit to identify high priority areas of removal in the first instance., 33. - Tree Management Policy and Tree Management Plan to be workshopped with Councillors during February 2022 for presentation to the March Works Committee Meeting., 34. - Report will be provided to Councillors in March 2022, following the commencement of Council's recently appointed Executive Manager Planning and Community Safety., 35. - Priority projects and funding to be discussed and workshopped as part of the development of the 2022/23 Operational Plan and Resourcing Strategy., 36. - Working Groups Terms of Reference to be developed in consultation with the appropriate stakeholders and presented to the April Health and Building Committee Meeting., 37. - Report to be presented to the February Council Meeting for further consideration to occur as part of the 2022/23 budget process., 38. - Report presented to the January Council Meeting - COMPLETE, 39. - Contact and further investigation to occur during February 2022 when appropriate Officers return from leave., 40. - Report presented to January Council Meeting - COMPLETE

11 Feb 2022 5:02pm Bartlett, Leisa

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023 Printed: Wednesday, 18 October 2023 10:20:47 AM
------------	--	---

2 - COMPLETE. 3 - Code of Meeting Practice Policy placed on public exhibition-COMLETE. 4 - Report prepared to February Council Meeting regarding Business Meetings. 5 - Report prepared to February Council Meeting - COMPLETE. 6 - Workshops scheduled for 7&9 March 2022. 7 - Report presented to 27/01/22 Council Meeting - COMPLETE. 8 - Report presented to February Council Meeting tracking of further action will continue with that report resolution - COMPLETE. 9 - Report to be presented to March Policy and General Committee Meeting. 10 - Report prepared for February Council Meeting and tracking of further action will continue with that report resolution - COMPLETE. 11 - to be included in Budget Workshops with a report to April Policy & General Committee. 12 - Funds moved, adjustments to be made in Quarter 3 budget review report. 13&14 Report to February Council Meeting and tracking of further action will continue with that report-COMLETE. 15 - Report to be presented to March Works Committee. 16 - Site visit has been held. 17 - Report to be presented to April Works Committee. 18 - Report to February Council Meeting and tracking of further action will continue with that report resolution - COMPLETE. 19 - Budget workshops to be held in March. 20 - Meeting scheduled for 21/02/22. 21. Meeting being scheduled with Foundation Broken Hill. 22 - To be discussed during Budget workshops in March. 23 - Report prepared for February Council Meeting - COMPLETE. 24 - Councillor Briefing has been held - COMPLETE. 25 - To be included in Budget workshops in March. 26 - Report presented to February Council Meeting and advertising to occur in February. 27 - To be workshopped with Operational Plan 2022/23 and a report to the April Policy & General Committee. 28 - Draft Letter with Mayor for signature. 29 - Report was presented to 27 January Council Meeting, site visit scheduled for 25/2/22. 30 - Meeting being scheduled. 31 - Draft Letter with Mayor for signature. 32 - EOI to be advertised following completion of the Tree Audit. 33 - Policy workshop being scheduled. 34 - Report to be presented to March Policy and General Committee. 35 - To be included in Operational Plan 2022/23 workshop. 36 - Report prepared to February Council Meeting. 37 - Report prepared to February Council Meeting and further tracking will be included with resolution of new report - COMPLETE. 38 - Report presented to 27 January Council Meeting - COMPLETE. 39 - Report prepared to February Council Meeting and further tracking will be included with the resolution of the new report - COMPLETE. 40 - Report presented to 27 January Council Meeting - COMPLETE.

23 Mar 2022 3:05pm Bartlett, Leisa
 2-COMLETE, 3-COMLETE, 4-report regarding public meetings to be presented to Council, 5-COMLETE, 6- Code of Conduct, Media Realties Policy abnd Social Media Policy have been workshopped. Workshops to be arranged for the Compliance & Enforcement Policy, Debt Recovery Policy, Local Orders Policy and Tree Management Policy. 7-COMLETE, 8-COMLETE, 9-Report to be presented to Council following the Policy Workshop on the Local Orders Policy. 10-COMLETE, 11- report to be presented to the April Policy & General Committee folpwing the budget workshop. 12-adjustments made in quarter 3 budget review report-COMLETE. 13&14-COMLETE, 15-report presented to March Policy and General Committee-COMLETE, 16-Site visit held and investigations ongoing, 17-report to be presented to April Works Committee, 18-COMLETE, 19-Budget workshops to be held in March, 20-Meeting held COMPLETE, 21-Report presented to March Health and Building Committee-COMLETE, 22-to be discussed at budget workshops in March, 23-COMLETE, 24- COMPLETE, 25-to be discussed at budget workshops in March, 26-included in Public Art Policy Workshop held on 10 March and policy updated as per resolution-COMLETE, 27-to be workshopped with operational plan anda report to April Policy & General Committee, 28-letter sent-COMLETE, 29-Site visit scheduled-COMLETE, 30-meeting being scheduled. 31-letter sent-COMLETE, 32-EOI to be advertised following completion of the tree audit, 33-Policy workshop being scheduled, 34-report to be presented to Council. 35- to be included in operational plan workshop, 36-interagency group formed-COMLETE, 37-COMLETE, 38-COMLETE, 39-COMLETE, 40-COMLETE

13 Apr 2022 2:40pm Bartlett, Leisa
 2-COMLETE, 3-COMLETE, 4-Public Forums introduced to Council Meetings and Foundation Broken Hill to commence community meetings, Business Forums already being held-COMLETE, 5-COMLETE, 6- Councillor Workshop to consider the remaining policies scheduled for 10 May 2022-COMLETE, 7-COMLETE, 8-COMLETE, 9-To be considered at Councillor Workshop on 10 May 2022-COMLETE, 10-COMLETE, 11-Report to be provided following the Councillor Budget Workshop, 12-COMLETE, 13-COMLETE, 14-COMLETE, 15-COMLETE, 16-Councillor Briefing by Landcare scheduled for 28/4/22 regarding the Imperial Lakes Nature Park Project-COMLETE, 17-Report to be presented to Council following the Councillor Budget Workshop scheduled for 26/4/22, 18-COMLETE, 19-part of full-day Councillor Budget Workshop scheduled for 26/4/22-COMLETE, 20-COMLETE, 21-COMLETE, 22-to be considered at an Extraordinary Council Meeting along with the 2022/23 budget-COMLETE, 23-COMLETE, 24-COMLETE, 25-included in Councillor Budget Workshop and will be included in budget report to Extraordinary Council Meeting-COMLETE, 26-COMLETE, 27-To be considered at an Extraordinary Council Meeting along with the budget report-COMLETE, 28-COMPELTE, 29-COMLETE, 30-meeting to be scheduled, 31-COMLETE, 32-EOI to be advertised following completion of the Tree Audit, 33-Tree Management Policy currently being reviewed and provided to Council Meeting, 34 report to be presented to Council, 35-to be included in Councillor Budget Workshop scheduled for 26/4/22-COMLETE, 36-COMLETE, 37-COMLETE, 38-COMLETE, 39-COMLETE, 40-COMLETE

19 May 2022 11:38am Bartlett, Leisa
 6-Councillor Workshop to consider the remaining policies re-scheduled for 15 June 2022-COMLETE, 9- Councillor Workshop scheduled for 15 June 2022-COMLETE, 17-Report to be presented to Council following the adoption of the Budget in May 2022, 1, 30-meeting to be scheduled, , 32-EOI to be advertised following completion of the Tree Audit, 33-Tree Management Policy currently being reviewed and provided to Council Meeting, 34 report to be presented to Council

15 Jun 2022 1:28pm Nankivell, Jay - Completion
 Action completed by Bartlett, Leisa

22 Jun 2022 10:26am Guerin, Emily
 17. No change in status. 30. Representatives of the Broken Hill City Council will attend a public hearing for the Essential Water and WaterNSW Pipeline reviews in September 2022 (date TBC). 32- EOI to be advertised following completion of the Tree Audit, 33 - No change in status 34. Nominations for Working Group closed 17/6/22. Community Members to be determined by General Manager. First meeting will be held in due course.

19 Jul 2022 9:48am Guerin, Emily

For Action	Division: Ordinary Council Committee: Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023	Printed: Wednesday, 18 October 2023 10:20:47 AM
------------	--	---	--

17. No change in status. 30. Council briefing has been organised for Councillors to review IPART draft report into the review of Water NSW prices for thed Murray River to Broken Hill pipeline, being held Tuesday, 9 August 2022. 32. No change in status. 33. No change in status. 34. Community Representatives appointed by General Manager, welcome letters sent to Committee Members beginning of July. First meeting date TBC.

24 Aug 2022 3:34pm Bartlett, Leisa
 17. Quotations for street lighting assessment have been received and are currently being evaluated. 30. - COMPLETE, 32. Advertising to occur in September, conversations iwht suppliers held in August. 33 - COMPLETE, 34 - First meeting of the Working Group to be arranged.

24 Aug 2022 3:56pm Butcher, Lacey
 17. No change in status 30. Complete 32. Advertising to occur in September, Conversations held ith suppliers in August. 33 Complete. 34 Complete.

19 Sep 2022 1:18pm Guerin, Emily
 17. Contractors awarded, awaiting works schedule. 32. No change in status

20 Oct 2022 1:07pm Guerin, Emily
 17. No change in status 32. No change in status

21 Nov 2022 2:05pm Guerin, Emily
 17. No change in status 32. No change in status

13 Dec 2022 11:55am Guerin, Emily
 17. No change in status 32.No change in status

16 Jan 2023 2:25pm Guerin, Emily
 17. No change in status 32. No change in status

13 Feb 2023 11:47am Guerin, Emily
 17. No change in status 32. No change in status

22 Mar 2023 11:54am Guerin, Emily
 17. No change in status 32. No change in status

23 May 2023 3:16pm Butcher, Lacey
 Item - 17.No change in status Item 32. EOI to go out in the last week of May.

21 Jun 2023 4:37pm Butcher, Lacey
 32 - EOI issued Item 17 - No change in status

19 Jul 2023 9:23am Guerin, Emily
 17. Audit completed, assessment of data being undertaken

22 Aug 2023 9:59am Butcher, Lacey
 Item 17 - No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nankivell, Jay Nankivell, Jay	Confidential Matters	LEGAL EXPENDITURE - CIVIC CENTRE OMBUDSMAN'S REPORT
<u>Resolved</u>			
1. That Broken Hill City Council Report No. 54/22 dated February 15, 2022, be received.			
2. That the General Manager be invited to contact the Auditor General to investigate the legality of the expenditure to defend the Ombudsman's report in the absence of Council's approval to do so.			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
		10:20:47 AM

CARRIED UNANIMOUSLY

- 24 Mar 2022 5:35pm Bartlett, Leisa
Communication initiated with the Audit Office to commence the investigation and the best course of action.
- 19 May 2022 11:47am Bartlett, Leisa
No change in status.
- 20 Jul 2022 4:05pm Guerin, Emily
No change in status
- 24 Aug 2022 4:05pm Butcher, Lacey
Awaiting advice from Audit Office
- 19 Sep 2022 11:32am Guerin, Emily
No change in status
- 21 Nov 2022 2:29pm Guerin, Emily
No change in status
- 07 Dec 2022 9:37am Guerin, Emily
Ongoing
- 17 Jan 2023 11:22am Guerin, Emily
Nothing futher
- 14 Feb 2023 1:43pm Guerin, Emily
Ongoing
- 21 Mar 2023 1:50pm Guerin, Emily
Ongoing
- 18 Apr 2023 2:09pm Guerin, Emily
Ongoing
- 23 May 2023 3:19pm Butcher, Lacey
Ongoing
- 21 Jun 2023 4:39pm Butcher, Lacey
Ongoing
- 19 Jul 2023 9:24am Guerin, Emily
No change in status
- 22 Aug 2023 3:45pm Butcher, Lacey
Ongoing

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/07/2022	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LEASE TO SILVER CITY ARCHERS
Resolved			
1. That Broken Hill City Council Report No. 167/22 dated June 22, 2022, be received.			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

2. That Council (as the Willyama Common Trust) enter into a new 20 year lease agreement with Silver City Archers, for lease of their existing site on the Willyama Common (Part Lot 7388 Deposited Plan 1200953).
3. That the rent remain \$250 per annum.
4. That in the absence of a Trust Seal, the lease documents be executed by the Mayor and General Manager under the Common Seal of Council.

CARRIED UNANIMOUSLY

25 Aug 2022 1:02pm Butcher, Lacey

Council's solicitors are preparing the draft lease

20 Sep 2022 11:29am Guerin, Emily

Continuing use as currently arranged while new template is being reviewed.

18 Oct 2022 9:35am Guerin, Emily

Template being reviewed. Current lease ongoing

16 Nov 2022 8:26am Guerin, Emily

Lease under review

13 Dec 2022 8:56am Guerin, Emily

Draft lease sent to Silver City Archers for review

17 Jan 2023 11:17am Guerin, Emily

No change in status

13 Feb 2023 11:44am Guerin, Emily

No change in status

21 Mar 2023 1:30pm Guerin, Emily

Solicitors are making minor amendments to lease document

18 Apr 2023 11:23am Guerin, Emily

Amendments made and lease to be sent to Silver City Archers for review and signing

22 May 2023 3:50pm Butcher, Lacey

lease is now with Council for signing

14 Jun 2023 11:33am Guerin, Emily - Reallocation

Action reassigned to Howard, Codie by Guerin, Emily

20 Jun 2023 8:48am Butcher, Lacey

lease with Silver City Archers for signing

22 Aug 2023 10:52am Falkner, Georgina

Lease signed by Council and Silver City Archers. Lease has been sent to Crown Lands for Ministerial consent.

20 Sep 2023 10:40am Howard, Codie

No change in status.

11 Oct 2023 1:19pm Falkner, Georgina

Awaiting Ministerial consent.

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

Meeting	Officer/Director	Section	Subject
Ordinary Council 28/09/2022	Howard, Codie Nankivell, Jay	Works Committee Reports	UPDATE FOR THE ESTABLISHMENT OF A COMMUNITY GARDEN AT THE FORMER ALMA POOL SITE

Resolved

1. That Broken Hill City Council Report No. 202/22 dated September 9, 2022, be received.
2. That Council formulate a Community Gardens Policy with associated Guidelines for presentation to the community for input and consultation.

CARRIED UNANIMOUSLY

18 Oct 2022 9:31am Guerin, Emily
No change in status

21 Nov 2022 2:51pm Guerin, Emily
No change in status

13 Dec 2022 11:52am Guerin, Emily
Policy currently being created.

16 Jan 2023 2:24pm Guerin, Emily
No change in status

13 Feb 2023 2:08pm Guerin, Emily
No change in status

23 Mar 2023 9:50am Guerin, Emily
No change in status

19 Apr 2023 11:25am Guerin, Emily
No change in status

23 May 2023 3:24pm Butcher, Lacey
No change in status

21 Jun 2023 3:46pm Butcher, Lacey
No change in status

23 Aug 2023 11:52am Howard, Codie
No change in status

20 Sep 2023 10:40am Howard, Codie
No change in status.

18 Oct 2023 8:43am Howard, Codie
Draft Policy currently being prepared.

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/11/2022	Howard, Codie Nankivell, Jay	Works Committee Reports	RENEWABLE ENERGY ACTION PLAN STAGE 2

Resolved

For Action Action Sheets Report	Division: Ordinary Council Committee: Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023 Printed: Wednesday, 18 October 2023 10:20:47 AM
---	--	---

1. That Broken Hill City Council Report No. 246/22 dated November 11, 2022, be received.
2. That Council adopt and proceed with Stage II of the Renewable Energy Action Plan incorporating the pre-feasibility stage of a Mid-Scale Solar Array.
3. That subject to recommendation two, Council notes the General Manager will identify budgetary adjustments and impacts in the September Quarterly Budget Review.
4. That subject to recommendation two, Council commence the process with Crown Lands to either lease or acquire the land and obtain Ministerial Consent dependent on the most financially feasible and time appropriate process.

CARRIED UNANIMOUSLY

13 Dec 2022 11:52am Guerin, Emily
Purchase order to be raised.

16 Jan 2023 2:23pm Guerin, Emily
No change in status

13 Feb 2023 2:10pm Guerin, Emily
No change in status

23 Mar 2023 9:48am Guerin, Emily
No change in status

19 Apr 2023 11:25am Guerin, Emily
No change in status

21 Jun 2023 3:47pm Butcher, Lacey
No change in status

23 Aug 2023 11:53am Howard, Codie
No change in status

20 Sep 2023 10:52am Howard, Codie
No change in status.

18 Oct 2023 8:44am Howard, Codie
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/11/2022	Howard, Codie Nankivell, Jay	Notice of Motion	BUSY KIDS CHILDCARE CENTRE

Resolved

1. That Motions of Which Notice has been Given No. 3/22 dated November 14, 2022, be received.

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

- That the General Manager be invited to correspond with Crown Lands to urgently seek a solution to expedite the process of extinguishing Native Title on the 4048m² allotment at Lot 4444/DP757298, being 123 Bagot Street; and for the allotment to be made freehold with a change of land use to enable a purchaser to establish a childcare centre on the allotment.

CARRIED UNANIMOUSLY

- 13 Dec 2022 8:53am Guerin, Emily**
Letter to Crown Lands being drafted
- 17 Jan 2023 11:17am Guerin, Emily**
Letter to Crown Lands has been sent
- 13 Feb 2023 11:44am Guerin, Emily**
No change in status
- 21 Mar 2023 1:31pm Guerin, Emily**
No change in status
- 18 Apr 2023 11:23am Guerin, Emily**
Crown Lands seeing alternate avenues.
- 23 May 2023 8:50am Butcher, Lacey**
No change in status
- 14 Jun 2023 11:34am Guerin, Emily - Reallocation**
Action reassigned to Howard, Codie by Guerin, Emily
- 23 Aug 2023 11:52am Howard, Codie**
Still awaiting response from Crown Lands.
- 20 Sep 2023 10:52am Howard, Codie**
No change in status.
- 18 Oct 2023 8:44am Howard, Codie**
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 24/01/2023	Nankivell, Jay Nankivell, Jay	Confidential Matters	LAND ACQUISITION

Resolved

- That Broken Hill City Council Report No. 15/23 dated January 18, 2023, be received.
- That Council authorise and delegate to the General Manager to pursue the purchase of 'the subject' land via either private treaty or at the upcoming Sale of Land for Unpaid Rates Auction to be held on 15 & 16 February 2023.
- That the General Manager be delegated authority to increase Council's purchase bid by up to 50% in order to secure the purchase of 'the subject' land via either private treaty or at the upcoming Sale of Land for Unpaid Rates Auction to be held on 15 & 16 February 2023.

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
		10:20:47 AM

3. That Council authorise the General Manager to engage a consultant to develop and prepare a feasibility study, preliminary concept designs and a business case for the development of multi-story residential apartment buildings on 'the subject land' specifically for the accommodation of key workers in the City.
4. That following initial discussions with Ministers and key stakeholders within NSW Government, the General Manager proceeds with formal negotiations to secure a Memorandum of Understanding and Partnership Agreement for the development of key worker housing apartments.

CARRIED UNANIMOUSLY

14 Feb 2023 1:44pm Guerin, Emily
Contract for sale signed awaiting settlement

18 Apr 2023 2:32pm Guerin, Emily
No change in status

23 May 2023 3:20pm Butcher, Lacey
No change in status

21 Jun 2023 4:39pm Butcher, Lacey
Delayed due to the passing of the owner

19 Jul 2023 9:20am Guerin, Emily
No change in status

22 Aug 2023 3:46pm Butcher, Lacey
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/03/2023	Brown, Simon Nankivell, Jay	General Business	MATTER OF URGENCY - COUNCIL CHAMBERS BUILDING
Resolved			
That handrails be considered as part of the 2023/24 budget for the steps to the public galleries in the Council Chambers building to assist members of the public when attending Council Meetings.			
CARRIED UNANIMOUSLY			
18 Apr 2023 10:34am Guerin, Emily To be considered as part of budget workshops held in May			
23 May 2023 9:23am Butcher, Lacey Handrails being assessed by the Assets team			
14 Jun 2023 5:20pm Butcher, Lacey Quoatons currently being sourced			
19 Jul 2023 9:16am Guerin, Emily No change in status			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

22 Aug 2023 9:27am Butcher, Lacey
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/03/2023	Nankivell, Jay Nankivell, Jay	Policy And General Reports	ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION

Resolved

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*.

CARRIED UNANIMOUSLY

19 Apr 2023 9:49am Guerin, Emily

Proposal being drafted

23 May 2023 3:08pm Butcher, Lacey

No change in status

23 May 2023 3:09pm Butcher, Lacey - Reallocation

Action reassigned to Nankivell, Jay by Butcher, Lacey

21 Jun 2023 4:47pm Butcher, Lacey

ongoing

19 Jul 2023 9:20am Guerin, Emily

No change in status

22 Aug 2023 3:46pm Butcher, Lacey

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/05/2023	Howard, Codie Nankivell, Jay	Confidential Matters	PROPOSED WILLYAMA COMMON ACCESS LICENCE TO A-CAES NSW PTY LTD

Resolved

1. That Broken Hill City Council Report No. 81/23 dated April 27, 2023, be received.

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

2. That Council (as Trust Manager of the Willyama Common Trust) provide consent for an access licence to be granted to A-CAES NSW Pty Ltd for the purpose of geotechnical site investigation on Part Lot 7320 DP 1201053.
3. That the licence be issued for a period of twelve (12) months and the annual rent be \$574 (current Crown Lands minimum rent).
4. That the Mayor and General Manager be authorised to sign and execute the licence documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

20 Jun 2023 2:23pm Falkner, Georgina
Draft licence document being finalised
22 Aug 2023 10:54am Falkner, Georgina
Licence being prepared for signing
20 Sep 2023 10:53am Howard, Codie
No change in status.
18 Oct 2023 8:45am Howard, Codie
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 28/06/2023	Howard, Codie Nankivell, Jay	Confidential Matters	PROPOSED LICENCE OF PART 86, PRO HART WAY TO THE ROYAL FLYING DOCTOR SERVICE OF AUSTRALIA-SOUTH EASTERN SECTION
Resolved			
<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 113/23 dated June 13, 2023, be received. 2. That Council enter into a licence agreement with the Royal Flying Doctor Service of Australia South Eastern Section, for use of part Lot 1 DP 1249242 for the purposes of storage and parking. 3. That the licence be issued for a duration of two years, with an option to extend for an additional 12 months if required. 4. That the General Manager be delegated to set the rental as per current market valuation. 5. That the Mayor and General Manager be authorised to sign and execute the licence document under the Common Seal of Council. 			
CARRIED UNANIMOUSLY			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

22 Aug 2023 11:01am Falkner, Georgina
Negotiations in progress

20 Sep 2023 10:55am Howard, Codie
No change in status.

11 Oct 2023 1:30pm Falkner, Georgina
Signed by both parties. COMPLETE.

Meeting	Officer/Director	Section	Subject
Ordinary Council 28/06/2023	Manuel, Darrin Nankivell, Jay	Mayoral Minute	TAIXING CHINA SISTER CITY RELATIONSHIP
Resolved			
<ol style="list-style-type: none"> That Mayoral Minute No. 12/23 dated June 28, 2023, be received. That Council investigates the rekindling of the sister city relationship and the City of Taixing, China and how the relationship could benefit both communities through possible economic development opportunities, trade opportunities, friendship and cultural exchanges. That Council sends reply correspondence to the Consulate General of the People's Republic of China in Sydney, advising that Council has resolved to investigate rekindling the sister city relationship with the City of Taixing, China. 			
CARRIED UNANIMOUSLY			
<p>05 Jul 2023 10:26am Bartlett, Leisa Letter sent to Consulate General for China in Sydney advising that Council had resolved to investigate rekindling the sister city relationship with Taixing China.</p> <p>20 Sep 2023 3:01pm Bartlett, Leisa Letter to Taixing to be drafted following investigation.</p> <p>16 Oct 2023 10:57am Bartlett, Leisa - Reallocation Action reassigned to Manuel, Darrin by Bartlett, Leisa - For investigation by Economic Development Team.</p> <p>18 Oct 2023 9:27am Butcher, Lacey Ongoing</p>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/07/2023	Nu'man, Razija Nankivell, Jay	Further Reports	MINUTES OF THE S355 YOUTH ADVISORY COMMITTEE MEETING HELD 21 MARCH 2023
Resolved			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 144/23 dated July 17, 2023, be received. That the minutes of the S355 Youth Advisory Committee meeting held on 21 March 2023 be received. 			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

3. That Council support the Community Development Officer in investigating the opportunity for a youth coordination day enhancing the voice of youth in 2024.
4. That Council prepare and send correspondence to the former Community Development Officer acknowledging and thanking her for her contribution and support while in the role.
5. That Council encourage and invite service organisations and providers to participate as committee members to assist in Youth being represented.

CARRIED UNANOMOUSLY

23 Aug 2023 9:58am Brealey, Jodie
Items 4 and 5 Completed

23 Aug 2023 10:22am Merton, Rachel
Item 3 - Community Development Officer commencing 11/9/2023 to follow up on commencement.

18 Oct 2023 9:35am Butcher, Lacey
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/07/2023	Butcher, Lacey Nankivell, Jay	Further Reports	MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETING HELD 27 JUNE 2023
Resolved			
<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 143/23 dated July 17, 2023, be received. 2. That minutes of the Broken Hill Heritage Committee Meeting held 27 June 2023 be received. 3. That the matter be deferred to the next Council meeting so that a Councillor Briefing can be held with the Heritage Advisor regarding the \$5,000 proposal for the restoration and masterplan of the Old Railway Station precinct in Crystal Street. 			
CARRIED UNANIMOUSLY			
22 Aug 2023 3:39pm Butcher, Lacey Briefing to be scheduled			
06 Oct 2023 10:11am Butcher, Lacey The proposal for the restoration and masterplan of the Old Railway Station precinct in Crystal Street will be placed on the agenda of the next Broken Hill Heritage Committee meeting to develop a scope of works. Once a scope of works have been developed a Councillor briefing will be set up.			

For Action Action Sheets Report	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023 Printed: Wednesday, 18 October 2023 10:20:47 AM
---	--	---

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/07/2023	Nu'man, Razija Nankivell, Jay	Policy And General Reports	PROPOSAL TO RENAME SOUTH COMMUNITY CENTRE TO 'FRED JOBSON SOUTH COMMUNITY CENTRE'
Resolved			
1. That Broken Hill City Council Report No. 133/23 dated July 7, 2023, be received. 2. That the Broken Hill City Council Asset Naming Committee Meeting Minutes dated 28 April 2023, be received. 3. That Council notes that as per Minute No. 47217, the proposal to rename the South Community Centre to the 'Fred Jobson South Community Centre' was placed on public exhibition closing 25 June 2023, during which time Council received one anonymous invalid submission. 4. That Council approves the renaming of the South Community Centre to the 'Fred Jobson South Community Centre'; and that the Patton Village Broken Hill Association Inc be advised of the success of their proposal. 5. That all necessary actions be taken, including replacement of signage at the South Community Centre and an official renaming event be held at a date to be determined in consultation with Patton Village Broken Hill Association Inc.			
CARRIED UNANIMOUSLY			
18 Aug 2023 3:23pm Blunden, Lauren Correspondence sent to Patton Village Broken Hill Association Chairperson, awaiting response 18 Oct 2023 9:34am Butcher, Lacey Event to be held 18 November 2023 18 Oct 2023 9:34am Rolton, Michelle Meeting held with Patton Village Association. Event Plan and Checklist developed and approved. Onsite meeting with Patton Village Association to progress currently being scheduled.			

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/08/2023	Nankivell, Jay Nankivell, Jay	Confidential Matters	GENERAL MANAGER'S PERFORMANCE REVIEW 2022/2023
Recommendation			
1. That Mayoral Minute No. 14/23 dated August 18, 2023, be received.			

For Action Action Sheets Report	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023 Printed: Wednesday, 18 October 2023 10:20:47 AM
---	--	---

2. That Council note the view of the GM Performance Review Panel that General Manager, Jay Nankivell has performed at a very high level in the second year of his contract of employment as General Manager of Broken Hill City Council and congratulates him on that performance and his leadership of the staff, and encourages him to continue the progress made in the organisation and in his personal development to ensure the Council's continued financial sustainability.
3. That the five (5) priorities for 2023/24 listed in the Mayoral Minute be adopted and included in the General Manager's Performance Agreement for 2023/24 and the General Manager will develop an Action plan for submission to the Mayor and Deputy Mayor to outline the actions to be taken to address the five (5) priorities so progress can be reviewed in February 2024. The five (5) priorities being:
 - a. **Delivery of Stage One of the Airport Masterplan** – by 30 June 2024
 - b. **Library and Archives Project** – successful commencement and project management of Stage by 28 February 2024 and ongoing delivery – 30 June 2024
 - c. **Financial Sustainability** – continue to balance the budget and deliver the Asset Management Plans as follows:
 - Buildings & Structures – 30 June 2024
 - Parks & Open Spaces – 30 June 2024
 - Roads & Footpaths – 30 June 2024
 - d. **Trainees and Apprentices** – a focus on the Council growing its own staff to boost capacity to deliver streetscape improvements including footpath weed removal and dead tree removal in particular – with additional funding and recruitment required – and success to be measured by the change in employment profile (5% of workforce trainees/cadets/apprentices) and observable streetscape improvements.
 - e. **Organisation Culture** – continued improvements in culture to be pursued as measured by retention rates & reduction in staff turnover.
4. That the General Manager's Total Remuneration Package be increased by 3.5% to recognise his high performance and a week of special leave be granted to enable the General Manager to visit a high performing council within Australia to bring back ideas which would be of benefit to the Broken Hill community.
5. That the General Manager be congratulated on his performance for 2022/2023.

13 Sep 2023 2:01pm Bartlett, Leisa

Instructions sent from People & Culture Department to Payroll to apply the increase to the General Manager's salary. General Manager to provide an Action Plan to the Mayor and Deputy Mayor to outline the actions to be taken to address the 5 priorities, in order that progress can be reviewed in February 2024.

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/08/2023	Howard, Codie Nankivell, Jay	Confidential Matters	T23/1 - SUPPLY OF 1 X BITUMEN SPRAYER
Resolved			
1. That Broken Hill City Council Report No. 149/23 dated August 10, 2023, be received.			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

2. That Council purchase the plant package tendered by Matthews Brothers Engineering for the total price of \$655,492.20 (inc. GST).

3. That Council proceed to public auction to dispose of Council's current Bitumen Sprayer (Fleet 2300) and if unsuccessful proceed to sale for scrap.

CARRIED UNANIMOUSLY

20 Sep 2023 2:49pm Howard, Codie
Successful notification letter has been sent to contractor, with Purchase Order still to be raised.

18 Oct 2023 8:46am Howard, Codie
Purchase Order has been raised. COMPLETED

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/08/2023	Brown, Simon Nankivell, Jay	Confidential Matters	ACQUISITION OF LAND - ASSESSMENT 36970
Resolved			
1. That Broken Hill City Council Report No. 163/23 dated August 14, 2023, be received.			
2. That Council proceed with the transfer of Assessment 36970 – 101 Cornish Lane into Councils possession in accordance with Section 570 of the <i>Local Government Act 1993</i>			
3. That Council write off outstanding rates on the property of \$4,688.78 with an upper limited of \$5,000 to allow for any additional interest and costs yet to be attributed and finalised.			
4. That Council delegate authority to the General Manager to sign documents required to complete the transfer.			
5. That Council pay conveyancing costs to complete the transfer.			
CARRIED UNANIMOUSLY			
21 Sep 2023 12:42pm Butcher, Lacey conveyancing process is in progress			
18 Oct 2023 9:21am Butcher, Lacey No change to status			

Meeting	Officer/Director	Section	Subject
---------	------------------	---------	---------

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

Ordinary Council 30/08/2023	Nu'man, Razija Nankivell, Jay	Policy And General Reports	MEMORANDUM OF UNDERSTANDING - ST PATRICK'S RACE CLUB AND BROKEN HILL CITY COUNCIL
<u>Recommendation</u>			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 160/23 dated August 10, 2023, be received. That the General Manager be authorised to negotiate and execute a Memorandum of Understanding for a period of three (3) years with the Broken Hill St Patrick's Race Club. That Council authorise the General Manager to include in the MOU up to \$10,000 per annum in-kind contribution. 			
<p>08 Sep 2023 12:32pm Merton, Rachel MOU Agreement emailed to St Pat's Race Officer for signature - IN PROGRESS</p> <p>18 Oct 2023 9:34am Butcher, Lacey Awaiting on agreement to be returned to Council</p>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/08/2023	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.438, HELD ON THURSDAY, 10 AUGUST 2023
<u>Resolved</u>			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 166/23 dated August 11, 2023, be received. That the minutes of the Local Traffic Committee – Meeting No.438, held on Thursday, 10 August 2023 be endorsed. That Item No. 427.6.1 recommendations be endorsed: <ul style="list-style-type: none"> That the Local Traffic Committee supports relocation of the 'Bus Stop' on Blende Street, adjacent to the Con Crowley Retirement Village. That Item No. 427.9.1 recommendation be endorsed: <ul style="list-style-type: none"> That Council continue to liaise with KFC Management regarding traffic matters and that no further action be required by the Local Traffic Committee. That Item No. 436.8.1 recommendation be endorsed: <ul style="list-style-type: none"> That Council's Community Safety Officer-Ranger's continue to monitor the 			

For Action Action Sheets Report	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023 Printed: Wednesday, 18 October 2023 10:20:47 AM
---	--	---

15-minute timed parking, adjacent to Aruma Lodge – Southern Cross Care.

6. That Item No. 437.8.2 recommendation be endorsed:

- That the Local Traffic Committee endorse the Traffic Control/Management Plans provided for the Broken Hill Festival in principle, dependent on supply of additional details to be included on the Traffic Control/Management Plans.

7. That Item No. 438.8.1 recommendations be endorsed:

- That the Local Traffic Committee supports the request from Damascus College, Ballarat Victoria's Sustainable Race Team to access Broken Hill's local roads for the fundraiser in principle, dependent on Transport for NSW comments following review.

CARRIED UNANIMOUSLY

20 Sep 2023 11:01am Howard, Codie
 Item No. 427.6.1 - with operational team for completion., Item No. 427.9.1 - COMPLETED., Item No. 436.8.1 - COMPLETED., Item No. 437.8.2 - COMPLETED., Item No. 438.8.1 - COMPELTED - Action with TfNSW & NSW Police for approval - No Further Action.

18 Oct 2023 8:45am Howard, Codie
 No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/08/2023	Nankivell, Jay Nankivell, Jay	Confidential Matters	SALE OF LOT 2, 3, 4, 5, 6 & 7 IN DP 1102740

Resolved

1. That Broken Hill City Council Report No. 164/23 dated August 21, 2023, be received.
2. That Lots 2 to 7 in DP 1102740 be sold to the current leaseholders, Broken Hill Lifestyle Village.
3. That the General Manager be authorised to negotiate a sale price with Broken Hill Lifestyle Village, with the current market value as listed within the report as a basis.
4. That Council protect its development interests in the land by placing a positive covenant on the sale of the land and/or stagger the sale of individual lots based on development progress.
5. That the Mayor and General Manager be authorised to sign and apply the Common Seal of Council on necessary documents to execute the sale.

CARRIED

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

21 Sep 2023 11:57am Bartlett, Leisa
Solicitors drafting contract.
18 Oct 2023 9:27am Butcher, Lacey
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/09/2023	Nu'man, Razija Nankivell, Jay	Further Reports	RE-ESTABLISHMENT OF ALCOHOL-FREE ZONES

Resolved

1. That Broken Hill City Council Report No. 190/23 dated September 8, 2023, be received.
2. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Creedon Street, including public roads and laneways, public car parks and footpath area of Creedon Street bounded by Rakow and Wills Streets.
3. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Shell Memorial including all public roads and laneways, public car parks and footpaths in an area bounded by Iodide, Thomas, Bromide and Mica Streets including Oxide Street from Thomas Street through to Morgan Street.
4. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone surrounding the E.T. Lamb Memorial Oval, including public roads and laneways, public car parks and footpath area surrounding the oval bounded by South, Boughtman, Comstock and Jamieson Streets.
5. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as South Broken Hill including all public roads and laneways, public car parks and footpaths in an area bounded by Bonanza, Patton, Central and Hebbard Streets including South Street from Piper Street through to Wilson Street; with extension from Bonanza Street to Morish Street and off Bonanza Street from Wilson Street to Picton Street.
6. That Council refer the Proposals 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.
7. That Council invite public comment on the proposal through an advertisement in local newspaper with time for response within thirty days.
8. That a further report be submitted to Council upon completion of the consultative process.
9. That a report be prepared to a future Council meeting regarding a possible exemption to the prohibition of alcohol from the Norm Fox Sporting Grounds changeroom

CARRIED UNANIMOUSLY

03 Oct 2023 12:08pm Brealey, Jodie

For Action	Division: Ordinary Council Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 1/04/2018 Date To: 18/10/2023	Printed: Wednesday, 18 October 2023 10:20:47 AM
------------	---	---	--

Item 6 - Proposals forwarded to all stakeholders - COMPLETE, Item 7 - Proposals advertised in Barrier Truth - COMPLETE, Item 8 - Public exhibition underway consultation outcome report to Council to go to October Ordinary meeting - COMPLETE, Item 9 - Possible exemption for Norm Fox Sporting Grounds changeroom prohibition from alcohol prohibited area under investigation - Progressing

16 Oct 2023 5:10pm Brealey, Jodie

Item 9 - Possible exemption to the prohibition of alcohol consumption at the Norm Fox Sporting Grounds changeroom under investigation - Norm Fox Sporting Complex Alcohol Prohibited Area research underway to gather background information for discussion with Police. Dir Corporate and Community visited Norm Fox changeroom and met with Peter Johnston to discuss area to be considered during discussions with Police. Meeting with Police to be arranged to determine best outcome.

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/09/2023	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.439, HELD ON TUESDAY, 5 SEPTEMBER 2023

Resolved

1. That Broken Hill City Council Report No. 192/23 dated September 14, 2023, be received.
2. That the minutes of the Local Traffic Committee – Meeting No. 439, held on Tuesday, 5 September 2023 be endorsed.
3. That Item No. 439.8.1 recommendation be endorsed:
 - That a response be provided advising Uber services are permitted to park in ‘Loading Zones’ and ‘No Parking’ areas for the purpose to drop off and pick up passengers, loading or unloading items, for less than two minutes, with the driver remaining within 3 meters of the vehicle.
4. That Item No. 439.8.2 recommendation be endorsed:
 - That Council develop a concept plan for the three angle parking spaces, located between the two driveways for Hungry Jacks on Argent Street, to be changed to two parallel parking spaces.
5. That Item No. 439.8.3 recommendation be endorsed:
 - That Council place Variable Message Signs (VMS) boards on Horsington Drive during the period for the Mundi Mundi Bash in 2024.

CARRIED UNANIMOUSLY

18 Oct 2023 9:05am Howard, Codie
 Item No. 439.8.1 response currently being drafted., Item No. 439.8.2 Draft concept design being prepared., Item No. 439.8.3 Agreement in place to install VMS boards for Mundi Mundi Bash 2024. COMPLETED

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee: Ordinary Council	Date To: 18/10/2023
	Officer: Including Further Reports	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/09/2023	Nu'man, Razija Nankivell, Jay	Further Reports	APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2023 TO SEPTEMBER 2024 LOCAL GOVERNMENT ELECTIONS AND PROPOSED DISBANDMENT OF THE COMMUNITY ROUND TABLE COMMITTEE
Resolved			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 186/23 dated September 20, 2023, be received. That Council appoints its Councillor representatives on Section 355 Committees and various other Committees and Working Groups for the period 27 September 2023 until the September 2024 Local Government Election as per the attached current Schedule of Delegates, to ensure continuity in the operation of Council's Committees and Working Groups. That Council appoints Councillor Turley to the Murray Darling Association to fill the position vacated by Councillor Algate. That Council disbands the Community Strategic Plan Round Table Committee and thanks the current Committee members for their interest in joining the Committee; and that Council continues with the new methods of engagement and consultation with the community, business sector, government sector and local industries in the development, monitoring and review of the Broken Hill Community Strategic Plan and it's objectives and strategies. 			
CARRIED UNANIMOUSLY			
<p>18 Oct 2023 9:43am Blunden, Lauren Items 2 and 4 - letters being drafted 18 Oct 2023 9:46am Butcher, Lacey Item 3 - Complete</p>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/09/2023	Nu'man, Razija Nankivell, Jay	Policy And General Reports	MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 2 AUGUST 2023
Resolved			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 179/23 dated September 6, 2023, be received. That the minutes of the S355 Ageing Well Advisory Committee meeting held 2 August 2023 be received. That Council prepare and send correspondence to service providers to enquire if they provide meals to clients, if so, where are the meals prepared and what is the cost of the meals. 			

For Action	Division: Ordinary Council	Date From: 1/04/2018
Action Sheets Report	Committee:	Date To: 18/10/2023
	Officer:	Printed: Wednesday, 18 October 2023
	Further Report Required: Including Further Reports	10:20:47 AM

4. That the Ageing Well Advisory Committee provides a report to the General Manager outlining the issues currently being faced by the local aged care industry (aged care facilities and in-home aged care providers) with the issue of the reoccurrence of local elderly people being sent to Wentworth or Mildura Nursing Homes to be included in the report.

CARRIED UNANIMOUSLY

18 Oct 2023 9:46am Butcher, Lacey
Item 3 – consultation with service providers currently in progress
Item 4 – Under investigation, with further information to be provided

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

1. QUESTIONS ON NOTICE NO. 10/23 - DATED OCTOBER 04, 2023 -
COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE 26 JULY 2023 AND 27
SEPTEMBER 2023 COUNCIL MEETINGS (D23/54240) 473

ORDINARY MEETING OF THE COUNCIL

October 4, 2023

ITEM 1

QUESTIONS ON NOTICE NO. 10/23

SUBJECT: COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE 26 JULY 2023 AND 27 SEPTEMBER 2023 COUNCIL MEETINGS D23/54240

Summary

This report provides responses to questions raised by Councillors during the 26 July 2023 and 27 September 2023 Council Meetings, which were taken on notice.

Recommendation

1. That Questions On Notice No. 10/23 dated October 4, 2023, be received.

Background

Following are the responses to questions raised by Councillors which the Mayor and/or General Manager took on notice at the 26 July 2023 Council Meeting for which information was not provided to the 30 August and 27 September 2023 Council Meetings and questions taken on notice at the 27 September 2023 Council Meeting:

Ordinary Council Meeting held 26 July 2023	
Question:	Shorty O'Neill Village <i>Councillor Algate requested that a report be presented to a future Council meeting in relation to Council's sale of Shorty O'Neill Village.</i>
Response:	A report is presented to the October Council Meeting.

Ordinary Council Meeting held 27 September 2023	
Question:	<u>From Item 21 – Broken Hill Community Strategic Plan – Community consultation</u> <i>Councillor Turley asked whether Councillors could receive an outline of the new engagement models associated with community consultation for the review and monitoring of the Broken Hill Community Strategic Plan.</i> The Mayor took the question on notice.

<p>Response:</p>	<p>During the 15-month period in which engagement activities were undertaken for the current Community Strategic Plan (during 2020 and 2021) Council changed the methods of consultation due to the COVID-19 pandemic restrictions. Council’s engagement targeted groups, industries, individuals and the community.</p> <p>Extensive consultation was carried out including 17 focused key stakeholder forum sessions incorporating Industry; Open Community for all community members; Arts and History; Volunteers – Council and Community Volunteers; Social, Aged and Disability Services; Health and Human Services; First Responders; Economic Development; Youth and Young Leaders; Justice; Early Childhood; Aboriginal Community; Built and Natural Environment; Sporting Groups; Education; Health and Wellbeing; Leadership; five pop up listening posts - three in Argent Street and two at Westside Plaza, two online surveys, individual interviews and interviews with small groups with special interests. A further four pop up listening posts at the Aquatic Centre, South Broken Hill, Westside Plaza, Town Square were undertaken during the public exhibition period of the draft Community Strategic Plan and the draft Plan was circulated to over 200 key stakeholders including industry, businesses and residents, inviting their feedback.</p> <p>These new methods of engagement provided a comprehensive amount of feedback, comments and ideas on the development of the Broken Hill Community Strategic Plan – “Your Broken Hill 2040”.</p> <p>Regular agency meetings were also introduced and continue to be held between Council Management and the key stakeholders, businesses, industry and agencies to monitor and review the implementation of the objectives and strategies contained within the Plan, these include: NSW Police, Education Department, Regional Development Australia-Far West, Far West Local Health District CEO, Cobalt Blue, Hawsons, Hydrostor, Family Day Care, TAFE, EPA Partnership & Engagement Group, Broken Hill Correctional Centre, Foundation Broken Hill, Business Far West, Broken Hill Small Business Association (whilst active), etc.</p> <p>Councillor Briefings are also held with Elected Members for key stakeholders to provide updates on the progress of various projects/initiatives that align with the Plan’s key objectives, these include: site inspections of Council’s major projects, Constructive Energy-Renewable Energy Action Plan, Imperial Lakes Nature Park, Crown Lands Briefing, Asset Optimisation Briefing, Economic Development Strategy, Greening the Hill MK2, IPART Review of water pricing, NSW Police Briefing, etc.</p> <p>Additionally, the introduction of Major Project Steering Groups has also given an opportunity for additional community engagement in setting the capital works priorities in conjunction with Council’s Asset Management and Delivery plans.</p> <p>Furthermore, the introduction of the S355 Ageing Well Committee & Youth Committee have provided further specific consultation and direct feedback from agencies who interact with this demographic whilst focussing on the long term outcomes of the Community Strategic Plan.</p>
-------------------------	--

Attachments

There are no attachments for this report

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

CONFIDENTIAL MATTERS

1. BROKEN HILL CITY COUNCIL REPORT NO. 210/23 - DATED OCTOBER 18, 2023 - CIVIC CENTRE LITIGATION DISPUTE - MEDIATION POSITION PAPER - **CONFIDENTIAL**

(General Manager's Note: This report considers litigation matters and is deemed confidential under Section 10A(2) (e) (g) of the Local Government Act, 1993 which provides for information that would, if disclosed, prejudice the maintenance of law; AND which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

1. BROKEN HILL CITY COUNCIL REPORT NO. 211/23 - DATED OCTOBER 18, 2023 - TENDER T23/39 - TECHNICAL DESIGN OF AIRSIDE PAVEMENT AT BROKEN HILL AIRPORT - **CONFIDENTIAL**

(General Manager's Note: This report considers the awarding of a tender and is deemed confidential under Section 10A(2) (c) (d) 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; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).



CITY COUNCIL

www.brokenhill.nsw.gov.au