

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 26 June 2024** commencing at **6:30pm** to consider the following business:

AG	SENDA
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 Works Committee Meeting held Monday 17 June 2024 B) Recommendations of Policy and General Committee Meeting held Wednesday 19 June 2024
15	Further Reports
16	Questions Taken on Notice from Previous Council Meeting
17	Questions for Next Meeting Arising from Items on this Agenda
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 on Youtube, recorded and published on Council's website. 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, May 29, 2024.

That the Minutes of the Ordinary Council meeting held Wednesday 24 April 2024 be amended to include the following question from Councillor Browne, in the Questions for Next Meeting Section, which was inadvertently omitted:

Cost of Replacement Gateway Sign

The Mayor took a question on notice from Councillor Browne for Council to be provided with the total cost of replacing the gateway sign on the Wentworth Road and for the costing to also include the value of the donated items.

Meeting commenced at 6:30pm

PRESENT: Councillor T. Kennedy (Mayor) Councillor J. Hickey (Deputy Mayor),

Councillors B. Algate, M. Boland, M. Browne, A. Chandler, D. Gallagher,

H. Jewitt and D. Turley.

General Manager, Director Corporate and Community, Director Finance and Commercial, Manager Communications and Marketing, Executive Officer

and Executive Assistant.

Media (1), Members of the Public (4)

APOLOGIES: Nil

LEAVE OF ABSENCE

APPLICATIONS: Councillor R. Page submitted a Leave of Absence application and provided

the reason "out of town on holidays".

RESOLUTION Resolved

Minute No. 47525 Councillor D Gallagher moved Councillor D Turley seconded

That the application be accepted and a Leave of Absence granted to Councillor Page for this meeting.

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 Algate delivered the Acknowledgment of Broken Hill's Mining History.

PUBLIC FORUM

Nil.

MINUTES FOR CONFIRMATION

Resolved **RESOLUTION** Minute No. 47526 That the Minutes of the Ordinary Meeting of the Deputy Mayor J Hickey moved Council of the City of Broken Hill held April 24, Councillor R Algate seconded 2024 be confirmed. CARRIED UNANIMOUSLY **DISCLOSURE OF INTEREST** Nil. **MAYORAL MINUTES** ITEM 1 - MAYORAL MINUTE NO. 6/24 - DATED MAY 15, 2024 - INTRODUCTION OF A REGIONAL AIRFARE ZONE CAP SUBSIDY FOR RETURN FLIGHTS BETWEEN SYDNEY AND REGIONAL AND REMOTE LOCATIONS OF NSW D24/23897 RESOLUTION Resolved Minute No. 47527 Mayor T Kennedy moved 1. That Mayoral Minute No. 6/24 dated May 15, Councillor D Turley seconded 2024, be received. 2. That Council advocates for the NSW State Government to initiate discussions between Regional Express Airlines and Qantas Airways to establish a Regional Zone Cap Fare Scheme between Sydney and regional and remote cities in NSW, similar to the Regional Zone Cap Fare Scheme that is currently operating in Western Australia. CARRIED UNANIMOUSLY ITEM 2 - MAYORAL MINUTE NO. 7/24 - DATED MAY 20, 2024 - STATE GOVERNMENT AGENCY OUSTS AN ESTABLISHED RETAIL FRANCHISE AT WESTIDE PLAZA D24/24710 RESOLUTION **Resolved** Minute No. 47528 Mayor T Kennedy moved 1. That Mayoral Minute No. 7/24 dated May 20. Councillor R Algate seconded) 2024, be received. 2. That correspondence be sent to the NSW Minister for Transport, The Hon Jo Haylen MP; the NSW Minister for Customer Service and Digital Government, The Hon Jihad Dib MP; the NSW Minister for Jobs and Tourism. The Hon John Graham MLC; and NSW Minister for Western NSW, The Hon Tara Moriarty MLC, expressing Council's disappointment that The Broken Hill Roads and Maritime Service - Service NSW Customer Service Centre (a State Government Agency) has caused the demise

of a retail franchise store in Broken Hill without any community consultation that the Agency's move to the shopping complex is warranted or in the best interests of the City.

 That Council contacts the Management group for Westside Plaza and Broken Hill Village along with vacant shop owners in the CBD to provide assistance where possible in attracting new retail to the City.

CARRIED UNANIMOUSLY

NOTICES OF MOTION

ITEM 3 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 3/24 - DATED MAY 17, 2024 - ENDORSEMENT OF NOMINATION OF COUNCILLOR MARION BROWNE AS EXECUTIVE MEMBER OF REGION 4 MURRAY DARLING ASSOCIATION D24/24411

MEMBER OF REGION 4 MURRAY DARLING ASSOCIATION

RESOLUTION

Minute No. 47529

Councillor M Browne moved
Councillor H Jewitt seconded

1. That Motions of Which Notice has been Given No. 3/24 dated May 17, 2024, be received.

2. That Council endorse the nomination of Councillor Marion Browne as President of Region 4 Murray Darling Association.

CARRIED UNANIMOUSLY

RESCISSION MOTIONS

Nil.

REPORTS FROM DELEGATES

ITEM 4 - REPORTS FROM DELEGATES NO. 1/24 - DATED MAY 17, 2024 - DEPUTY MAYOR
ATTENDANCE AT THE AUSTRALIAN MINING CITIES ALLIANCES MEETING HELD 2-3 MAY 2024
D24/24344

RESOLUTION

Minute No. 47530

Deputy Mayor J Hickey moved (Councillor R Algate seconded)

1. That Reports from Delegates No. 1/24 dated (May 17, 2024, be received.)

2. That Deputy Mayor Hickey's Delegates (Report be received and noted.)

3. That Council congratulates Deputy Mayor (Hickey on being appointed Vice Chairperson of the Australian Mining Cities Alliance.)

CARRIED UNANIMOUSLY

ITEM 5 - REPORTS FROM DELEGATES NO. 2/24 - DATED MAY 17, 2024 - DEPUTY MAYOR

ATTENDANCE AT THE RURAL AND REGIONAL SUMMIT HELD 9 MAY 2024 D24/24400 **RESOLUTION Resolved** Minute No. 47531 Deputy Mayor J Hickey moved 1. That Reports from Delegates No. 2/24 dated Councillor D Gallagher seconded May 17, 2024, be received. 2. That Deputy Mayor Hickey's Delegates Report be received and noted. **CARRIED** FOR: Mayor Tom Kennedy, Deputy Mayor Jim Hickey, Councillors Bob Algate, Michael Boland, Alan Chandler, Dave Gallagher and Hayley Jewitt AGAINST: Councillors Marion Browne and Darriea Turley ITEM 6 - REPORTS FROM DELEGATES NO. 3/24 - DATED MAY 17, 2024 - DEPUTY MAYOR ATTENDANCE AT THE COUNTRY MAYORS MEETING HELD 10 MAY 2024 D24/24435 RESOLUTION Resolved Minute No. 47532 Deputy Mayor J Hickey moved 1. That Reports from Delegates No. 3/24 dated Councillor D Gallagher seconded May 17, 2024, be received. 2. That Deputy Mayor Hickey's Delegates Report be received and noted. **CARRIED UNANIMOUSLY** COMMITTEE REPORTS **WORKS COMMITTEE** ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 63/24 - DATED APRIL 23, 2024 -MINUTES OF THE PICTON SPORTSGROUND COMMUNITY COMMITTEE MEETING HELD 15 APRIL 2024 D24/19917 RESOLUTION Resolved Minute No. 47533 Councillor M Browne moved That Broken Hill City Council Report No. 63/24 dated April 23, 2024, be received. Councillor M Boland seconded 2. That minutes of the Picton Sportsground Community Committee meeting held 15

CARRIED UNANIMOUSLY

April 2024 be received.

HEALTH AND BUILDING COMMITTEE

ITEM 8 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/24 - DATED MAY 16, 2024 -PLANNING PORTAL WORKSHOP D24/24044

RESOLUTION Resolved Minute No. 47534 Deputy Mayor J Hickey moved

Councillor R Algate seconded

1. That Motions of Which Notice has been Given No. 1/24 dated May 16, 2024, be received.

2. That the Health & Building Committee invite the General Manager to arrange a series of workshop evenings with local builders and other interested parties to discuss the lodgement of Development Applications (DA) and Construction Certificates (CC).

CARRIED UNANIMOUSLY

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 66/24 - DATED APRIL 15, 2024 -

ADOPTION OF DRAFT SCORES ON DOORS POLICY D24/18598 RESOLUTION Resolved Minute No. 47535 Councillor H Jewitt moved 1. That Broken Hill City Council Report No. Deputy Mayor J Hickey seconded 66/24 dated April 15, 2024, be received.

- 2. That Council notes that the draft revised Scores on Doors Policy was placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public.
- 3. That Council adopts the draft revised Scores on Doors Policy as a Policy of Council and notes that it will supersede the 2016 Scores on Doors Policy.

Community Committee Meeting held 12

March 2024 be received.

CARRIED UNANIMOUSLY

ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 67/24 - DATED APRIL 15, 2024 -MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETING HELD 12 MARCH 2024 D24/18640

RESOLUTION Resolved Minute No. 47536 Councillor M Browne moved 1. That Broken Hill City Council Report No. 67/24 dated April 15, 2024, be received. Councillor D Turley seconded) 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges

CARRIED UNANIMOUSLY

ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 68/24 - DATED APRIL 15, 2024 -MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES D24/18647

COMMUNITY COMMITTEE MEETING HELD 9 APRIL 2024 RESOLUTION Resolved Minute No. 47537 Councillor D Turley moved) 1. That Broken Hill City Council Report No. Councillor M Browne seconded) 68/24 dated April 15, 2024, be received. 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held 9 April 2024 be received. CARRIED UNANIMOUSLY POLICY AND GENERAL COMMITTEE

ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 69/24 - DATED MAY 14, 2024 -CORRESPONDENCE REPORT - BROKEN HILL TRADES HALL HERITAGE LISTING **NOMINATION**

D24/23712 RESOLUTION **Resolved** Minute No. 47538 Councillor M Boland moved 1. That Broken Hill City Council Report No. Councillor R Algate seconded 69/24 dated May 14, 2024, be received. 2. That correspondence from the Department of Climate Change, Energy, the Environment and Water regarding the commencement of the Broken Hill Trades Hall World Heritage proposal nomination project be received and noted.

CARRIED UNANIMOUSLY

ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 70/24 - DATED MAY 13, 2024 - ANNUAL FEES - MAYOR AND COUNCILLORS D24/23442

RESOLUTION Resolved Minute No. 47539 Councillor M Boland moved 1. That Broken Hill City Council Report No. Councillor R Algate seconded 70/24 dated May 13, 2024, be received. 2. That Council notes that the Local Government Remuneration Tribunal determined that there be a 3.75 percent per annum increase to the minimum and

maximum fees applicable to all NSW Mayors and Councillors in each existing category for the financial year commencing 1 July 2024.

- 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".
- That there be no increase applied to the current fees paid to the Mayor and Councillors for the Mayoral and Councillor Fees payable for the 2024/2025 financial year.
- 5. 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.

CARRIED UNANIMOUSLY

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 74/24 - DATED APRIL 23, 2024 - QUARTERLY BUDGET REVIEW STATEMENT FOR THE PERIOD ENDED 31 MARCH 2024

D24/19932

RESOLUTION

Minute No. 47540
Councillor M Boland moved
Councillor R Algate seconded

Resolved

- 1. That Broken Hill City Council Report No. 74/24 dated April 23, 2024, be received.
- 2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted.
- 3. That Council note the projected 2023/24 operating surplus (before capital) of \$593,000.
- 4. That Council note the 2023/24 projected net capital budget expenditure of \$32,380,000.

CARRIED UNANIMOUSLY

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 71/24 - DATED MAY 10, 2024 - INVESTMENT REPORT FOR APRIL 2024

D24/23242

RESOLUTION

Minute No. 47541

Councillor M Boland moved Councillor R Algate seconded

Resolved

1. That Broken Hill City Council Report No. 71/24 dated May 10, 2024, be received.

CARRIED UNANIMOUSLY

<u>ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 72/24 - DATED MAY 15, 2024 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETINGS HELD 28 MARCH 2024</u>
AND 23 APRIL 2024

D24/2392:

RESOLUTION Minute No. 47542 Deputy Mayor J Hickey moved Councillor D Turley seconded

Resolved

- 1. That Broken Hill City Council Report No. 72/24 dated May 15, 2024, be received.
- That the minutes of the Broken Hill Heritage Committee Meetings held 28 March 2024 and 23 April 2024 received.
- 3. That the Broken Hill Heritage Committee March and April meeting minutes recommend:
 - That Council notes the updates from the General Manager on specific matters raised by the committee as an Action Item.
 - b. That Council sends correspondence to Committee members of the Broken Hill Heritage Committee to remind them of their attendance responsibilities should they wish to remain on the committee, or alternatively, that said members resign from the Committee as their absence contributes to a lack of quorum.
 - c. That Council sends correspondence to the Broken Hill Heritage Committee to advise that the Museum Adviser is on a set contract with Council and that this contract does not include attendance at Broken Hill Heritage Committee Meetings; nor does Council's budget allow for an increase to the Museum Adviser's contract; and that the correspondence also advises that for any additional requests of Council/staff resourcing is raised as a request to the Elected Body not as an instruction to staff.
 - d. That Council invites the General Manager to contact the Directors of the Barrier Truth to ascertain what their intentions are for the future of the Barrier Truth's Archives and if there is any assistance required from Council, given its historical value to the City.
 - e. That the Broken Hill Heritage Committee be advised that their

minutes in the current format are not acceptable in that the Committee is a S355 Advisory Committee of Council that advises and makes recommendations to Council. The Advisory Committee cannot direct staff to undertake tasks.

CARRIED UNANIMOUSLY

ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 73/24 - DATED MAY 07, 2024 MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 1 MAY 2024
D24/22624

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RESOLUTION

Minute No. 47543
Councillor D Gallagher moved
Councillor M Boland seconded

Resolved

- 1. That Broken Hill City Council Report No. 73/24 dated May 7, 2024, be received.
- 2. That the minutes of the S355 Ageing Well Advisory Committee meeting held 1 May 2024 be received.
- That Council defer the establishment of a taskforce pending the outcome of the Working Better for Medicare review.
- 4. That Council sends correspondence to the appropriate Ministers and Local Members outlining information provided by the Committee which demonstrates just how critical the aged care crisis continues to become in the City; and that the correspondence also refers to the childcare crisis in Broken Hill and how this also impacts the attraction and retention of key workers and their families to the City.
- 5. That a report be presented to Council regarding the circumstances of the government's population forecasting for Broken Hill, at the time when the current Hospital was being built (1999), which resulted in the reduction in hospital beds to accommodate a forecast population of approximately 12,000 people. This population forecasting proved to be inaccurate (with Broken Hill's population being over 17,000 and slowly increasing) and this situation has significantly contributed to the inadequate number of hospital beds at the Broken Hill Hospital.

CARRIED UNANIMOUSLY

FURTHER REPORTS

ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 75/24 - DATED MAY 03, 2024 -

<u> CORRESPONDENCE REPORT - AVA</u> <u>OF CHILD CARE FACILITIES</u>	ILABILITY	<u>OF CROWN LAND FOR THE CONSTRUCTION</u> D24/22067
RESOLUTION Minute No. 47544		Resolved
Deputy Mayor J Hickey moved Councillor H Jewitt seconded)	 That Broken Hill City Council Report No. 75/24 dated May 3, 2024, be received.
		 That reply correspondence from the Minister for Education and Early Learning, The Hon Prue Car MP be received and noted.
		CARRIED UNANIMOUSLY
ITEM 19 - BROKEN HILL CITY COUNC CORRESPONDENCE REPORT - MEM COMMITTEE		RT NO. 76/24 - DATED MAY 03, 2024 - OF THE AUDIT RISK AND IMPROVEMENT D24/22137
RESOLUTION Minute No. 47545		Resolved
Deputy Mayor J Hickey moved Councillor D Gallagher seconded)	 That Broken Hill City Council Report No. 76/24 dated May 3, 2024, be received.
		 That reply correspondence from the Minister for Local Government, The Hon Ron Hoenig MP dated 2 May 2024 regarding Councillor membership of the Audit Risk and Improvement Committee be received and noted.
		CARRIED UNANIMOUSLY
ITEM 20 - BROKEN HILL CITY COUNC CORRESPONDENCE REPORT - THE ACCOMMODATION		RT NO. 77/24 - DATED MAY 14, 2024 - NG CLOSURE OF ALLISON HOUSE STUDNET D24/23794
RESOLUTION Minute No. 47546		Resolved
Deputy Mayor J Hickey moved Councillor H Jewitt seconded)	 That Broken Hill City Council Report No. 77/24 dated May 14, 2024, be received.
		 That correspondence from The Hon Prue Car MP, Minister for Education and Early Learning, regarding the impending closure of Allision House Student Accommodation be received and noted.
		3. That correspondence be sent to the Minister for Education and Early Learning thanking her for her reply correspondence and asking if there are any avenues available to assist

CARRIED UNANIMOUSLY

Allison House Student Accommodation to reopen as it is a vital service for pastoralists

in the Far West Region of NSW.

ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 78/24 - DATED APRIL 17, 2024 COUNCILLOR ATTENDANCE AT THE 2024 WESTERN DIVISION COUNCILS OF NSW ANNUAL
CONFERENCE
D24/19058

COUNCILLOR ATTENDANCE	AT THE 2024 WESTERN DIVISION COUNCILS OF NSW ANN	IUAL
CONFERENCE	D24	1/1905
RESOLUTION	<u>Resolved</u>	
Minuto No. 47547		

Minute No. 47547
Councillor D Gallagher moved
Councillor H Jewitt seconded

- 1. That Broken Hill City Council Report No. 78/24 dated April 17, 2024, be received.
- That the General Manager and Council's delegates on the Western Division Councils of NSW Association, being the Mayor, Deputy Mayor Hickey and Councillor Gallagher be approved to attend the 2023 Western Division Councils of NSW Annual Conference to be held in Cobar, 13-14 June 2024.
- That Councillors Jewitt, Browne and Chandler also be approved to attend the 2023 Western Division Councils of NSW Annual Conference.

CARRIED UNANIMOUSLY

ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 79/24 - DATED MAY 20, 2024 - PROPOSED VESTING OF FEDERATION WAY

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D24/24666

RESOLUTIONMinute No. 47548

Deputy Mayor J Hickey moved Councillor M Boland seconded

Resolved

- 1. That Broken Hill City Council Report No. 79/24 dated May 20, 2024, be received.
- That Council agree to the proposed vesting of the land known as Federation Way (Lots 1 – 17 DP 1222604) with Council in accordance with Division 4.2 of the Crown Land Management Act 2016, as proposed by Crown Lands
- That Council agree to make payment of the proposed compensation of \$2,747.65, being the market value as determined by Crown Lands.
- 4. That Council request that the land be declared as 'operational land' in the vesting notice published in the NSW Gazette.
- That the Mayor and General Manager be authorised to sign and execute any documents relating to the vesting under the Common Seal of Council.

CARRIED UNANIMOUSLY

ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 80/24 - DATED MAY 23, 2024 -COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND 1 OF 2024/2025 D24/25446 RESOLUTION Resolved Minute No. 47549 Councillor D Gallagher moved 1. That Broken Hill City Council Report No. Councillor M Boland seconded 80/24 dated May 23, 2024, be received. 2. That Council notes the Community Assistance Grants awarded for Round One of 2024/2025 which were recommended by the Panel on 23 May 2024, and approved by the General Manager under delegation on 23 May 2024. 3. That Council notes that the Community Assistance Grants budget for Round One 2024/2025 is fully expended. CARRIED UNANIMOUSLY ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 81/24 - DATED MAY 16, 2024 - MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETINGS HELD 29 APRIL 2024 AND 14 MAY 2024 D24/24300 RESOLUTION Resolved Minute No. 47550 Councillor M Browne moved 1. That Broken Hill City Council Report No. Councillor H Jewitt seconded 81/24 dated May 16, 2024, be received. 2. That the minutes of the Broken Hill Education Working Group Meetings held 29 April 2024 and 14 May 2024 be received and noted. CARRIED UNANIMOUSLY ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 82/24 - DATED MAY 23, 2024 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.446, HELD ON TUESDAY, 10 MAY 2024 D24/25473 RESOLUTION Resolved Minute No. 47551 Councillor M Browne moved That Broken Hill City Council Report No. Councillor M Boland seconded 82/24 dated May 23, 2024, be received. That the minutes of the Local Traffic Committee – Meeting No. 446, held on

- Tuesday, 10 May 2024 be endorsed.
- That Item No. 446.10.1 recommendation be received:
 - That Council posts messaging on its social media encouraging members of the community to assist NSW Police, by providing helpful information to catch offenders of unregistered motorbikes.

- That Item No. 446.10.2 recommendation be received:
 - That Council further consult with management of SIXT in relation to their request and that Council inspect the area to consider possible options.
- That Item No. 445.10.1 recommendation be received:
 - That Council undertake observation of parking arrangements and complete a concept plan for possible angle parking on Garnet and Kaolin Street, adjacent to the Broken Hill High School.
- That Item No. 445.10.2 recommendation be received:
 - That consultation be undertaken with the taxi companies to seek feedback in relation to the Local Traffic Committee's proposal, to allocate two of the taxi bays on Oxide Street, adjacent to the ANZ Bank for Uber and Ride Share services.
- That Item No. 446.8.1 recommendation be received:
 - That Council analyse traffic and crash data, undertake a site inspection, including sight distances in the area and place traffic counters on Wyman Street, near the Oxide Street intersection to determine the speed and volume of traffic.
- That Item No. 446.8.2 recommendations be received:
 - That Council design a concept plan showing the conversion of two angle parking spaces to one parallel parking space on Argent Street, adjacent to the Duke of Cornwall building at 76 Argent Street.
 - That traffic counters be installed on Kaolin Street, near the Argent Street intersection to collect data to determine the volume and speed of traffic in the area.
 - That the resident be advised of the Committee's recommendations.
- That Item No. 446.8.3 recommendations be received:
 - That the Traffic Control Plan for the Road Closure and Hoarding required for the Broken Heel Festival event, adjacent to the Palace Hotel from 4-9

September 2024, be approved.

- That the organiser of the Broken Heel Festival be instructed to ensure a traffic controller is onsite for the duration of the event to manage traffic control.
- That Item No. 446.8.4 recommendation be received:
 - That the Local Traffic Committee support the bus company, CDC's decision to object the request for removal or relocation of the bus seat, located on Argent Street, adjacent to the Palace Hotel.

CARRIED UNANIMOUSLY

Councillor D Gallagher moved) 1. That Broken Hill City Council Report No. Councillor A Chandler seconded) 83/24 dated May 3, 2024, be received.

CARRIED UNANIMOUSLY

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

ITEM 27 - QUESTIONS ON NOTICE NO. 5/24 - DATED MAY 02, 2024 - COUNCILLOR
QUESTIONS ON NOTICE TAKEN AT THE APRIL 2024 COMMITTEE AND COUNCIL MEETING
AND THE MAY 2024 COMMITTEE MEETINGS
D24/21742

RESOLUTION Resolved
Minute No. 47553

Councillor D Gallagher moved) 1. That Questions On Notice No. 5/24 dated Councillor D Turley seconded) May 2, 2024, be received.

CARRIED UNANIMOUSLY

<u>ITEM 28 - QUESTIONS ON NOTICE NO. 6/24 - DATED MAY 02, 2024 - PUBLIC FORUM QUESTIONS ON NOTICE TAKEN AT THE APRIL 2024 COUNCIL MEETING</u>
D24/21749

RESOLUTION Resolved

Minute No. 47554

Councillor R Algate moved)
Councillor A Chandler seconded)

1. That Questions On Notice No. 6/24 dated May 2, 2024, be received.

CARRIED UNANIMOUSLY

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

From Item 25 - Broken Hill Traffic Committee

The Mayor referred to the issue of speeding motorists along Silverton Road and Brookfield Avenue and asked that the matter be referred to the Traffic Committee for investigation.

From Item 17 – Minutes of the Ageing Well Advisory Committee

Councillor Turley referred to Council's resolution of Item 17 and asked whether Southern Cross Care have a pipeline plan for the training of their Enrolled Nurses to transition to Registered Nurses?

The Mayor confirmed that the Government has implemented a pipeline plan for the transition of Enrolled Nurses to be trained to become Registered Nurses at Southern Cross Care, but that this is a long-term plan and doesn't address the short-term shortage of Registered Nurses.

Councillor Turley requested that Council seeks data on the number of Enrolled Nurses at Southern Cross Care which have graduated as Registered Nurses over the past few years, as this program is important to "grow our own" staffing resources in Broken Hill due to the various reasons for the keyworker shortages in the City (lack of family networks, the City's childcare crisis, remoteness of Broken Hill). The staff at Southern Cross Care have a special caring nature around aged care and if there is a pipeline program for these staff to transition from Enrolled Nurses to Registered Nurses then it would be beneficial for the Ageing Well Advisory Committee and Council to understand the data around this program.

The Mayor advised that Council will investigate this matter.

Heat pump for the Hydrotherapy Pool at the Broken Hill Regional Aquatic Centre

Councillor Turley referred to the broken heat pump for the Hydrotherapy Pool at the Aquatic Centre and asked when the heat pump will be replaced?

The Mayor advised that Council approved the Tender for the replacement of heat pumps at the Broken Hill Regional Aquatic Centre at the April Council Meeting and that the tender has been awarded and works will commence soon.

Advertising Committee and Council Meetings

Councillor Turley asked that, while Broken Hill doesn't have a newspaper, can Committee and Council Meetings be advertised through the local radio stations (as well as the current method of advertising)?

The Mayor agreed that this can occur.

Line of Lode Cafe and Visitors Centre Building Lease

Councillor Turley referred to the recent refurbishment of the Crown Lands owned Line of Lode Cafe and Visitors Centre building and asked if Council could seek an update from Crown Lands as to whether they have secured a tenant as it has been eight months since the refurbishment works were completed.

Deputy Mayor Hickey advised that Crown Lands extended tenders for a three month period and that no tenders were received and believes that potential tenants are hesitant to lease the building due to the closure of previous businesses. The Deputy Mayor suggested that Crown Lands offer an incentive of free rent for 6 or 12 months and then negotiate with the tenant on the future rent of the premises.

The Mayor advised that the Line of Load precinct and the Miners' Memorial is important to locals and tourists and moved the following Mayoral Minute:

<u>ITEM 29 - VERBAL MAYORAL MINUTE - LINE OF LODE CAFE AND VISITORS CENTRE</u> (MM8/24)

11/161

RESOLUTION

Minute No. 47555
Mayor T Kennedy moved
Councillor D Turley seconded

Resolved

That correspondence be sent to relevant Ministers and Local Members regarding Council's concerns with the lack of interest shown to lease the Line of Lode Café and Visitors Centre and explaining the issues that Council raised with the Crown Lands Department following a site visit of the precinct towards the finalisation of the refurbishment project. That the correspondence also requests the Crown Lands Department to consider offering an incentive of free rent for the first 6 or 12 month period to attract the interest of potential new tenants as they may be hesitant to lease the premises due to the number of failed businesses at the precinct.

CARRIED UNANIMOUSLY

Avenue of Trees on the Silverton Road

Councillor Browne referred to the number of dead trees along the Avenue of Trees on the Silverton Road and asked when these dead trees will be replaced?

The General Manager advised that the program to replace dead trees around the City has commenced. Council's contractors had commenced the process to remove dead trees and replace with new trees on the Racecourse Road and Airport Road and had started to remove dead trees on the Silverton Road but unfortunately could not continue with the work. The tree replacement program will now be undertaken by Council staff and included on Council's Works Schedule to be performed in-house.

Sealing of the Daydream Mine/Silverton Windfarm Road

Councillor Browne asks that Council assists the Silverton Village Committee to advocate for the sealing of the Daydream Mine/Silverton Windfarm Road as this road is used daily by tourists to the region (which also benefits Broken Hill's economy with tourism spend). The road is also used by workers attending to the wind turbines. The Daydream mine is an iconic tourist attraction and Council should do all it can to advocate for the road to be sealed.

The Mayor advised that Council will assist wherever we can to support the sealing of the road and moved the following Mayoral Minute:

<u>ITEM 30 - ADVOCACY FOR THE SEALING OF THE DAYDREAM MINE/SILVERTON WINDFARM ROAD (MM9/24)</u>

11/161

RESOLUTION

Minute No. 47556

Mayor T Kennedy moved
Councillor M Browne seconded

Resolved

That Council supports the sealing of the Daydream Mine/Silverton Windfarm Road and provides advocacy wherever possible as the Daydream Mine is an iconic tourist attraction for Broken Hill and Silverton.

CARRIED UNANIMOUSLY

Detour Road Signs associated with the Roadworks on Gypsum Street

Councillor Jewitt advised of a near accident at the corner of Bismuth and Pell Streets as the Give Way sign post has fallen down, which is associated with the detour of traffic due to the Gypsum Street roadworks. Councillor Jewitt asked that the Give Way sign be reinstated as a matter of urgency.

The Mayor advised that this will be investigated and rectified.

Lamb Memoral Oval Lighting

Councillor Gallagher referred to works required to the light towers at the Lamb Memorial Oval and that replacement works are not included in Council's 2024/2025 budget and asked that this work be included in Council's 2025/2026 budget. Councillor Gallagher asked whether anything could be done in the interim in order that the Rugby clubs can practice in the evenings during winter as it is a winter sport.

The Mayor advised that it would have been good to use the old lights from the Broken Hill tennis courts but that these lights are non-compliant with current electrical codes and cannot be used. Replacing the lights at the Lamb Memorial Oval will require to be budgeted as a complete upgrade is required (installation of new poles and lights).

The Mayor advised that correspondence will be sent to the ET Lamb Memorial Oval Community Committee explaining the non-compliance issue with the current lighting and the requirements to carry out a full upgrade of lighting at the oval which will be budgeted to be carried out in the 2025/2026 financial year.

PUBLIC FORUM

Nil.

RESOLUTION

Minute No. 47557 - Procedural Motion Councillor D Turley moved Councillor D Gallagher 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 matters.

CARRIED UNANIMOUSLY

Members of the public and media left the Council Chambers at 8:01pm and the livestream of the meeting ceased.

CONFIDENTIAL MATTERS

ITEM 31 - BROKEN HILL CITY COUNCIL REPORT NO. 64/24 - DATED MAY 13, 2024 - T23-27 - REQUEST FOR TENDER - SUPPLY OF 1 X STREETSWEEPER - REVISION 2 - CONFIDENTIAL D24/23478

(<u>General Manager's Note</u>: This report considers Tender for Street Sweeper 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. 47558 Deputy Mayor J Hickey moved Councillor A Chandler seconded

Resolved

- 1. That Broken Hill City Council Report No. 64/24 dated May 13, 2024, be received.
- 2. That Council purchase the plant package tendered by Rosmech Sales & Service Pty Ltd for the total price of \$348,928.80 incl GST (\$475,428.80 incl GST less trade in price of \$126,500.00 incl GST).
- 3. That Council approve the trade in sale of Council's current Streetsweeper (fleet ID F2332) to Rosmech Sales & Service Pty Ltd for the amount of \$126,500.00 incl GST.

CARRIED UNANIMOUSLY

ITEM 32 - BROKEN HILL CITY COUNCIL REPORT NO. 65/24 - DATED MAY 13, 2024 - T23/8 - REQUEST FOR QUOTATION - SUPPLY OF 1 X MOBILE ELEVATED WORK PLATFORM REV 3 - CONFIDENTIAL D24/23467

(<u>General Manager's Note</u>: This report considers Tender for Elevated Work Platform 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. 47559

Deputy Mayor J Hickey moved Councillor M Boland seconded

Resolved

- 1. That Broken Hill City Council Report No. 65/24 dated May 13, 2024, be received.
- That Council increase the remaining available 2022/23 Fleet Renewal budget by the amount of \$247,952.00 incl GST (\$225,410.91 ex GST).
- That Council purchase the plant package tendered by Active Tree Services Pty Ltd (Aerial Access) for the total price of \$671,828.20 inc. GST (\$610,725.91 ex GST).
- That Council proceed to public auction to dispose of Council's current Elevated Work Platform and if unsuccessful proceed to sale for scrap.

CARRIED UNANIMOUSLY

<u>ITEM 33 - TENDER REPORT NO. 2/24 - DATED MAY 14, 2024 - T23/46 - REQUEST FOR TENDER - TOWN SQUARE REDEVELOPMENT - CONFIDENTIAL</u>

D24/23822

(<u>General Manager's Note</u>: This report considers 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).

)

()		
RESOLUTION		Resolve
Minute No. 47560		
Councillor M Boland moved)	1. Tha

Councillor R Algate seconded

- 1. That Broken Hill City Council Tender Report No. 2/24 dated May 14, 2024, be received.
- That Broken Hill City Council award tender T23/46 Request for Tender – Town Square Redevelopment to Landscape Construction Services Pty Ltd trading as LCS Landscapes as the principal contractor on the Town Square Redevelopment project for a total price of up to \$1,216,211 (excluding GST) for stages 1 and 2 detailed in this report.
- That the General Manager and/or Mayor be authorised to sign the Tender contract and affix the Seal of Council if required.
- That the General Manager be authorised to negotiate directly with the successful tenderer LCS Landscapes for stage 1a to be constructed at a later date.

CARRIED UNANIMOUSLY

<u>ITEM 34 - BROKEN HILL CITY COUNCIL REPORT NO. 84/24 - DATED MAY 23, 2024 - PROPOSED LEASE OF 252 ARGENT STREET - CONFIDENTIAL</u>

D24/25191

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

RESOLUTION Resolved

Minute No. 47561
Councillor D Gallagher moved
Deputy Mayor J Hickey seconded
)

- 1. That Broken Hill City Council Report No. 84/24 dated May 23, 2024, be received.
- That Council approve, for the purposes of public exhibition, the granting of a 12-month license for 252 Argent Street to the Broken Hill Military Museum for the establishment of a museum with the view to obtaining ministerial consent for a longer-term lease.
- 3. That the proposed license of 252 Argent Street be placed on public exhibition for a period of 28 days for public comment.
- That following the conclusion of the public exhibition period a report be presented to Council detailing submissions received and any recommended amendments.
- 5. That the Broken Hill Military Museum Committee be invited to provide a presentation to Councillors regarding their

proposed use and operation of a Military Museum at 252 Argent Street.

CARRIED UNANIMOUSLY

RESOLUTION Minute No. 47562 Councillor D Gallagher moved Councillor M Browne seconded)	Resolved That the meeting resumes in open session.
	,	CARRIED UNANIMOUSLY
Councillor Turley asked about the well-being advised that he has returned home and is re Council.		uncil's Projects Engineer. The General Manager ng well. The Mayor called for a motion from
RESOLUTION		Resolved
Minute No. 47563 Councillor D Gallagher moved Deputy Mayor J Hickey seconded)	That Council sends best wishes to Council's Projects Engineer and his family and extend the message that the whole community are behind them; and that Council wishes him a speedy recovery.
		CARRIED UNANIMOUSLY
Members of the public and media returned to the meeting recommenced.	o the C	ouncil Chambers at 8:11pm and the livestream of
On the invitation of the Mayor, the General Mayor,	/lanage	r reported on the resolutions of Council that were
There being no further business for Council	to cons	ider, the meeting closed at 8:15pm.
THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON WEDNESDAY, 26 JUNE 2024)))
		CHAIRPERSON

RECOMMENDATIONS OF WORKS COMMITTEE MEETING HELD MONDAY, JUNE 17, 2024

Recommendation

- 1. That Broken Hill City Council Report No. 85/24 dated May 27, 2024, be received.
- 2. That Council notes that the Draft Master Plan for the Albert Kersten Mining and Minerals Museum was placed on public exhibition closing 26 May 2024 during which time Council received one (1) submission from the public.
- 3. That Council notes that no amendments have been made to the Draft Master Plan as a result of the submissions received.
- 4. That Council adopts the Draft Master Plan for the Albert Kersten Mining and Minerals Museum.

Ordinary Council 26 June 2024

WORKS COMMITTEE

May 27, 2024

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 85/24

SUBJECT: DRAFT MASTER PLAN FOR THE ALBERT KERSTEN MINING
AND MINERALS MUSEUM FOR PUBLIC EXHIBITION D24/25850

Recommendation

- 1. That Broken Hill City Council Report No. 85/24 dated May 27, 2024, be received.
- 2. That Council notes that the Draft Master Plan for the Albert Kersten Mining and Minerals Museum was placed on public exhibition closing 26 May 2024 during which time Council received one (1) submission from the public.
- 3. That Council notes that no amendments have been made to the Draft Master Plan as a result of the submissions received.
- 4. That Council adopts the Draft Master Plan for the Albert Kersten Mining and Minerals Museum.

Executive Summary:

The Albert Kersten Mining and Minerals Museum (henceforth referred to as the 'Museum') is the sole public facility in Broken Hill with a focus on the city's mining and minerology heritage. The facility is used by both visitors to Broken Hill and the local resident population of the city.

The Museum, in its current condition, is facing challenges that include:

- Requirements for infrastructure rehabilitation and upgrades
- An outdated site that is both heritage listed and underutilized for its function
- Improvements required in display spaces, features and its subsequent ability to attract visitors
- Operational and revenue viability to retain it as a Museum in Broken Hill

Troppo Architects were engaged by Council in March 2023 to develop a 20-year Albert Kersten Mining and Minerals Museum Master Plan to analyze the current situation of the Museum and develop a strategy to address some of the challenges that the Museum is facing.

The Master Plan is the first such plan for the Museum and addresses the infrastructure (and otherwise) requirements of the Museum because of progressive developmental and operational changes required since its inception. It considers a renewed focus on mining and mineralogy resurgence, ongoing tourism development, and options for revenue modelling.

Council considered The Draft Master Plan at its Ordinary Meeting held 24 April 2024 and endorsed the Draft Plan for the purpose of public exhibition. The Draft Plan was subsequently placed on public exhibition for a period of 28 days during which time Council received one (1) submission from the public.

Ordinary Council 26 June 2024

The Draft Master Plan is now presented to Council for consideration of adoption.

Report:

Summary of Submissions Received

During the public exhibition period Council received one (1) submission from the public and this submission is summarized below.

DATE	SUMMARY OF SUBMISSION RECEIVED	SUBSEQUENT AMENDMENTS MADE TO THE DRAFT AIRPORT MASTER PLAN
170/5/24	Suggestions made regarding the draft Master Plan with a series of thirteen (13) comments. The comments and their subsequent answers are enclosed with this report as an attachment.	Comments have been noted but no amendment(s) to the Master Plan are required.

Timeline of Events

Limited strategic plans are currently available or done for the Museum with ad-hoc maintenance programs in place historically to maintain the site. In financial year 2022/23, Council allocated funding to carry out a master plan in 2022 to shape the developmental strategy for the Museum.

An open procurement process followed with the appointment of Joanna Best, Cary Duffield, Phillip Harris trading as Troppo Architects (henceforth referred to as 'Troppo Architects') in March 2023 as the specialist consulting firm to develop the new master plan.

The Master Plan Report Issue P5 dated 4 April 2024 was issued by Troppo Architects following multiple consultations sessions with the community, Councillors, staff, and other various stakeholders.

Elements of the Master Plan

The Master Plan has been developed for a nominal period of twenty years, from 2023 to 2042.

Among other elements, the following form part of the key recommendations:

- Building and site upgrades: address current building issues through upgrades to the structure for compliance to current regulations and facility upgrades related to building services. Optimize the utilization of the site including the courtyard and miner's cottage.
- Collections and exhibits: upgrade collections and exhibits including minerals display. Enhance the facility for better visitor interactivity.
- Economic modelling: Although an economic impact analysis and a cost estimate has been included in the Master Plan for future implementation planning, carrying out works to develop a business case should be considered by Council.

The implementation of the Master Plan has been proposed as a four (4) stage approach with consideration given to minimize 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 Museum.

Ordinary Council 26 June 2024

Next Steps in the Master Plan Process

This report is aimed at seeking Council endorsement of the Draft Albert Kersten Mining and Minerals Museum Master Plan Report.

Following this, Council will develop a strong business plan and case to implement each of the stages to ensure long term return on investment through the visitor economy; noting that much of stage 1 is required to preserve the building and asset itself.

Community Engagement:

Key stakeholders were engaged during the development of the Master Plan. This included:

- The Museum's operational staff and management personnel
- Staff at Council's Visitor Centre
- The community of Broken Hill over two (2) separate days

Consultations and engagements were carried out by Troppo Architects in conjunction with Council officers.

The Draft Master Plan was placed on public exhibition for a period of 28 days closing 26 May 2024 during which time Council received one (1) submission as outlined in the Executive Summary of this report.

Strategic Direction:

Key Direction:	2	Our economy
Objective:	2.4	We are a destination of choice and provide a unique
		experience that encourages increased visitation
Strategy:	2.4.2	Activate Business Plans from Council owned facilities
		Operate Council owned facilities supporting the visitor
	2.4.4	economy

Relevant Legislation:

Local Government Act 1993 Local Government (General) Regulation 2021

Financial Implications: This report does not carry any financial implications for Council.

The cost of the masterplan was \$125,437 and approved within the 2022/23 financial budget.

Attachments

- 1. UD Draft Albert Kersten Mining and Minerals Museum Master Plan
- 2. U Draft Master Plan Response to Comments 17 May 2024

CODIE HOWARD

DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

RAZIJA NU'MAN

DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL

GENERAL MANAGER

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Acknowledgement of Country

Broken Hill City Council acknowledges the traditional owners of the land, the land of the Wilyakali people and pay our respect to Elders; past, present and emerging.

Master Plan Snapshot

Broken Hill City Council has engaged Troppo Architects as the lead consultant for the development of this master plan for the Albert Kersten Mining and Minerals Museum.

The project team consists of:

- Sponsor: Broken Hill City Council
- Principal consultant: Troppo Architects
- Graphics consultant: Studio Found
- Tourism consultant: Tourism Recreation Conservation
- Digital activation: Monkeystack
- Quantity Surveyor: Chris Sale Consulting

Acknowledgements

The project Group (BHCC, TA, SF, TRC, MS, CSC) thank all the contributors and public that gave their time, access to private and public collections and attended the two day open public displays.

Naming protocols

BHCC - Broken Hill City Council

Museum - Albert Kersten Mining and Minerals Museum

TA - Troppo Architects

SF - Studio Found

TRC - Tourism Recreation Conservation

MS - Monkeystack

CSC - Chris Sales Consulting









Version	Date	Author	Comment	
Return Brief	23.06.2023	TA	DRAFT	
Options	21.08.2023	TA	Options for Community Consultation DRAFT	
Options Presentation	24.08.2023	TA	Options for Community Consultation FINAL	
MP P1	20.11.2023	TA	DRAFT	
MP P2	01.12.2023	TA	DRAFT	
MP P3	29.01.2024	TA	DRAFT	
MP P4	05.03.2024	TA	DRAFT	
MP P5	05.04.2024	TA	FINAL	

Broken Hill City Council

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MASTER PLAN

ISSUE DATE BROKEN HILL CITY COUNCIL 2

1 Introduction

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A premier regional Minerals & Mining Museum that promotes Broken Hill's unique mining history.

The Museum will be a leading regional tourism destination for discovering, exploring, and learning about the area's rich geological history and mineral discoveries. Featuring interactive exhibits and activities that focus on science, geology, minging and minerals, visitors will gain a deep appreciation for the area's natural environment and its place in the past, present, and future. Through engaging stories and captivating displays, the Musuem will inspire its guests to care for the local ecology and develop a deep connection with the region.



1 INTRODUCTION

Introduction

Executive Summary

Broken HIII City Council engaged Troppo Architects as lead consultants with a design team of subconsultants, in May 2023, to produce the Master Plan for the Albert Kerstin Mining and Minerals Museum.

The Museum is located on the corner of Crystal Street and Bromide Street and consists of a historic building, the Old Bond Store, and late 90s Exhibition Hall addition and external courtyard area, home to a replica Miners Cottage.

The current state of the Museum is in need of building and experience upgrades, refurbishment and a modern curation of its existing minerals and mining collection.

BHCC and the design team have engaged in regular design meetings to ensure a well researched, reviewed and resolved solution to the Master Plan be achieved.

It was identified early on that Broken Hill is an incredibly historically rich area, specifically to the mining industry, which includes the discovery and production of minerals, metalurgy but also the rich social history that shaped the town.

This document is composed of five key sections designed to provide an in-depth view of the Master Plan for the Museum. The blueprint of the document is such that it guides the reader systematically through every important detail the project encompasses, thereby ensuring a comprehensive understanding of the underlying objectives and strategies.

1. Existing Building and Site Analysis

The second segment addresses the examination of existing exhibition spaces and potential areas for development, identifying the strengths, weaknesses, and areas for improvement. This section will be valuable to those interested in the logistical and infrastructural aspects of the project.

2. Background Research

This initial section serves as a base for understanding the project. It reviews the Museum's current situation and provides demographic and economic profiling. The readers are advised to start here to assimilate the foundation on which the proposed plan is to be built.

3. Future Planning Requirements

This part focuses on articulating the long-term vision of the project, including accessibility recommendations. It should be read with a future-forward perspective, considering the potential growth and development of the Museum.

4. The Master Plan

The fourth component covers a variety of the project's aspects, such as diverse design stages, costings, visitor offering development possibilities and organisational development recommendations that are up for consideration. Those interested in the varied avenues and potential directions the project can take will find this chapter particularly enlightening.

5. Organisational Plans

The final section outlines a proposed organisational strategy for the next decade, inclusive of a Business Plan with financial forecasts. This is beneficial for those who wish to understand the overall intended trajectory for the Museum and its financial implications.

The staged completion over a 10 year period has a cost estimate of \$23,610,000 (exc. gst) - inclusive for contingencies and non-direct allowances.

Engagement that informed the Master Plan

The design team underwent a project engagement focused on gathering insights from various sources to inform the design process. This included engaging with local museums, personal collections, conducting face-to-face stakeholder meetings, and community consultation sessions.

Beginning by collaborating with local museums, interacting with curators, historians, and experts in the field. This allowed the design team to gain a deeper understanding of the city's history and cultural heritage. Furthermore, the personal mineral collections were explored, learning about aesthetic and scientific considerations from passionate collectors.

Face-to-face stakeholder meetings were conducted with key individuals such as government officials, city planners, and design experts. This collaboration ensured alignment with project goals and incorporated diverse perspectives. Additionally, community feedback was sought through consultation sessions, enabling the community needs and concerns to be addressed.

Moreover, site visits across the city provided essential contextual understanding, allowing observation of existing infrastructure and unique characteristics of the Broken Hill community.

Overall, this holistic project engagement provided valuable insights, informing the human-centred design outcomes and guided the city system strategies.

What was heard

The design team heard from the community, of a desire for a holistic museum to reflect the diverse aspects of the Broken Hill story from the indigenous perspective through to pastoral development and into the fascinating geological, mining and mineral history of the region.

A recurring theme of the consultation with local Broken Hill residents was for the need to keep the rich history of the area within Broken Hill. This is because in the recent past many fine collections have been bought or moved out of the region resulting in important stories and artifacts being lost from the area.

The Museum Master Plan is seen by many as an opportunity to create a keeping place, a repository for all aspects of the Broken Hill story to be told in a modern holistic way that incorporates the social and cultural history as well as the mining and mineralogical story of the region.

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1 INTRODUCTION

Master Plan Objectives

The expected outcomes from this initiative were a cohesive and comprehensive Master Plan for the

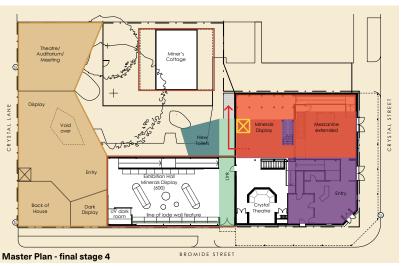
- The Master Plan includes a range of implementation plans, design stages and associated costings to determine anticipated commitment required from Council and external funding sources to realise the recommendations.
- The Master Plan can be used for future grant applications and winning philanthropic support to implement the renewal project.
- It is expected that as a result of this implementation, the Museum will bolster its position as a premier tourism experience in the region and subsequently, both boost visitation and increase revenue to support a sustainable operating model.
- The Master Plan will elevate the facility as a premier Minerals and Mining museum through a staged building development approach. Maximising collections management and enhanced interactivity, with space for more materials, collections and features, to improve visitor experiences for all demographic groups.
- The community will benefit through the re-presentation of the region's relationship to resource extraction by including a narrative that fosters a sense of collaboration, camaraderie, and unity.
- The site will present a diverse understanding of the town through social history, archival documents, and significant objects - better representing the history of this town that has contributed to its national heritage listing.

The objectives include:

- Defining key objectives for a renewed Museum inclusive of all BHCC collections, analysis of current identity of the museum and recommendations for diversification (from ethnographic science toward social history).
- Analysis of current exhibition space. architectural drawings, plans, pricing and design of internal redevelopment.
- Accessibility recommendations and implementation plan to ensure full accessibility and best practice to the museum.
- Review of the Museum's current situation to understand assets and resources, finances, strengths/weaknesses, visitor profile.
- Demographic, economic profile of the local community.
- The development of a small number of case studies to illustrate alternative approaches to the Museum's future development.
- Development of distinct development stages for the future Museum and curatorial potential.
- Stages evaluation.
- Description of the visitor experience, including indicative exhibitions (long-term and temporary).
- Organisational development requirements.
- Business Plan and financial forecasts.
- Wayfinding solutions.
- Implementation plan.

Considerations to be addressed in the Master

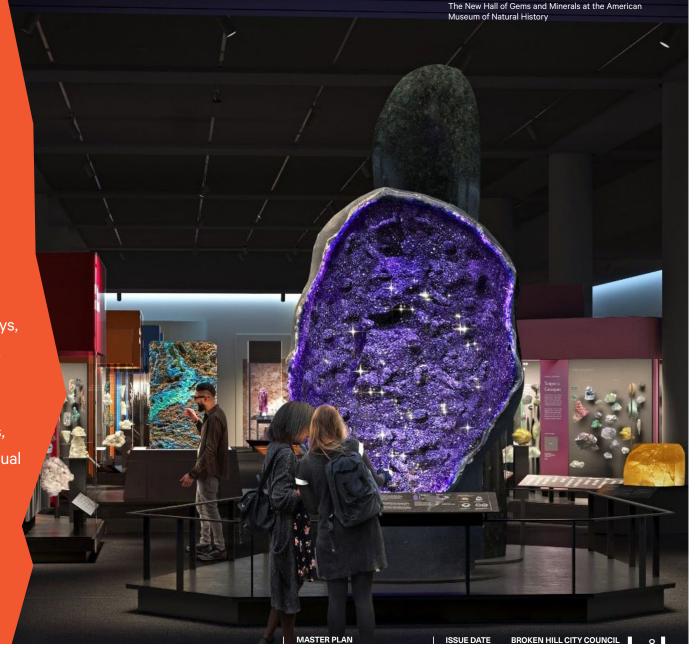
- Site planning that includes the garden and outdoor precinct as integrated to the museum experience.
- Accessibility requirements of a modern museum and key recommendations.
- Key research into visitor and economic profiles and key developmental recommendations.
- Collections analysis and enhancing the facility for minerals display and storage.
- Business planning and associated revenue models.
- Implementation costings.



Key Principles

This Master Plan will give direction to a museum focused on Broken Hill's wider region, the Line of Lode, designed for maximum entrance flow, clarity, and accessibility. It will provide an immersive experience with interactive exhibits, audio-visual technology and engaging displays, as well as maximising revenue & membership opportunities. The story-driven exhibits will include archives and documents, artefacts and displays, audio-visual experiences, and educational laboratories to help visitors gain a deeper understanding of the

geology and mining industry.



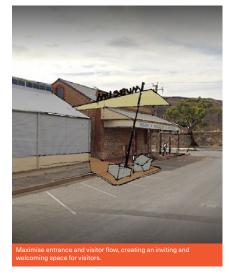
1 INTRODUCTION

Key Principles

There are eight key principles under the Master Plannning process.











Identity

Create a legible, recognisable image and identity for the Museum that resonates with visitors. Create a strategic marketing campaign that will ensure that people are able to easily find and navigate the city and access the museum. Build a strong branding platform, directly appealing to potential visitors in an organised way. In doing so, position the museum as a key tourist destination in the region, as a leading Mining and Minerals Museum, helping to cement its place within the local consciousness.

Visibility

The Museum will be designed to maximise entrance visibility and visitor flow, creating an inviting and welcoming space to get visitors excited to experience the Museum's exhibits. It is also necessary to minimise exit points to prevent overcrowding and lengthy waits at entrance points. This entrance should be situated at a central position in the Museum, with prominent signage and landscaping to draw further visitors in.

Clarity

The exhibition layout will be designed to ensure a sense of clarity and ease of navigation throughout the Museum. This will involve clear signage, spatial orientation, multiple paths, and easy core routing, as well as visual markers and obvious circulation.

Experience

The Museum will be designed to create an immersive and memorable experience that is both educational and entertaining. This will be achieved throughan improved building site, interactive exhibits, audiovisual technology, and engaging displays that appeal to a range of visitors and interest groups.

MASTER PLAN

ISSUE DATE

BROKEN HILL CITY COUNCIL

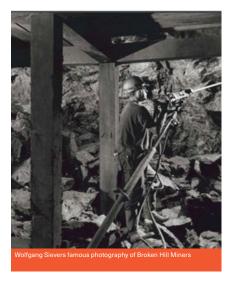
1 INTRODUCTION

Key Principles

There are eight key principles under the Master Plannning process.









Accessibility

The Museum must be designed with accessibility in mind, with features such as wheelchair accessibility, audio description, and language translation capabilities necessary to ensure a safe and enjoyable experience for all visitors.

Revenue

The Museum should be designed to maximise revenue and membership opportunities, with features such as an interactive kiosk, gift shop within the site.

Story

The contents of the Museum should be tailored to reflect Broken Hills' Line of Lode, the wider region, with engaging and informative stories to captivate visitors. Reflect Broken Hill's unique geology, mineralogy and mining history, including archives and documents, artefacts and displays, audio-visual experiences, and educational laboratories that allow visitors to gain a better understanding of the local mining industry.

Collection

Utilise the current collection to better explore all aspects of Broken Hill's unique geology, as well as the earth sciences of mineralogy and metallurgy. Additionally the collection can also be a story touch point for the social and cultural history of Broken Hill.

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2 Existing Building & Site Analysis

2 BUILDING & SITE ANALYSIS

2.01 Current building analysis

Located at the corner of Bromide and Crystal Streets Broken Hill and bounded by Crystal Lane to the rear; the site is largely rectangular and of 1300m2

The Museum site is a consolidation of buildings which includes:

- The old Bond Store: constructed in 1892 as Bond Store this building was used to securely hold goods until a duty or any excise owing on them was paid to the government.
- The Exhibition Hall: a recent addition circa 1996-98 to provide dedicated exhibition space for curated events.
- The Miners Cottage: a historic artifact moved here in 1996 from the Broken Hill Historical Society, an original typical dwelling of the era; currently in disrepair and closed.

The Museum is home to a large mineral collection, mining artefacts and the Miners Cottage.

The external facade of the Bond Store appears to be in good condition, and highlights the heritage of Broken Hill.

Previous reports by structural engineers and WH&S assessment identify that there is a public safety issue with the current state of the basement in regards to poor ventilation and improper storage of some minerals.

The main access to the building is currently not DDA (Disability Discrimination Act) compliant and within the building there is no DDA access to the mezzanine minerals display.

The current evaporative air conditioning system requires a full upgrade throughout.

The Miners Cottage is currently closed off to the public after a dilapidation report was conducted. There is evidence of termite damage.









- 1. Silver Nugget, Junction Mine, Broken Hill
- 2. Collection display gallery
- 3. Entry and ticket counter
- 4. Museum exterior (Bond Store)
- 5. Crystal Theatre
- 6. Miners Cottage
- 7. Exhibition Space







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Broken Hill City Council

Positive

- Old Bond Store heritage value and lineage to the past

To the north eastern part of the site is located the Miners Cottage and 2 large 'pepper trees' (spp.

Schinus mole) an introduced exotic that provides

High value construction

The space can be considered to have the following attributes:

2 BUILDING & SITE ANALYSIS

The site is on the corner of Bromide and Crystal

approximately 45 degrees to north running in a

rectangular shape from southeast to north west.

— the old Government Bond Store: constructed in 1892 the building is of stone and brick

basement, ground floor and mezzanine.

perimeter walls clad in corrugated cladding.

the Miners Cottage: a historic artifact moved

it is currently in disrepair and closed.

Secondary access to the Exhibition Hall is from Bromide Street.

here in 1996 from the BHHS., an original typical dwelling of the era; is light weight timber frames and clad in corrugated iron. As noted

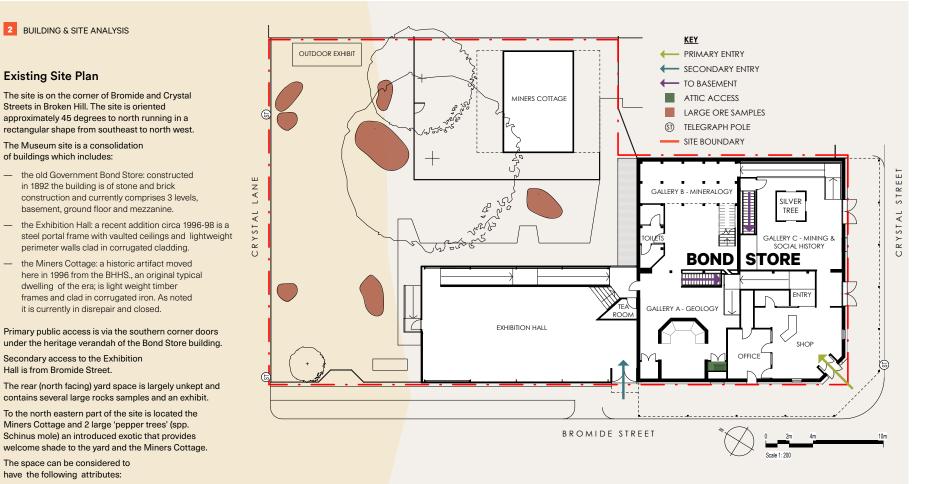
construction and currently comprises 3 levels,

Streets in Broken Hill. The site is oriented

The Museum site is a consolidation of buildings which includes:

Existing Site Plan

- Corner prominence
- Exhibition space relates to mine stope character
- Exhibition Building large open span
- Opportunities for refit to integrate into overall Museum
- Robust construction



- Linkage to exterior open space
- Dedicated access to Bromide Street
- Dedicated access to external open space

Negative

- Old Bond Store compartmentalised exhibits due to nature of building envelope
- underutilised due to disrepair of basement
- poor level of toilet amenities being centrally located

- requires upgrades for DDA compliance
- unable to house entire collection
- building fabric requires repair and remediation
- Exhibition Hall poor lighting control
- inadequate cooling systems requiring replacement
- unsuitable to display of mineral collection

MASTER PLAN

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Broken Hill City Council

2 BUILDING & SITE ANALYSIS

Sun - Wind - Outlook

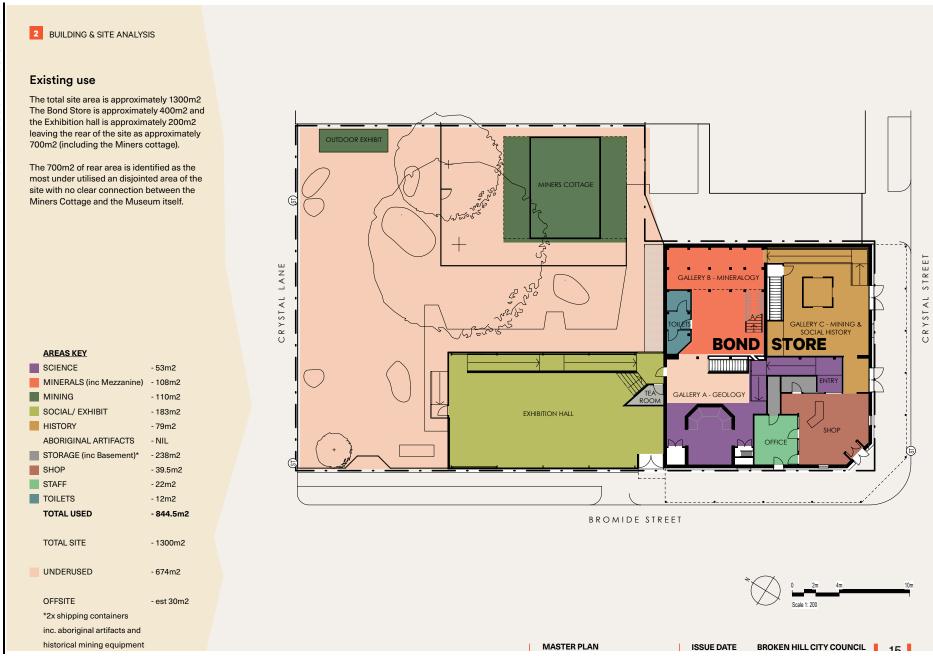
The orientation of the site being at 45 degrees to north means that the Bromide and Crystal Lane frontages are the most exposed to the summer sun and shall require specific thermal treatment to protect the building from excessive over heating in the summer months.

The prevailing winds come from the south and often there are strong winds that follow the line of lode and become very strong coming from the south west along Crystal Street. These winds make the front entry at the corner of Bromide and Crystal Streets very exposed and signage + flags have been blown down due to the speed of the winds.

The location of the miners cottage in the middle of the site under the shade and protection of the Peppercorn Trees offers a natural courtyard microclimate opportunity for the future growth of the Museum.

This central area can become a cool oasis if protected from the North and west by any new development on the site.





Movement & congestion

2 BUILDING & SITE ANALYSIS

Total Site - 1300m2 Bond Store - 400m2

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Exhibition Hall - 200m2

Outdoor Area - 700m2 (inc Miners Cottage)

The 700m2 of rear area is identified as the most under utilised and disjointed area of the site with no clear connection between the Miners Cottage and the Museum itself.

There are an asortment of bolders scattered throughout the external courtyard, but there isn't a clear story being told or an insentive to investigate. With a large external space, there is opportunity for mining equipment displays, and historical storytelling linking to the Miners Cottage, once refurbished.

There is a clear disconnect between the Bond Store and Exhibition Hall which in effect limits the movement towards the outdoor area and Miners Cottage. The mezzanine is only accessible by stairs so is currently not DDA compliant, as is the basement – currently only staff access.

Gallery A contains minimal interps display outside of the Crystal Theatre. This space is a missed opportunity for more interactive display and information points.

In Gallery C there is a squeeze point behind where the the Silver Tree is display centrally, which could be better arranged for a nicer viewng experience.



2.02 The Exhibition Space

The current exhibition space struggles to have a clear connection with the Old Bond Store minerals and mining display.

The Old Bond Store is a very dark space and can impact users cognition and safety.

The disparate nature of the spaces and lack of connecting displays and narratives, impacts the

across of the Old Bond Store (ground floor and mezzanine) and the Exhibition Hall.

The Old Bond Store housing the Minerals and Mining display is sparsely lit and as a product of a retrofitted space the visitor flow is poor and several conflict points exist.

The Exhibition Hall has a poor connection with the Old Bond Store.

Movement from the Old Bond Store in to the Exhibition Building is abrupt and the passage from a dark to a highly lit space is considered unpleasant for the visitor.

There is no carrying narrative between the spaces which contributes to the disjointed experience.

A double door that opens to the Bromide Street frontage is not active, but is known to have been proposed at the time of building outlet for the Exhibition Building.







- 1. Display of collection samples
- 2. Exhibition space
- 3. The collection

Broken Hill City Council

2.03 Accessibility

Accessibility Overview

The museum must be designed with accessibility in mind, with features such as wheelchair accessibility, audio description, and language translation capabilities necessary to ensure a safe and enjoyable experience for all visitors.

Installation of ramps, widened doorways, and elevators in the building, as well as accessible toilets and other facilities are key

Ensuring signage is in multiple languages, utilizing assistive technology such as voice ensure that people with sensory impairments can engage with the museum are also necessary for implementation of each stage of the Master Plan.

Making the website accessible and usable with audio, video, graphics, and other visual content sure those with learning disabilities can access the Museums fountain of knowledge.

as adjustable font size, colour contrast stages, and other accessibility related settings.

Provide training to staff on how to interact with people with disabilities and ensure any volunteers are aware of the accessibility strategy.

Accessibility Strategy

The accessibility strategy for the Museum would involve taking steps at each stage of the Master Plan implementation process to ensure the physical environment and digital platform are accessible to all visitors.

Currently the main public entry to the should be the first priority for stage one of the Master Plan implementation process.

The existing toilet facilities are not DDA compliant and this should be addressed within stage 2 of the Master Plan implementation process.

which is addressed via a new mine type experiential lift to be installed as part of stage 2 & 3 of the Master Plan implementation process.

DDA access to the basement will be fully complete with implementation of stage 3 of the Master Plan and the whole site implementation of stage 4 of the Master Plan.

Visual Accessibility

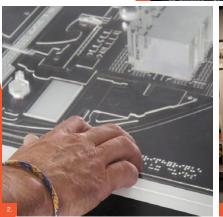
Legibility of information, wayfinding and interpretive elements is impacted by the low light conditions within the existing spaces.

Adequate lighting for disability compliance is therefore a priority to improve exhibitions and the overall visitor experience.

including ambient and task lighting in the Museum will enhance visitor amenity and improve accessibility.

- 1. Text-to-speech voice software enables the effortless conversion of written content into various languages, making these guides accessible and accommodating to a broad spectrum of visitors.
- 2. Tactiles and Braille to assist visually impaired visitors











2.04 Visitor site navigation

Arrival experience and site wayfinding

It is evident that the Museum can significantly benefit from a more comprehensive wayfinding system. Currently, the arrival experience within the heritage building is highly congested and diminishes the arrival experience for first time visitors.

Internally, the layout has had to adapt to the heritage inhibits intuitive visitor movement pathways. The narrative between displays and collections is disparate, causing confusion regarding the sequence or connection between exhibits.

The identification of basic amenities such as toilets needs considerable improvement. Inconsistent signage further adds to the site navigation difficulties. Improving site mapping for visitors would eleviate some of the current navigation issues.

We recommend a more coherent wayfinding system that articulates a clear relationship with the unique collection. Crafting a logical progression between exhibits will enormously enhance the visitor experience and comprehension of the centre.

experience. This first touchpoint sets the mood and initial perceptions of the visitors.

By refining signage, optimising visitor flow and prioritising visitor experience, the Museum can substantially improve its accessibility, influence and charm.











- 1. Material selection helps build a wayfinding narrative
- 2. Simple and legible visual communications by using pictograms
- 3. Signage incorporated into the wall treatments
- 4. Linear story telling
- 5. Create more dynamic displays to excite and compel visitors
- 6. Highlight collections graphically to create a more intuitive experience less reliant on signage

3 Background Research

3.01 Strategic Context

There are a number of State and local strategies that provide context for an investment in the redevelopment of the Museum and associated tourism experiences.

NSW Visitor Economy Strategy

The Visitor Economy Strategy 2030 acknowledges regional NSW as a key to the future of the NSW visitor economy.

The NSW statewide target for 2030 is \$65 billion in total visitor expenditure. The goal is for Regional NSW to contribute \$25 billion in overnight visitor expenditure to this target.

The NSW Government supports the growth of the state's tourism and events sector through Destination NSW. Destination NSW's role is to market Sydney and NSW as one of the world's premiere tourism and major events destinations.

It supports regional tourism through:

- Destination Networks.
 Responsible for developing visitor experiences, marketing, coordinating services to industry, local tourism organisations and councils, and administering Destination Management Plans.
- Regional Flagship Events Program.
- Regional Visitor Economy Fund.



https://www.destinationnsw.com.au/our-industry/destination-networks

Country and Outback NSW Destination Management

The Country and Outback NSW Destination Management Plan identified the main opportunities and challenges for the region many of which are directly relevant to Broken Hill.

The Country and Outback NSW region Destination Network comprises 25 local government areas organised into three main sub-regions:

- Outback NSW.
- New England.
- North-West and Great Central Plans.

Within this region, Broken Hill sits within the subregion of Outback NSW.

The Destination Network's mission is to: facilitate the development, enhancement and promotion of world-class visitor experiences and events that create meaningful connections between the region, its communities, characters and businesses with visitors.

Broken Hill Economic Development Strategy

The 2022 – 2027 plan outlines the city's economic focus for the past 20 years has been to broaden the economic structure and to focus on the visitor economy and promote Broken Hill as a liveable city that offers an immersive cultural visitor experience and enviable lifestyle.

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

There is an identified need to strategically promote the region's existing and unique offering, improve the visitor experience and explore new avenues, such as self-determined Aboriginal cultural tourism, participatory creative learning, promotion of the city as an icon of the Australian heritage and modern art scene and outback nature-based experiences.

Broken Hill Advocacy Strategy

This 2022 strategy lists the following visitor economy related advocacy priority projects:

- Broken Hill Regional Airport Redevelopment.
- CBD Revitalisation including new Library and Archives Stage Two E.P. O'Neill Memorial Park Upgrade.
- Opening of Imperial Lake
 Sustainability and Nature Park.
- Rail link from Broken Hill to Melbourne and second service from Broken Hill to Sydney.
- Tourism transport road links.

Tourism is listed as on opportunity with the following assets:

- Australia's First Heritage Listed city branding.
- Tourism governing body is established with representation from all stakeholders and a sustainable funding model.
- Nature-based, 'eco' and adventure tourism.
- Silver to Sea Way Stage 2.
- Opening of Imperial Lake
- Sustainability and Nature Park.
- World Heritage Listing Broken Hill Trades Hall.
- Events and conferences.
- Cultural and Indigenous tourism.

Far West Regional Economic Development Strategy (REDS)

The REDS strategy (that incorporates Broken Hill, Central Darling and Unincorporated NSW) aims to leverage the Region's endowments, such as: mineral resources, agricultural land and the landscapes and abundance of space to support festivals, events and camping experiences, along with cultural heritage (First Nations and European).

One strategy of the plan is to: Grow the arts and recreation, film and television, and visitor economy sectors by capitalising on the region's heritage, cultural, seasonal and natural endowments.

The plan identifies tourism as an industry specialisation and as a comparative advantage for the Far West region, based on employment concentrations in industry sectors.

BHCC Delivery Program 2022-2026

The Master Plan is a key supporting feature to enhance strategic objectives under the delivery program from the Museum, including links (amongst others) to the following strategies:

- Strategy 1.3.1 to support public programs at the Museum
- Action 2.4.2.3 leads on from the Master Plan to develop a business plan for this facility.
- Action 2.4.4.4 leads on from the Master Plan to enhance operations at the Museum to support the visitor economy.

3.02 Review of the Museum's current situation

Country Outback Destination Network

The Country Outback NSW visitor economy delivers 6.9% of the region's jobs, supports 5,487 businesses and directly delivers 3.6% (over \$1 billion) of the region's Gross Value Add. This has grown every year since 2010-11 at an average of 5.3% pa.

In the year ended December 2022 visitors stayed an average of 3.2 nights and averaged a spend of \$194 per night.

The main purpose of visits to the region was holiday (35%) followed by Visiting friends and relatives (27%). Most (53%) of visitors were from Regional NSW.



Extract from Country Outback Destination Network,

Visitation to Broken Hill

Visitation to Broken Hill pre Covid was 229,000 (year ending Dec 2019) with an average length of stay of three nights. This had recovered to 253,000 for the year ending June 2023.

International visitor numbers are small (7,400 for year ending Dec 2019) and recent figures show a recovery to these levels after a significant decline from 2020-2022.

Half of visitors to Broken Hill travel for a holiday (99,000), with 34% travelling for business (67,000) and 14.9% visiting friends and relatives (29,000).

Council collates visitor numbers for entry to the Visitor Centre on Bromide St in Broken Hill. This shows 82,707 for the year ending June 2023, with numbers recovering after a low of 48,159 during Covid but not yet reaching pre-Covid levels of around 100,000.

Visitation at Albert Kersten Mining and Minerals Museum

Visitor statistics are collected by staff at the Museum for each entry.

These show annual visitor number are in the range 7,000 to 8,000, representing about 10% of the visitors at the Visitor Centre.

For the year ending June 2023, visits were at 8,732, up against previous years for which data is available.

The numbers show a seasonal fluctuation favouring winter with up to 1,813 in a peak month and a low of 382 (ignoring Covid affected months). This averages to a high of 60 people a day to a low of 12 per day.

Broken Hill Local Government Area Tourism Monitor

Updated to the Year ending June 2023

Key Points For Year Ending June 2023

- An estimated 253,000 domestic overnight visitors spent at least one night in the Broken Hill Local Government Area in the year ending June 2023. This represents a new record for a year end June period.
- This estimate is 39% higher than the year ending June 2022 -a statistically significant change using a standard test.
- Broken Hill's percentage YOY change is similar that of the NSW Reference Area and broadly similar to the SA reference area.
- All comparison areas apart from Wentworth experienced strong to very strong year-on-year growth (caution -low sample size & at least moderate sample error -treat as indicative).
- The Sydney self drive holiday market recovery monitor (far right) shows a decline in trips to 1.32m to destinations within Regional NSW.
 This is below the June quarter in 2022 (1.46m) and the June quarter in 2019 (1.44m).
- International visitors spent an estimated 73,400 nights in the Broken Hill Local Government Area in the year ending June 2023
- This is 37% above the visitor nights volume in the year ending June 2019
- A year-on-year (YOY) percentage change has not been calculated given the previous years' estimate included non-IVS data

- The NSW Reference area recorded an increase in their visitor nights volume but the SA reference area remained similar to the previous year end period.
- The Broken Hill index rose to 130 -one of the highest scores in the index
- This movement in the index is clearly favourable compared to both the NSW and SA Reference areas which remained well below the index start point.
- The recovery in visitor nights for Regional NSW shows China nights significance increasing despite the decrease in visitor numbers significance.



Data from Broken Hill Visitor Centre visitor data

3.03 Visitor economy

Regional strengths and challenges

The Country and Outback NSW Destination Management Plan identified the main opportunities and challenges for the region many of which are directly relevant to Broken Hill.

These are summarised in the SWOT (strengths, weaknesses, opportunities, and threats) analysis diagram displayed here.

Main Opportunities & Challenges

The following SWOT were identified during the destination management planning process to inform the development of the Country and Outback NSW DMP.

· Outstanding natural assets, spectacular night sky and expansive horizon reinforce the sense of freedom and

- · Rich history and heritage
- · Fascinating combination or laying of geological and cultural influences on a timeless landscape
- · Broken Hill (30% of visitors to the NSW Outback visit
- · Taronga Western Plains Zoo (attracts 250,000 people p.a. to the Great Western Plains region)
- · Tamworth Country Music Festival (50,000 people over

- Domestic overnight average spend in both the New England North West and Outback NSW sub-regions is lower than the NSW regional average (\$171)
- Average night stay in Greater Western Plains (2.4 nights) and New England North West (2.9 nights) is lower than NSW regional average (3.2 nights)
- Limited collaboration between stakeholders in the
- Fragmented tourism community
- Road access and quality of the road network as well as intra-region transport options
- Use of digital technology by industry (especially online, e-commerce and to support visitor servicing) below market and visitor expectations
- Quality of interpretation and way-finding signage varies

- · For the Greater Western Plains and New England North West hubs, VFR is a strong a motivator for travel - on par with holidays
- · Tapping into the Odyssey travel trend and the renewed interest in road trips - landscape-scale, experiential itineraries that link destinations through trails and touring routes (over 95% of visitors drive to the network area)
- · Growing demand for private air charters
- · Events, particularly (but not exclusively) outdoor events or those that take advantage of the landscape setting. including the night skies
- · Adopting new technology and integrating it into all relevant areas of the visitor economy from visitor services through to workforce support and interpretation
- · Aboriginal Cultural tourism, including:
- » More personalised, immersive and transformative experiences
- » New model for encouraging Aboriginal cultural
- · Ruralisation of tourism, which is resulting in increased demand within domestic markets for travel to regional Australia - links to increasing interest in agri-tourism
- · Sustainability and eco-tourism, including active transport and to support e-vehicles

- · The shift from transactional to transformative travel
- Digital transformation required to future-proof the visitor economy and meet the expectations of contemporary markets/travellers
- Major infrastructure projects competing with leisure markets for occupancy and access
- Domestic market demand likely to soften with the opening of international borders
- Increasing cost of fuel and cost of living pressures (including inflation) impact domestic demand for discretionary holiday expenditure, especially for road trips and odvssey travel
- Regulatory barriers to agri-tourism and eco-tourism both at the state-wide and LGA levels
- Improved connectivity relating to digital and communication technology
- Attracting and retaining talent in a highly competitive workforce environment

Enablers

The planning process also identified several enablers relevant to the Museum, including:

- Greater support is required for businesses (especially small to medium-sized enterprises), new market entrants and industry development, including a more holistic, whole-of government approach to building capability and capacity.
- Given limited resources, new or emerging opportunities could result from additional funding received through State or Commonwealth Governments' grant programs. However, a challenge is identifying the resources to apply to this task, especially to ensure that robust feasibility and return on investment analysis and appropriate master planning can be undertaken to attract investment.

SWOT Analysis table

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3 BACKGROUND RESEARCH

3.03 Visitor economy

Target Markets

The Country and Outback NSW destination management planning process identified the following main visitor markets and growth development opportunities.

Domestic Overnight Visitor Market

The domestic overnight visitor market is the critical market for sustainable success in terms of both volume of visitors and value of visitors.

While day visitors are also an important segment, they definitely contribute far fewer dollars to the visitor economy. Overnight visitors to Outback NSW region provide 73% of visitors and 90% of all visitor expenditure.

Source Markets

Tracking visitor flows is made complex by the sheer size of the Country and Outback NSW area including:

- A high volume of visitors reside within the network area
- Inter-state visitors tend to visit towns on the edges of the network area more than the interior.
- International visitors comprise less than 1% of visitors across the whole network area. While the number of international visitors is low, the international market may still offer opportunities to target the Free & Independent Travellers (FIT) market; a segment that pre-COVID represented 83% of all international visitor arrivals to NSW.

The following table provides the source markets as an average over eight years from 2012 to 2019 using Tourism Research Australia (TRA) data. This data is more consistent than 2020 and 2021, when interstate travel was restricted.

Drive Tourism

Major highways intersect the network area, carrying visitors through multiple LGAs and hubs. With over 95% of visitors driving to and through the network area, this is a critically important segment for the Country and Outback NSW region.

The importance of understanding the drive tourism or touring market and their needs and aspirations is critical. A key insight is that these markets are seeking more experiential itineraries compared to visitors who stop somewhere as part of 'point to point' travel.

The growing interest and demand for drive tourism is not restricted to older demographics. Younger generations, including Millennials are taking the opportunity of more flexible work arrangements and a desire to explore Australia by road.

A key to success in drive tourism is experienceled itineraries and touring routes that showcase opportunities to slow-down and spend longer in the destination.

Age and Lifestyle Segments

Lifecycle segments identified in TRA data shows three key segments across the network: Baby Boomer couples, Gen X families and Gen X

Gen X are eager to experience new places and are especially drawn to cultural experiences. Expedia Group Media Solutions found that 71% like to explore off-the-beaten-path activities and seek local recommendations.

Millennials continue to travel more domestically than previous generations of their age. The Covid-19 pandemic increased the interest of this market in road trips and regional holidays.

Cultural and Heritage Tourism

Australia's cultural and heritage offerings act as a critical demand driver within the visitor economy.

Cultural tourists stay longer and spend more visitors generate higher yield on average, spending more (24% more for international visitors and 56% more for domestic visitors) and stay longer (37% longer) when they incorporate cultural activities into

Along with population growth and overall growth in domestic tourism, the numbers of Australians engaging with the arts while exploring their own country is growing. In 2019 in NSW, there were:

- 4.1 million visitors (up 3.1% year on year) art and cultural visitors in the state.
- Staying 83.1 million nights.
- Spending \$14.3 billion (up 2.4% year on year).
- The average length of stay for an arts overnight trip was 3.8 nights, slightly longer than for other domestic trips.
- Holiday travel was the largest driver, accounting for 61% of overnight trips. Visiting friends and relatives was the second largest category (26% of trips).
- Almost 30% of visitor nights were in the home of a friend or relative.
- The most popular arts and cultural activities were attending museums and art galleries, accounting for 51% of visitors.
- Arts and culture visitors had a propensity for social activities, such as: eating out at a café or restaurant - 83% of visitors; visiting friends or relatives - 42% and going sightseeing - 47%.
- There have been increases across all arts activities: visiting museums and art galleries; attending performing arts; visiting art or craft workshops or studios; attending festivals; and experiencing First Nations arts and craft more domestic visitors attend the arts than organised sport, amusement parks or wineries.

Who are the cultural and heritage visitors?

Destination NSW's definition of an art and cultural visitor is a visitor who participates in at least one of the following activities:.

- Attend theatre, concerts or other performing arts
- Attend festivals, fairs, or cultural events
- Visit museum or art galleries
- Visit art, craft workshops or studios; visit historical heritage buildings, sites or monuments
- Experience Aboriginal art, craft and cultural display
- Visit an Aboriginal site or community
- Attend Aboriginal performance.

Nationally, domestic arts and cultural visitors are similar in profile to the average domestic visitor.

At a regional level, domestic overnight art and cultural visitors spent approximately \$171 million in 2019. They stay an average of 4 nights in the region.

3.03 Visitor economy

Regional museums and galleries are popular

When visitors go into regional Australia, about 43% go to galleries, concerts, or museums — that compares to around 13% who are visiting wineries or organised sports events.

Research conducted by Museums and Galleries NSW in 2015 shows that visitors already comprise 40% of regional museum audiences – a significant audience segment with the potential for growth.

International visitors

Globally, heritage tourism has become one of the largest and fastest growing tourism sectors, with the United Nations World Tourism Organisation estimating that more than 50% of tourists worldwide are now motivated by a desire to experience a country's culture and heritage.

Pre covid, international arts and cultural tourism to Australia was growing. Over the last five years, it had grown at a higher rate than overall international tourism.

There is strong and growing potential for the arts and cultural to help drive regional tourism in the future. Research shows that international arts visitors are more likely to visit regional Australia than international visitors overall. Arts and cultural visitors are more likely to travel outside capital cities (42%) than overall visitors (34%). This trend is growing – since 2013 there has been a 41% increase in international arts and cultural tourists visiting regional areas, while total international tourists visiting regional areas increased by 37%.

Investment

Investment in the Arts, Recreation and Business Services space remains a priority for the attraction and retention of domestic and international visitors.

These projects complement existing attractions, both natural and man-made, or draw new tourists into less visited areas. They are important in the development of tourism communities, to regional dispersal efforts, as arts and cultural visitors seek new and interesting experiences.

In 2018–19, arts, cultural and museum infrastructure overtook sporting infrastructure to become a prominent source of investment in the pipeline, reaching \$5.7 billion.

Growth in visitors seeking cultural and authentic experiences has helped to drive investment in this area.

Potential audience focus for the Outback NSW Regions

There are three major focus areas relevant for Broken Hill and the Museum:

- Visitors in both day and overnight markets comprise Gen X (working families and couples born between 1965 and 1980) along with Baby Boomer retirees (55+ couples).
- Nature-based and Aboriginal cultural tourism are important drivers of interest for Outback NSW.
- A number of special interests are particularly relevant to Outback NSW, including four-wheel driving, photography and birdwatching. Outdoor events have also provided a major draw-card, such as the Mundi Mundi Bash in Broken Hill.

Future market growth opportunities

There are several market segments where significant growth is expected to continue both within Australia and around the world, including:

- The continuing rise in the numbers of contemporary female travelers, who are more likely to have a higher disposable income and to travel either on their own or in small groups of friends. They are also key influencers in family travel. This market is seeking new experiences that immerse them into the destination and the local culture.
- The continuing evolution of the fifty-five plus (55+) market. More people are choosing to travel earlier than retirement to enjoy the more active or immersive experiences that destinations have to offer. Globally, the 55 + market has the highest disposable income and are seeking new destinations to add to their bucket-list. They are as equally excited about an Australian holiday as they are about an overseas trip. This market is largely misunderstood; they want to engage and be part of the 'local scene'. They are also much more active and want to be perceived as being 'young at heart.' Domestically, they are also looking for short break escapes and often choose to travel outside of peak periods to avoid the crowds.

Digital Nomads and the flexible working revolution. This market is growing rapidly. While connectivity (for ease of remote working) is important, they are also seeking experiences and activities to enjoy while they are in the region. They want to feel like a local for the time they are in the destination. Accommodation stages that cater to their needs are an important consideration. Importantly, digital nomads are not all about long-term travel and not confined to a single demographic or generation. Short breaks (more than just a long weekend) and school holidays are also an opportunity to attract digital nomads and their families.

Referenced Materials:

- Broken Hill Visitor Centre visitor data
- Broken Hill Visitor Monitor
- Tourism Research Australia data
- Broken Hill Economic Development Strategy
- Broken Hill Cultural Plan
- Broken Hill Advocacy Strategy
- Far West Regional Economic
 Development Strategy
- Country and Outback NSW
 Destination Management Plan
- NSW Visitor Economy Strategy

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3 BACKGROUND RESEARCH

3.03 Visitor economy

What this means for the Museum?

The Museum currently attracts just a fraction of the visitors to Broken Hill. Given the broader market trends and evolving expectations there is considerable potential to make the Museum a must-do experience for these existing visitors.

Important relevant trends in the market include a greater proportion of digitally savvy Gen X and Millennial's and the increasing numbers of culture and heritage tourists.

The Museum hosts an internationally significant collection of mineral specimens that is directly relevant, or even central to, the Broken Hill experience.

Investing in improving the scope and quality of the collection to ensure high quality samples of all Broken Hill specific minerals as a minimum will ensure the collection maintains its standing.

Improving the quality of the displays and information about the specimens will enhance the visitor experience and is essential to maintain the relevance of the collection and maintain visitation.

The level of investment and sophistication of the presentation and interpretation of the display will determine the uptake of the museum experience by existing visitors. Investment in a world-class experience may attract additional visitors to Broken Hill.

Currently there is no entry fee for the Museum, and revenue comes from retail sales and venue hire for the exhibition hall. Dependent on the nature of the new interpretive experiences, there could be an "icon" experience which is a paid for value add, while the main display remains free. Other in initiatives such as "membership" or other ongoing relationship arrangements may be attractive for collectors and create ongoing revenues.

The Museum's location in a heritage listed city is also important for its success. Along with more than 20 other museums, galleries and displays spread across the city, the Museum contributes to the telling of the Broken Hill story.

The building and site upgrades proposed by the Master Plan allow for a modern, mining and minerals specific musuem, with an improvement to the collection display and interaction for all visitors.

The quality of these other collections also impacts on the overall reputation of the destination. Improved coordination, marketing and support for the full range of these visitor experiences would contribute to the role and success of the Museum.

Of particular significance in this respect is the Miner's Memorial and visitor facility on the line of lode. This prominent feature in the city is an attractant that is currently underutilised. Development and presentation of this site is critical to the future of Broken Hill as a destination.

A coordinated program of Memorial events, visitor information, orientation and wayfinding, and sound and light experiences has the potential to significantly enhance Broken Hill's reputation as an event and heritage destination. Such initiatives would also enhance visitation to individual attractions such as the Museum.



Images of rainbow minerals display - Natural History Museum in Washington USA

3 BACKGROUND RESEARCH

3.04 Stakeholder consultation and aspirations

The consultant team undertook two trips of three days of site and stakeholder visits that encompassed the diverse and considerable public and private museums and collections across the BHCC LGA including:

- Line of Lode visit with Janette Thompson
- Silverton courthouse museum
- Jewish Museum
- Mosque Museum
- Bushy White Mining Museum
- Pro Hart Gallery
- Railway Museum
- Trevor Dart's personal mineral collection
- BHCC Shipping containers with archival museum collections
- Jamieson House old mine managers house
- Imperial Lakes Broken Hill Land Care

Community consultation Sessions

On the 24th & 25th August 2023 community consultation took place at the Museum.

Attendees included 26 individuals including 2 x Indigenous community members over the two days.

Overview of feedback:

- Existing site is fine for smaller collection
- Alternative sites for a bigger experience would be good
- Night sky pollution needs to be avoided
- Use new technology to attract and improve the experience
- Designated bus parking required
- Accessible footpaths to building
- Dedicated storage and warehousing required to correctly preserve artefacts

- New extension as a local and regional landmark building
- Seating required inside and outside
- Upgrade the security of the displays
- Focus on current site housing geology, minerals and chemistry mining process, look at potential sites for social history
- Miners Cottage to be retained and restored
- Albert Kersten name to be retained
- Pepper tree not a keepsake
- Upgrade security fencing
- Some sort of exhibition space required for the town still
- Aboriginal history needs to be incorporated
- Interactive elements good for family experience
- Better display of artefacts and minerals needed

Overall response:

- If doing geology, minerals, mining & social then more space required than existing site
- Miners cottage to stay if moved to Jamieson House there's nothing happening there for who knows how long.
- Maintaining existing entry
- Important for the science to not be diluted to make way for additional content
- Stage 3 & 4 preferable





Images from the Community Stakeholder sessions.

3 BACKGROUND RESEARCH

3.05 Stakeholder consultation and aspirations

Mayor and councillor presentation

Troppo presented an overview of the Master Plan to the Mayor, Deputy Mayor, Councillors and Council's Executive Leadership Team on Thursday 7th March

Questions:

- Elevator as mine shaft experience important. Can this be included in Stage 1 instead of Stage 2?
- If the elevator doesn't go to basement in initial stage can a visual effects simulation be included?
- Operational costs extra employees?
- How many visitors at \$15 per entry fee per day is the revenue generation calculated with?

Overall response:

- The elevator is important, resembling a mine shaft cage - a big drawcard
- The lift experience will encourage child visitation which in hand increases adult visitation
- Spending \$5m in Stage 1 should increase revenue - council aware of pressure the current museum is under to keep facility
- Need to make sure there is revenue generation in Stage 1
- The completion of Stage 4 delivers a Musuem that people will pay money to visit
- Opportunity for photo sales
- Potential for Museum to become a full day experience for children/ tourists when Broken Hill becomes more reliant on tourism, post mining
- An economic analysis & full business case would be good to explore

Stage 2 Lift (2 levels) Stage 3 Lift (3 levels)

A Master Plan for the Museum

A premier Mining and Minerals Museum that promotes Broken Hill's unique mining history.

A destination for:

- discovering
- exploring
- learning

Focused on:

- building upgrades & developments
- enhancing visitor experience
- a world class facility for minerals & mining

Featuring:

- enhancing collection space & displays
- interactive exhibits
- a focus on minerals & local mining history

A world class specialised minerals & mining museum



3 BACKGROUND RESEARCH

3.06 Precedents

Australian Museum Making Minerals

Location: Sydney, NSW Australia

Collection Size: >5,000 specimens

Online Catalogue: No

Admission: Free

Highlights & Lessons for the Museum:

- The museum, which serves as home to the Australian Museum's extensive mineral collection, innovatively repurposes a heritage building.
- The design of the display areas capitalizes on the lofty heights of the available spaces, consequently creating bright, naturally lit alcoves that contrast beautifully with more secluded, darker spaces.
- The basement display systems provide lessons on the effective use of task lighting to cultivate a confined, atmospheric ambiance.



3 BACKGROUND RESEARCH

3.06 Precedents

Australian Fossil and Minerals Museum

Location: Bathurst, NSW

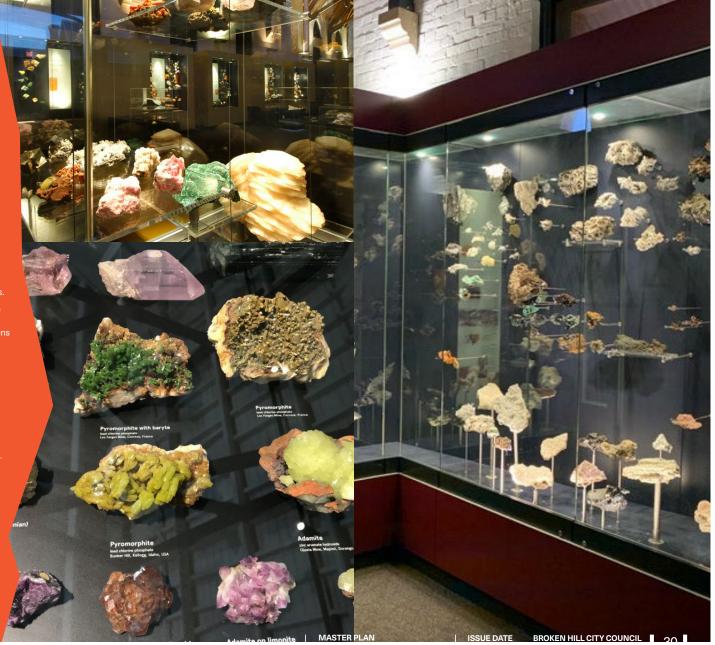
Collection Size: >5,000 specimens

Online Catalogue: Yes

Admission: Priced and various discounts

Highlights & Lessons for the Museum:

- The centre is nationally recognised as a beacon of excellence in the tourism, cultural, and educational sectors, and it has received numerous local, state, and national accolades.
- It showcases stunning crystals from over 100
 Australian mining sites and offers a display of
 spectacular and noteworthy mineral specimen
 from around the world, including diamonds,
 sapphires, rubies, emeralds, and other gems.
- It's a hotspot for families due to its key dinosaur exhibits.
- However, the centre has a limited offering of digital and interactive experiences.
- The exhibition is housed in a school building which, relatively speaking, is smaller than the Albert Kersten Mining and Minerals Museum.



3 BACKGROUND RESEARCH

3.06 Precedents

Stockman's Hall of Fame and Outback Heritage Centre

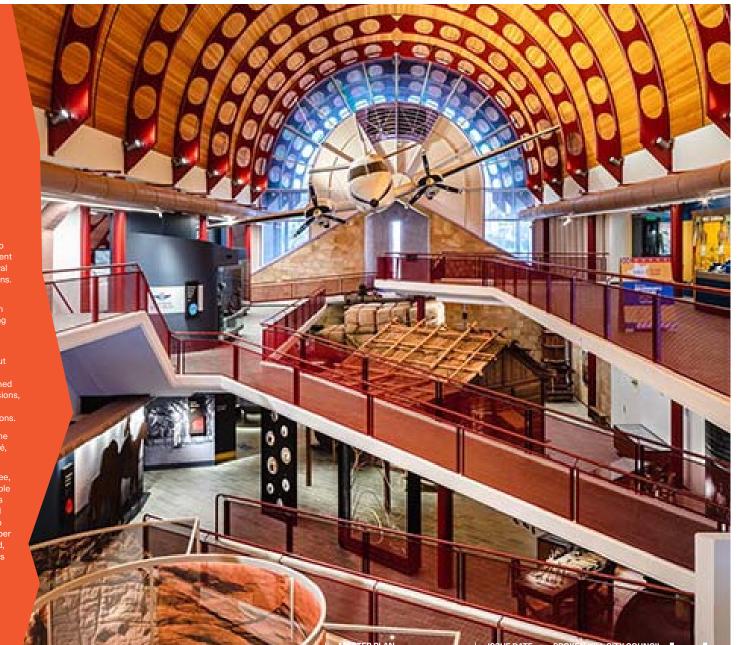
Location: Longreach, QLD

Average Revenue per Visitor: \$27

Total Visitors: 45,000

Highlights & Lessons for the Museum:

- Regional attractions have the potential to operate independently of local government support if they are able to establish a loyal hase through memberships and donations.
- The Australian Stockman's Hall of Fame and Outback Heritage Centre, situated in Longreach, Queensland since its opening in 1988, is acknowledged as Australia's preeminent outback heritage institution.
- Interestingly, the Centre operates without continuous governmental assistance.
 Operations and maintenance are sustained through various streams such as admissions, souvenir sales, catering, membership subscriptions, sponsorships, and donations.
- Notable features of the Centre include the Stockman's Life live show, a cinema, café, museum galleries, and a retail shop.
- As a public company, limited by guarantee, the museum is recognised as a Deductible Gift Recipient and charity. Governance is provided by the Board, which is required to consist of no fewer than seven, but no more than ten directors. The exact number of staff members has not been disclosed, but estimates suggest the figure revolves around 20 full-time equivalents (FTEs).
- Interactive technologies play a key role in enhancing the visitor experience, embodied by the Centre's state-ofthe-art self-guided audio tour.





4 FUTURE PLANNING REQUIREMENTS

4.01 Museum visitor scenario



ARRIVE AIRPORT + MUSEUM

A visitor finds information about the Museum and activates map directions by scanning a QR code at an airport display (printed or digital). They arrive and see an inviting facade, designed to align with the theme of minerals and mining in Broken Hill. It's hot outside, but as they enter, they are met with cool, dry air. The visitor catches their first glimpse of the exhibition space.

DISCOVER DISPLAY + AR

The two level exhibition space is filled with brightly lit glass-topped display cases, highlighting mineral samples and other collection content in contrast to lower lighting, and background sounds of mining. Samples have a QR code that leads to the Museum website with more information about the specimen and a link to view the mineral as a supersized Augmented Reality (AR) object. Visitors can digitally collect content that interests them to create a Line of Experience 'to do list' in the wider Broken Hill township that encompasses existing and new interpretive trails.

INTERACT MICROSCOPE / TABLETOP INTERACTIVE LIFT

In the centre of the room is a tabletop interactive with real microscopes connected. A child and their grandparent tap the touchscreen and investigate the microscope, and see one of the screens on the internal walls displaying a magnified mineral surrounded by additional information.

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4.01 Museum visitor scenario





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REVEAL PROJECTION WALL

The visitor enters the exhibition hall. They see a large wall with a painted mural of the Line of Lode. They move their hand across the wall and the painted text comes alive with a projected video showing a driller in operation. They go through a light trap, entering a smaller enclosed black room containing minerals glowing under UV light.

REMINISCE HISTORY + SMALL INTERACTIVES

The visitor continues and the space opens into a larger hall filled with some mineral specimens, displays of mining and the display of Broken Hill's rich social history. There are physical objects with interpretive displays and a mix of small screen interactives delivering captured visual and oral histories of the objects and their place and providence. The visitor sees some physical interactives that they can turn, pull and roll to operate demonstrations of the mining process.

REFLECT MINERS COTTAGE

They take the exit into the internal courtyard, which provides an outside area for kids to make some noise and stretch their legs, and some shade to take a moment. There is a complete restored miner's cottage in this space. They walk down the central corridor and view each room. At the press of a button, a narration describes the room alongside sounds of life and objects highlighted by lighting.

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4 FUTURE PLANNING REQUIREMENTS

4.02 Key Strategies and **Frameworks**

There are a number of supporting strategies, frameworks and planning outcomes that will need to be developed to support and inform the future development of the Museum, Listed below are the key Spatial, Experience and Interpretive frameowrks that are foundational to the development of a world class museum experience.

An holistic approach that considers the spatial opportunities, circulation and exhibits will inform the user experience outcomes by creating a cohesive labyrinth of interactive exhibits and captivating stories. Every step of the journey will offer a unique learning experience that highlights the geology and area's mineral heritage.

Wayfinding elements and clear directionality will be essential to ensure visitors can traverse easily and have a fluid journey through the museum. Comfortable temperature, strategic lighting, and digital elements that bring exhibits to life will further enhance the user experience.

Additionally, these strategies will help to define and inform the particular infrastructure elements needed for the Museum including the physical and digital components from lighting, displays, signage, furnishings, facilities, access, content and artifacts.

Visitor Experience Framework

An external and internal interpretation system of physical and digital elements that connects back to the museum can be a great way to create a hub and spoke experience for visitors. By connecting points of interest around the city to the main museum, visitors can learn more about local history and explore the city in-depth, while still having the museum as the main hub and point of reference. To develop such an external system, elements such as outdoor sculptures, markers, informational plaques, and digital maps should be used.

These elements should contain detailed information about the city's history and culture, while also providing directions back to the museum at the end of each 'spoke'. Digital elements such as augmented reality (AR) apps, interactive elements, QR codes, and audio tours could also be used to enhance the visitor experience. These elements should be developed in for wide accessibility to cater to as many audiences as possible. Finally, feedback from visitors should be collected to help improve the experience and ensure the system is accessible and engaging.

Wayfinding Signage strategy (physical and digital)

Wayfinding is an important part of any museum experience and helps visitors orient themselves and find their way around. It is particularly important in large museums with multiple rooms and galleries, where visitors may become easily disoriented. Articulating pathways and entrances, landmarks, exhibits, and other important points of interest can provide visitors with a better understanding of the layout of the museum.

Good wayfinding can create a smooth and stressfree experience, which encourages visitors to interact with the exhibits and explore the museum more fully. Wayfinding signage should be clear and visible so that visitors can quickly orient themselves without getting overwhelmed. Signage should be consistently placed throughout the museum, and the language should be kept simple.

Wayfinding should also be designed to be accessible for visitors with disabilities, such as those with vision impairments. In addition, digital wayfinding tools such as maps and interactive

displays can be used to supplement traditional signage and enhance the visitor experience.

Interpretation and Storytelling Framework

Developing a narrative and story telling framework is critical to creating a coherent approach to the Museum. It will guide the design of the museum spaces, inform the curatorial future of the collections and identifying the key artefacts, objects and minerals needed to enrich the key themes.

Suggested narrative themes:

- Geology, Mining, Use.
- In the ground, From the ground, In the World
- Geology, Community, History
- People, Place and Product (Prosperity)

The Interpretation and Storytelling Framework at the Museum will use creative, immersive storytelling and experiential learning to engage visitors and foster understanding and appreciation of the area's mineral heritage. The interactive exhibits and activities will highlight natural science topics and the area's unique geological history.

Additionally, special programs and presentations will offer insights into the lives of miners and the broader mining industry. Through dynamic visual displays and captivating stories of our past, present, and future, visitors will be immersed in a transformative journey that will leave a lingering impact.

Minerals will be presented and interacted with in a variety of ways at the Museum. Hands-on exhibits will allow visitors to explore, touch, and feel minerals themselves. Interactive touch screen displays will enable visitors to learn more about each mineral in-depth. Audio-visual components, such as 3D-mapping and virtual reality, will bring minerals to life for a more immersive experience.

Displays will be supplemented with captivating stories of Broken Hill's mineral discovery and the lives of miners, providing an in-depth understanding of the area's unique geological history. Through the combination of interactive elements and storytelling, visitors will be provided with an unforgettable and transformative journey.

The new design of the Museum will create a unique landmark that is both aesthetically striking and functional. The design will strive to use the latest technologies and design features, such as large panoramic windows and rooftop terraces that create a direct relationship with the surrounding landscape and the City.

Inside the museum, the creative and interactive displays will be enhanced with strategic lighting and temperature control measures to create a comfortable and inviting experience. Additionally, digital elements such as 3D mapping and virtual reality will draw visitors in and provide an immersive journey unlike any other. Through the combination of architectural design features and interactive elements, the Broken Hill Minerals Museum will become a standout landmark and provide visitors with an unforgettable and compelling experience.

Interpretive Spatial Plan

At the Museum, the goal is to create a captivating visitor experience that leaves a lasting impact. To accomplish this, development of an interactive exhibition strategy that considers visitor demographics, best practice for sample displays, and the use of digital elements such as 3D mapping, virtual reality, and augmented/virtual reality.

Understanding the spatial requirements balancing the physical elements and digital experiences will be key to informing the Interpretive Spatial Plan.

The exhibits will feature hands-on activations to allow visitors to explore, touch, and feel minerals. Interactive touchscreens will offer visitors in-depth information and insight into the area's geological history. Audio-visual components, such as 3D-mapping and virtual reality, will bring minerals to life and enable visitors to experience things firsthand.

By leveraging a combination of creative storytelling, interactive elements, and digital displays, the Museum will become a worldclass destination and a must-see for all.

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4.03 Museum Digital & AV infrastructure

The following digital and AV solutions have been defined to underpin the physical components of the Museum redevelopment:

Digital Interactive & Experimental Foundation

1. A Web Based (Platform Neutral) **Content Repository**

To centrally store images, text, sound, augmented reality objects and other digital media from a variety of sources, in various formats across multiple topics - geology, mining, social history. A Content Repository will provide a scalable, centralised and resilient database to allow integrations with digital labelling, interactives, Augmented Reality (AR) trails and online resources such as the website.

2. Coordinated AV Solution

A programmable AV control system and multiuse lighting, directional speakers and motion sensors to deliver a coordinated ambient narrative throughout the centre. This technology can also serve a dual purpose for the delivery of any messaging that is required throughout the day e.g. We are closing in 15 minutes.

3. Hub And Spoke Interactives

It is suggested that any significant screen-based interactives act as a 'hub', connected to more traditional AV components (e.g. lighting), surrounded by an exhibition of physical specimen 'spokes'. This provides an elevation of the items' story so that people want to find out more, traffic management in the space promoting continual, repeatable discovery and limited bottlenecks so that 'everyone has a turn'.

4. Museum Website

A responsive desktop and mobile website to provide a central, accessible and scalable resource to add to the visitor experience. The website should be a place to enable visitor acquisition marketing, general

visitor information, ticketing, retail and e-commerce functions, and also be the point of access to the content from the QR codes displayed within the Centre's interpretive signage. With the visitor providing login details, the website can act as the Lines of Experience visitor trail planner with contextual walking and driving activities that extend from the Museum collection to the wider Broken Hill township.

5. Bring Your Own Device (BYOD) Visitor Trails -Lines of Experience

Throughout the Museum, it is suggested that there be additional content for items in the collection that can be accessed by the scanning of a QR code. These digital items are collected under a visitor login to the website and form a collection of items and topics that are of interest to the visitor.

Through the interface, the visitor is asked to provide a little more detail. How long do you have to complete your trail? Are you walking or driving? How many people are you visiting with? Any kids?

These items can be organised into topics like geology, mining, social history - with the system offering to place them into a linear Line of Experience map that can be followed.

The visitor then ventures out into Broken Hill where they are assisted, guided and engaged with elements that are delivered through the mobile digital experience platform.

Glossary

Term	Definition
Platform Neutral	Platform neutral means the software or content should run/display properly on any type of computer, cell phone or other device.
Content repository	A content repository or content store is a database of digital content with an associated set of data management, search and access methods allowing application-independent access to the content, rather like a digital library, but with the ability to store and modify content in addition to searching and retrieving.
AV	Audio Visual
AR	Augmented Reality
BYOD	Bring your own device





5 The Master Plan

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5.01 A staged approach

The following section should be read in sequence to understand the staged transformation of the current site to reach the preferred outcome.

Stage 1 - Essentail building and facilitie upgrades

Stage 2 - DDA compliance and improved visitor experience

Stage 3 - Expanded experience including basement

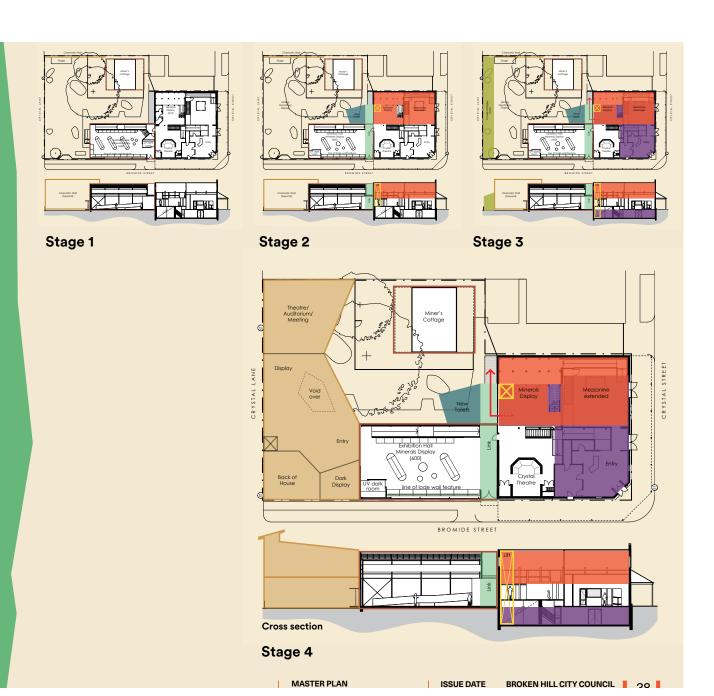
Stage 4 - New northern pavilion

These stages are projected to be completed over a 10 year period.

Stage 4 retains the Miners Cottage, the Exhibition Hall, the Heritage structure of the Bond Store and provides the extra space needed to transform the existing facility into a 21st century area capable of narrating the social, mining and geological history of the region.

Given each of the stages progresses from one to the next, it may be possible for Council to fund each stage of the development at different timeframes, with the overall ambition being the completion of the northwestern two-level addition on the Crystal Lane - Bromide Street frontage of the site

Despite this it would be preferable to deliver the upgrade as one project as this would considerably reduce project management, design and documentation costs and bring forward the growth in visitor participation and flow-on benefits for the Broken Hill economy.



5 STAGE ANALYSIS

5.02 Stage 1

ESSENTIAL BUILDING & FACILITIES UPGRADES

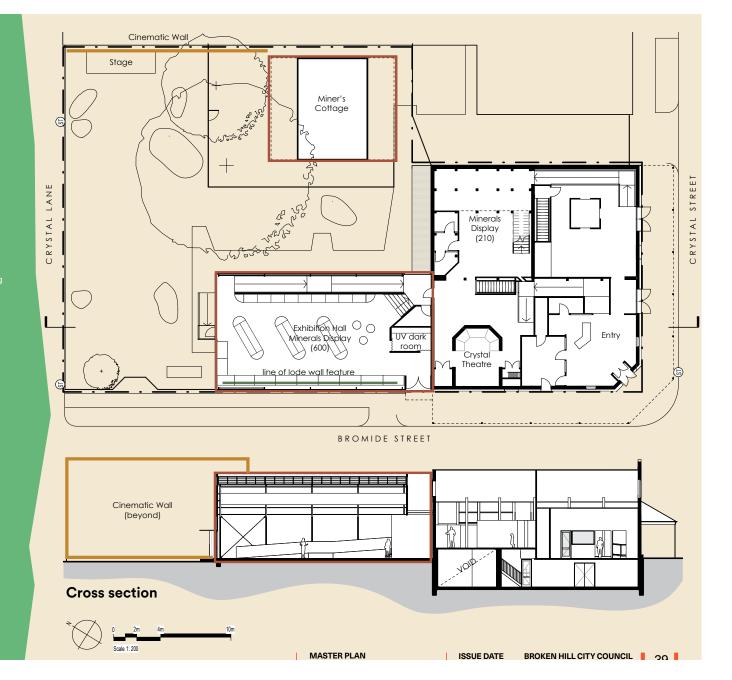
Working within the existing buildings foot print. Museum is retained for dedicated focus on Geology and Mineralogical mining history / artefacts. No social history exhibitory

- Working within the existing building foot print
- Exhibition Hall refurbished for enhance connection with the Old Bond Store
- Miners cottage retained & refurbished (currently closed due to dilapidation)
- Removal of existing evaporative air conditioning
- New reverse cycle air conditioning
- New floor coverings
- Complete repainting of facilities across sit
- 'Crystal Theatre' audio visual experience retained
- Dedicated focus on geology and mineralogical mining history and artefact
- Improved appreciation of the collection and educational benefits
- Renewed wayfinding within the buildin
- New display cabinets to achieve 600 minerals on display. (currently 210 minerals on display)
- Include section of the line of lode or west wall of the exhibition hall
- Fluorescent display in a dark room with fabric curtains to display glowing minerals
- Outdoor exhibit stage upgrade
- Outdoor cinematic wal

This stage would enhance the experience for the existing visitor cohort. There would be improved appreciation of the collection and educational benefits from this refurbish.

Duration - 2.5 years

Cos



5.02 Stage 1 Experience

- 1. Interactive digital mineral display
- 2. Movement triggered projections
- 3. Minerals reacting under UV light
- 4. Feature displays using light to enhance the mineral collection
- 5. QR codes to access additional mineral or collection information, storys and other content
- 6. Transform the Miners Cottage into a social history experience using light, sound and projections
- 7. Interactive Line of Lode digital wall projection
- 8. Projection of digital content on to surfaces - cinematic wall



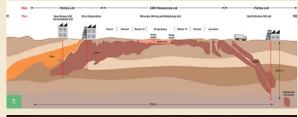














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5.03 Stage 2

DDA COMPLIANCE & IMPROVED VISITOR EXPERIENCE

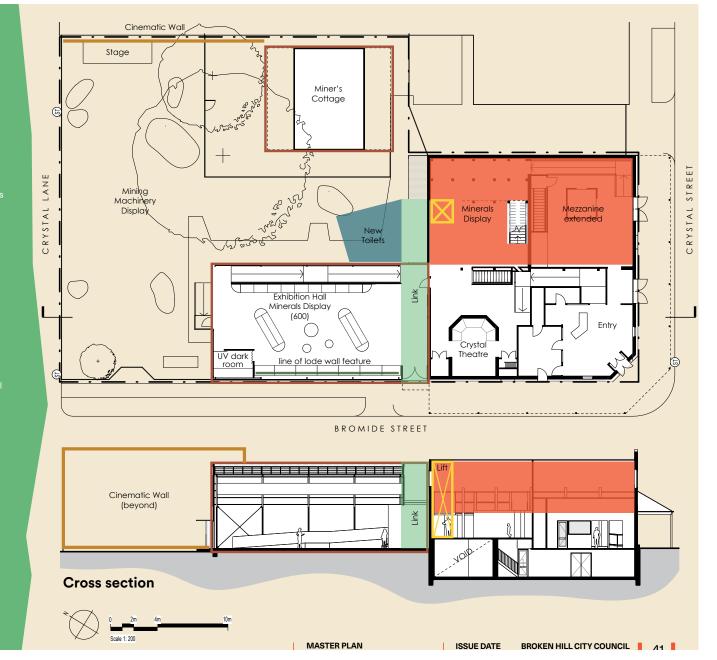
Stage 1, plus provide a fully complying Museum Experience but still only for Geology and Minerology.

- Provide universal access and facilities for visitor
- Non-compliant internal washroon amenities removed
- New washroom established externally but adjacent to existing building, with complying unisex disabled, ambulant male and female facilities
- Extension of stope mezzanine experience
 to increase the area of exhibition space
- Miners lift experience across two level from mezzanine to ground floor
- Basement retained for staff access onl
- New basement storage facilities fo mineral and geological samples
- Link between the Bond Store and Exhibition Hal designed to create more coherent connection between spaces and displays

This stage would enhance the experience for the existing visitor cohort and provide universal access and facilities for those visitors. This may increase the number of visitors to the museum.

Duration – 2.5 years

Cos

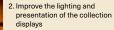


5.03 Stage 2 Experience

- BYOD (Bring Your Own Device) accessible reality of selected minerals and objects throughout the Museum. Content served from the Content Repository.
- work and life, timed spotlights, gobos of mineral structures on walls and floors).







- 3. Feature displays become part of the experience
- . Incorporate light and audi visual elements to enhance the visitor Museum experience
- 5. Include mining machinery in the outdoor spaces to tell the mining story
- 6. Upgrade to minerals storage
- 7. BYOD digital experience to enhance the physical displays, could include Augmented Reality component









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5.04 Stage 3

EXPANDED EXPERIENCE

Provide a fully complying Museum Experience but still only for Minerals and Geology.

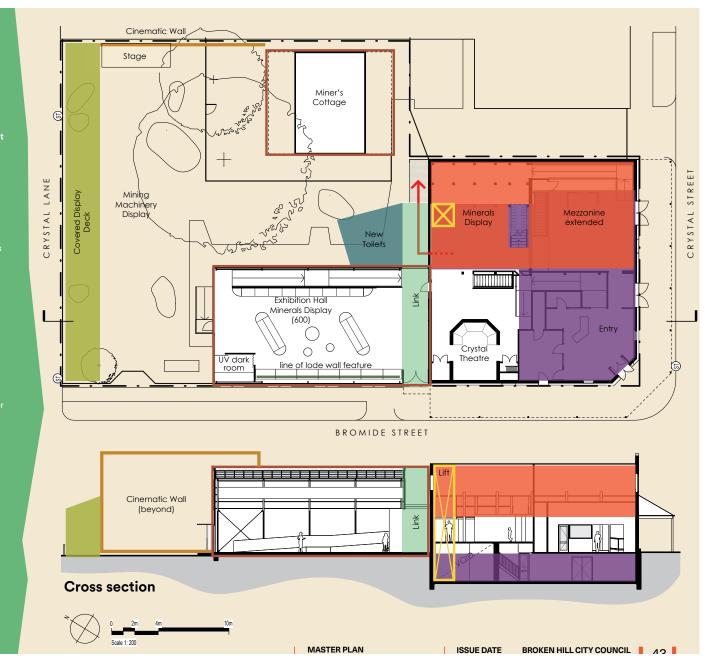
New basement experience.

- Miners lift experience expanded across three levels from mezzanine to basemen
- Basement experience inclusive of new/ acquired collections
- Basement access via new code compliant stair
- Emergency exit from Basement via rear stairs to the outside yard
- External mining machinery display
 upgrade leading to the Miners cottag
- Covered display deck for external exhibit
- UV dark room relocated to Northwes

This stage further enhances the experience for the existing visitor cohort. Providing the opportunity to explore the building further and present additional specimens and artefacts may keep visitors on site for longer.

Duration - 2.5 years

Cost



DRAFT MASTER PLAN FOR THE ALBERT KERSTEN MINING AND MINERALS MUSEUM FOR PUBLIC EXHIBITION

5.04 Stage 3 Experience

- BYOD (Bring Your Own Device) accessible digital labelling and upscaled augmented reality of selected minerals and objects throughout the
- Museum and Miner's Cottage (Sounds of work and life, timed spotlights, gobos of

- Improve the lighting and presentation of the collection displays
- 2. Introduce interactive digital touch screens with mineral specific activities and information
- 3. Update the Crystal Theatre experience
- 4. Incorporate light and audi visual elements to enhance the visitor Museum experience
- 5. Create a basement experience that tells the subterranean mining story
- 6. Turn the lift access to basement into a mine shaft













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5.05 Stage 4 Museum

NEW NORTHERN PAVILION

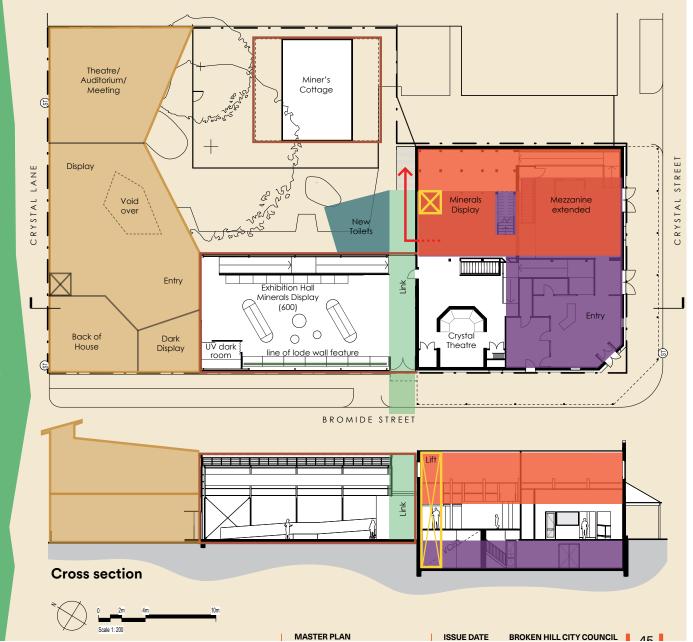
Stage 4 Stage 3, plus provide a fully complying Museum Experience for Minerals & Geology with Social & Cultural history new basement experience. Provide a fully complying modern Museum Experience covering social, mining and geological history.

- Entrance upgrade to be more visible
- New northern pavilion extensior
- Curated over two levels providing substaintia additional exhibition space for the mining and social history of Broken Hill
- Opportunity for renewed substantive presence to the Musuem
- Opportunity for architectural form to provide ar easily identifiable landmark for the Museum

Expanding the scope of the exhibitions would attract additional visitors interested in the social and mining heritage of Broken Hill. These visitors currently explore other museums in the city for this information and experiences. This stage would create a single attraction for presenting all aspects of the heritage of the city. The displays would need to encourage visitors interested in a greater level of understanding to also visit other museums and sites in the city.

Duration – 2.5 year:

Cos



5.05 Stage 4 - Integrated Experience

- BYOD (Bring Your Own Device) accessible digital labelling and upscaled augmented reality of selected minerals and objects throughout the













- 2. Include audio tours for visiotrs
- 3. Provide new displays for social history of mining in Broken Hill
- 4. Create a new prominent entrance to the museum on **Bromide Street**
- 5. Provide engaging digital activities that groups and families can use
- 6. Provide more engaging displays and storys for visiotrs
- 7. Consider all abilities when designing interactive displays





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5.06 Value Add Interpretive experiences & place identity

- and light experiences and memorial events to enhance Broken Hill's reputation as an
- encourage longer stay times.
- focussed coherence to the other museums

- 1. Create a regular memorial ceremony to honour lost
- 2. Feature laser light display across the face of the Line of Load (use technologies to minimise light pollution)
- 3. Create an interpretive node on top of the Line of Lode to tell the Indigenous, geological, colonial and settler story
- 4. Interpretive Node precedent
- 5. Museum collection satellite display











Broken Hill City Council

5.07

Recommendations

Based on the careful analysis and stages considered, the following recommendations are proposed for the development of a 21st-century modern museum on the existing site:

- 1. The Master Plan be adopted to address the current critical issues in relation to compliance of the Museum.
- 2. All four stages must be implemented to achieve the goal of modernising the existing museum - upgradling to a world class speciality specific Mineral and Mining Museum. Preceeding stage establishes the approach for the pursuant stages; proceeding with stages two and three forms the core strategy for the development. The completed Master Plan involves the construction of a two-level addition to the Crystal Lane/ Bromide frontage of the current site. This expansion will offer the necessary area integrative social, mining, and mineralogy museum for Broken Hill.
- 3. Subsequent to adoption of the Master ahead of implementation of Stage 1.
- 4. Council to consider a feasibility study to progress to the additional value add option of the final stage of the master plan
- 5. To support and guide future growth, several supporting strategies, plans, and framework outcomes, which include -Visitor Experience Framework, Wayfinding Signage Strategy (both physical and digital), Interpretation, storytelling Framework, and an Interpretive Spatial
- 6. Upon achieving council approval for the Master Plan and beginning the detailed concept design process, it is imperative that a comprehensive brief outlining specific goals and objectives be completed for each stage of work. This should foremostly bear in mind the principal vision of achieving full implementation to at least Stage 4

Through these prescribed recommendations, the aim is to achieve the overarching vision of creating an all-embracing, to rehabilitate the facility as a modern, world class mining and mineralogy museum that promotes the local geology and history of Broken Hill with its rich mining history. The museum will connect Broken Hill to the geology of the region and the world.

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5.08

Timeline & Cost Estimate

Master Plan Stage Completion:

If project begins in 2025

Stage 1 – 2.5 years (June 2027)

Stage 2 - 5 years (Dec 2029)

Stage 3 – 7.5 years (June 2032)

Stage 4 – 10 years (Dec 2035)

TOTAL

exc. GST)

(exc. GST)

BUILD COST ONLY

*Includes for contingencies & non direct allowances of

Note: these timeline estimates are dependent on funding opportunites and allowance. The cost estimates by CSC excludes escalation due to unknown timeframe. CSC recommend including escalation at 4.5% per annum in the interim should project feasilibity be undertaken.

ALL INC.*

Refer to Appendix 2 for Cost Estimate Breakdown

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6 Organisational Plans

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6 ORGANISATIONAL PLANS

6.01 Organisational development requirements

Summary

Operation of the Museum shall remain under the control of BHCC, however the degree of independence and accountability of the entity as a business may vary dependent on the governance model. Stages vary from a fully integrated part of Council operations, through a business account within the operational budget, to a separate entity owned by Council.

Financial forecasts

Currently the Museum is managed within the overall operational budget of BHCC.

Revenue, staff and some operational costs, and goods for sale are separately accounted for in Council's budget and financial reporting.

The current budget shows the Museum as a cost centre with an income and expense budget.

If the Museum was to be treated as a separate business, further analysis would be required to determine what other management and operational overheads are currently expended but accounted against other programs of Council.

Once the governance arrangements, scope of the project and staging of implementation is adopted by Council a full financial analysis and budget for the Museum could be prepared.

Based on the assumed development of Stage 4 the potential revenue for the Museum could average \$15 per visitor and this would generate about \$5.1m over 10 years. This pricing has been included in the cost benefit analysis as the "shadow price", or value a visitor would place on the experience.

This benefit value was estimated at \$15 - a price a visitor would be prepared to pay to visit the upgraded Museum. Note that the \$15 average price assumes an adult price would be higher but the average revenue per visitor would be lower because of child, group and other concession pricing.

When calculating the overall benefit value of the project three factors are considered:

- 1. The increase in regional income as a result of increased visitation arising from the development
- 2. The increase in wages paid to additional employees AND
- 3. The consumer value of the experience.

The latter factor would normally be reflected in the price people pay to enter the Museum, however, because the entry to the Museum is free, a "shadow price" is used to make sure the benefit value that customers experience from the upgraded facility is taken into account in determining the overall cost benefit of the project.

Museum Operations and staffing

Currently the Museum employs the equivalent of 1.5 Full Time Equivalent (FTE) staff and for implementation of Stage 1 and 2 we envisage this FTE requirement to stay the same.

Once Stage 3 is implemented we envisage an additional FTE staffing shall be required to help manage the additional visitor numbers.

When Stage 4 is implemented, BHCC shall need to revisit visitation numbers and operational requirements to determine if and how many additional FTE or part time staff are required. It is likely additional staffing or specialist contract support will be required to operate and maintain the additional interactive and digital displays and maintain the larger facility.

The cost benefit analysis has assumed 4.5 FTE across the Museum Stages 1 to 4.

Cost Benefit Analysis

An analysis of the regional economic benefits arising from the recommended investment in upgrading and extending the Museum, and other associated initiatives, shows there is a net benefit from the proposal when considered over 10 years.

The analysis is based on the direct and indirect expenditure in both the development and operational phases of the project. These include:

- Direct and indirect capital expenditure during the development phase.
- Direct and flow on employment and expenditure during the development phase.
- Direct employment and flow on benefits during the operational phase.
- Direct and indirect benefits from increased visitor expenditure resulting from increased length of stay and additional visits to Broken Hill.

The analysis shows the Museum redevelopment and expansion combined with the off-site initiatives will create a positive cost benefit ratio of 1.1 when calculated at a discount rate of 7%.

Current financial arrangements for the Museum are embedded in Council accounting and it is difficult to analyse the museum operations independent of management and other cross subsidies from other parts of the Council budget.

The assumptions used in the analysis are detailed in the Appendix and include:

Activity	Capital	Staffing FTE	Visitation
Museum refurbishment and expansion		1.5 existing 3.0 post development	Increase from 7% existing Broken Hill visitors to 30% 2% increase in non-business visitors
Line of Load projections		0.5 operations and maintenance	5% increase in non-business visitors
Digital trail		nil	10% of Museum visitors participate
Memorial family events	nil	1.0 event management	20 events per annum, 10 additional visitors per event

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6 ORGANISATIONAL PLANS

6.02 Cost Benefit Analysis

Executive Summary

The report provides an economic impact analysis of the redevelopment of the Museum in Broken Hill. The analysis covers the upgrade and extension of the Museum as well as associated initiatives to improve visitor experiences in the City.

Centre Visitors

- Current Visitors: were estimated at 8,960 or 7% of the non-business visitors to Broken Hill.
- Future Visitors: the target for the redeveloped Museum is 20%-30% of the non-business visitors to Broken Hill. For the economic impact analysis we have used the 30% target or 38,400 visitors. In the modelling this is reached in Year 6 of operations.
- Memorial events: 20 annual events would bring 200 overnight visitors to Broken Hill (10 per event)

Spending in Region

 Visitor Spending: spending in the region was estimated for the projected visitors to the Museum. Total spending (in constant \$2023 prices) increases from \$13.410 million in year 1 to \$22.351 million from year 6 onwards.

Centre Employees

Employees increase (from 1.5 positions to 4.5) to deliver the new mix of activities and programs. Total salaries were estimated at \$285,000 (in constant \$2023 prices).

Construction Phase Impacts

- Construction activity was modelled, and estimates were developed for: onsite construction jobs in the region; professional jobs; jobs generated in the supply of materials and equipment; and indirect/induced jobs.
- Jobs: 27.3 direct jobs (FTE) would be generated during the construction period, comprising: 19.2 onsite construction jobs; 3.5 professional jobs; and 4.7 jobs in the materials and equipment

- supply sectors. When the multiplier effects of spending are taken into account, total jobs (direct and indirect) associated the project are 33.9 FTE (6.6 indirect/induced jobs).
- Regional Income: the increase in regional income generated by the full project is \$12.247 million (\$9.798 million direct and \$2.449 million indirect/induced).1

Operations Phase Impacts

- The spending by Museum visitors will generate jobs and a boost to regional income in Broken Hill. The spending of centre employees will also have an impact.
- The 4.5 centre employees will generate another 0.8 FTE indirect/induced jobs by their spending in the region.
- Visitors to the Museum and their spending in the region would generate a total 60.2 FTE jobs in Broken Hill in year 1 increasing to 98.0 jobs in year 10. Overnight visitors are the major source of these jobs.
- Total jobs generated (direct & indirect/ induced) including employees are 65.5 FTE in year 1 increasing to 103.3 in year 10.
- Total regional income generated by the operations of the Museum increases from \$5.092 million in year 1 to \$8.154 million in year 10 for a total of \$72.530 million over the 10 year period.
- Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated, income tax and GST on spending, are both treated as leakages from the region.

Measuring the Impacts

- For the economic impacts of the redevelopment we need to measure the increases (jobs and regional income) over the current levels of activity. The estimated current visitor level is 8,690 annual visitors.
- This level was used to estimate current spending in the region and the jobs and regional income generated. This was the compared with the estimates for the redeveloped centre.
- Jobs: the increase in total jobs on current activity levels is 40.5 FTE jobs in year 1 increasing to 78.3 FTE jobs in year 10.
- Regional income: The increase in regional income on current activity levels is \$3.140 million in year 1 increasing to \$6.202 million in year 10. The total over 10 years used in the cost benefit analysis is \$53.007 million.

Benefit Cost Analysis (Benefits and costs are in constant \$2023 prices)

- Benefits: the benefits used in the analysis comprise: increase in regional income compared with the current situation; consumer value of a visit; and increase in employee wages & salaries. For the increase in regional income it is assumed that 60% of the increased visitors to the Centre are new to the region. Measure benefits total \$38.777 million.
- Project Costs: Total project costs over 10 years
- Benefit Cost Ratios (BCR): The project delivers Benefit Cost Ratios (BCR) of 1 or above. These are 1.3 for a 3% discount rate 1.1 for a 7% discount rate.



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6 ORGANISATIONAL PLANS

6.03 Implementation plans

Development and operation of the Museum would be led by Broken Hill City Council (BHCC) with funding from Council and State and Commonwealth sources.

The Master Plan sets out the spatial planning and visitor experience staging and objectives for the business.

Capital works implementation

The Master Plan is designed to allow each of the stages as outlined in section 4 to build upon each other. For example, once Stage 1 is implemented and complete, that is the stepping stone for the implementation of Stage 2, and Stage 3 can build on Stage 2 etc.

Implementation of both Stage 1 and 2 would be required to achieve compliance with the Disability Discrimination Act 1992. All subsequent stages would maintain and enhance compliance.

The timing of future development and implementation of the Master Plan will be subject to decision-making by Council and grant funding secured for capital works from State and Commonwealth Governments. It would be preferrable to complete the whole project including Stage 1 to 4 as this would enhance overall project management efficiency and avoid disruption and potential disruption of earlier stages during later works.

For this reason the cost benefit analysis has been undertaken for the full scope of Stages 1 to 4 plus value add experiences.

The Digital trail and Memorial events could be commenced earlier potentially from within Council operational and minor works allocations. These "early wins" could improve visitor experiences and generate additional visitation.

Depending on the grant sources available from time to time it may be necessary to separately fund Stages 1 to 4 over time, however this will lead to additional project costs as project overheads will be repeated. Ensuring project

staff retain an understanding of the eventual project scope and goals will be essential to ensuring the overall Master plan vision is realised and the full benefits are achieved.

It may be appropriate to progress the proposal via a staged development application to seek approval for the full development while delivering it in stages. This may require independent planning assessment due to the need for heritage approvals at State and Commonwealth levels and because BHCC is the owner and proponent for the development.

Implementation of the Master Plan shall require a parallel Museum curation and collection strategy that is enmeshed with an overall display strategy so that as each stage is implemented in contributes to the vision and implementation of the Masster plan.

Museum curation and collection strategy

A comprehensive curation and collections strategy is required to determine the future direction for the Museum including:

- Determining what is the goal and purpose of the collection - much of this work has been commenced.
- Cataloguing and curation of the existing collection - this process is underway.
- Determining which items should be on permanent display and which are held for special themed exhibitions.
- Which items are surplus to needs and can be sold or otherwise disposed of.
- What is "missing" from the collection and should be purchased or otherwise sourced, including from donations and bequests.
- Determining the "best" way to present each specimen and other items from the collection.
- Building the "permanent" collection and a program of special exhibitions, including partnering with other institutions to share or host travelling displays.

Much of the Museum's current collection and the other objects and artifacts are held in storage and considerable work is required to progressively "populate" the upgraded and expanded facility as it evolves.

Museum Thematic Display Strategy

With the implementation of the first stage of the Master Plan, new display cabinets and display style will be required that will form the foundation for the theme of the Museum for at least the next 10 years.

This type of thematic display needs to be undertaken by experienced museum specialists to ensure the new displays allow for and underpin future stages so they are consistent and do not become redundant. All displays need to contribute to the overall mining, minerals and social history focus for the future.

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5 THE MASTER PLAN

Option

New Holistic Geo + Social + Mining Museum

As for Stage 4, plus provide a fully complying Museum Experience for Minerals & Geology with Social & Cultural history new basement experience provide a fully complying modern Museum Experience covering social, mining and geological history

- Miners Cottage is removed and relocated a Jamieson House.
- Non-compliant internal washroom amenities removed
- New washroom established externally, but adjacent to existing building, with complying unisex disabled, ambulant male and female facilities
- Extension of stope mezzanine experience to increase the area of exhibition space.
- Miners lift experience across 3 levels from mezzanine to basement.
- Basement experience inclusive of new/ acquired collections (eg. Bushy White's).
- Basement access via new code compliant stairs
- Emergency exit from Basement via rear stairs to the outside yard.
- Exhibition hall demolished
- New purpose built, multi level museum to the north of site with focus on mining and social history of Broken Hill. Orientated on courtyard to outdoor day and night activities and experiences.



Option Experience

- BYOD (Bring Your Own Device) accessible digital labelling and upscaled augmented reality of selected minerals and objects throughout the

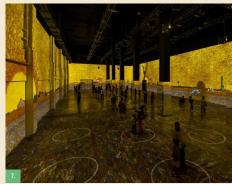














- 1. Create exhibits and interactive experiences that have a scientific underpinning
- 2. Create an application that extends beyond the Museum that supports a 'Hub and Spoke' model, with the Museum being the Hub
- 3. Incorporate social history layer to the Museum
- 4. Provide interactive experiences for children
- 5. Consider any new extension to be of architectural significance to create an iconic Museum identity
- 6. Provide additional digital assets for deep diving visitors to access
- 7. Include audio visual elements to create a more compelling experience

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Broken Hill GeoCentre

Economic Impact Analysis



November 2023

Executive Summary

The report provides an economic impact analysis of the redevelopment of the GeoCentre in Broken Hill. The analysis covers the upgrade and extension of the Museum as well as associated initiatives to improve visitor experiences in the City.

Centre Visitors

- <u>Current Visitors:</u> were estimated at 8,960 or 7% of the non-business visitors to Broken Hill.
- <u>Future Visitors:</u> the target for the redeveloped GeoCentre is 20%-30% of the non-business visitors to Broken Hill. For the economic impact analysis we have used the 30% target or 38,400 visitors. In the modelling this is reached in Year 6 of operations.
- <u>Memorial events:</u> 20 annual events would bring 200 overnight visitors to Broken Hill (10 per event)

Spending in Region

 <u>Visitor Spending</u>: spending in the region was estimated for the projected visitors to the GeoCentre. Total spending (in constant \$2023 prices) increases from \$13.410 million in year 1 to \$22.351 million from year 6 onwards.

Centre Employees

• Employees increase (from 1.5 positions to 4.5) to deliver the new mix of activities and programs. Total salaries were estimated at \$285,000 (in constant \$2023 prices).

Construction Phase Impacts

- Construction activity was modelled, and estimates were developed for: onsite construction
 jobs in the region; professional jobs; jobs generated in the supply of materials and
 equipment; and indirect/induced jobs.
- Jobs: 27.3 direct jobs (FTE) would be generated during the construction period, comprising:
 19.2 onsite construction jobs; 3.5 professional jobs; and 4.7 jobs in the materials and equipment supply sectors. When the multiplier effects of spending are taken into account, total jobs (direct and indirect) associated the project are 33.9 FTE (6.6 indirect/induced jobs).
- Regional Income: the increase in regional income generated by the full project is \$12.247 million (\$9.798 million direct and \$2.449 million indirect/induced).1

Operations Phase Impacts

- The spending by GeoCentre visitors will generate jobs and a boost to regional income in Broken Hill. The spending of centre employees will also have an impact.
- The 4.5 centre employees will generate another 0.8 FTE indirect/induced jobs by their spending in the region.
- Visitors to the GeoCentre and their spending in the region would generate a total 60.2 FTE jobs in Broken Hill in year 1 increasing to 98.0 jobs in year 10. Overnight visitors are the major source of these jobs.
- Total jobs generated (direct & indirect/induced) including employees are 65.5 FTE in year 1 increasing to 103.3 in year 10.
- Total regional income generated by the operations of the Geocentre increases from \$5.092 million in year 1 to \$8.154 million in year 10 for a total of \$72.530 million over the 10 year period.

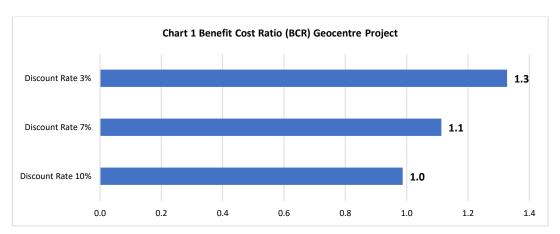
¹Regional income is the total <u>net income generated from the activity</u> and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated, income tax and GST on spending, are both treated as leakages from the region.

Measuring the Impacts

- For the economic impacts of the redevelopment we need to measure the increases (jobs and regional income) over the current levels of activity. The estimated current visitor level is 8,690 annual visitors.
- This level was used to estimate current spending in the region and the jobs and regional income generated. This was the compared with the estimates for the redeveloped centre.
- <u>Jobs</u>: the increase in total jobs on current activity levels is 40.5 FTE jobs in year 1 increasing to 78.3 FTE jobs in year 10.
- <u>Regional income</u>: The increase in regional income on current activity levels is \$3.140 million in year 1 increasing to \$6.202 million in year 10. The total over 10 years used in the cost benefit analysis is \$53.007 million.

Benefit Cost Analysis ²

- <u>Benefits:</u> the benefits used in the analysis comprise: increase in regional income compared with the current situation; consumer value of a visit; and increase in employee wages & salaries. For the increase in regional income it is assumed that 60% of the increased visitors to the Centre are new to the region. Measure benefits total \$38.777 million.
- <u>Project Costs:</u> Total project costs over 10 years are \$25.300 million (capital cost \$23 million-& 10-year asset maintenance \$2.3 million).
- <u>Benefit Cost Ratios (BCR):</u> The project delivers Benefit Cost Ratios (BCR) of 1 or above. These are 1.3 for a 3% discount rate 1.1 for a 7% discount rate.



Source: MCa modelling & analysis November 2023

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Broken Hill City Council

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² Benefits and costs are in constant \$2023 prices.

1. Introduction

The report provides an economic impact analysis of the redevelopment of the Geocentre in Broken Hill. It covers: projections of the increase in visitors to the Centre and their spending in the region; the economic impacts on Broken Hill; and a benefit/cost analysis of the project. An economic assessment was also made of the construction phase of the redevelopment.

2. Centre Visitors

Current Visitors

Current visitors were estimated at 8,960 or 7% of the non-business visitors to Broken Hill. It was assumed that these visitors match the mix of overall visitors to Broken Hill (TRA LGA Profile 2019)

Table 1 Geocentre – Current Visitors (no.)

	Visitors	Share
Geocentre – Current Visitors	No	%
Day visitors	969	10.8%
Overnight visitors Internationals	242	2.7%
Overnight visitors Domestic	7,749	86.5%
Total Geocentre Visitors	8,960	100.0%

Source: TRC estimates November 2023

Future Visitors

The target for the redeveloped Geocentre is 20%-30% of the non-business visitors to Broken Hill. These non-business visitors comprise 128,000 persons (99,000 holiday makers and 29,000 visiting friends and relatives - VFR). For the impact analysis we have used the 30% target. This target of 38,400 would be achieved over time, and we have assumed that it would be reached in Year 6 of the new operations.

Table 2 Projected Visitors – Geocentre (10 years)

Geocentre										
Projected Visitors	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Υ9	Y10
Visitors - Geo Centre										
(Target = 30% holiday & VFR)	23,040	26,880	30,720	32,640	34,560	38,400	38,400	38,400	38,400	38,400
% of Target	60%	70%	80%	85%	90%	100%	100%	100%	100%	100%
Current Visitors	8960	8960	8960	8960	8960	8960	8960	8960	8960	8960
Increase on Current Visits	14,080	17,920	21,760	23,680	25,600	29,440	29,440	29,440	29,440	29,440

Source: MCa modelling & analysis November 2023

The mix of centre visitors was based on Tourism Research Australia data.³ Based on this around 86% of people coming to Broken Hill LGA are overnight visitors.

Table 3 Projected Visitors by Type (10years)

Geocentre										
Visitor Mix	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Visitors - Geo Centre (Target = 30% holiday & VFR)	23,040	26,880	30,720	32,640	34,560	38,400	38,400	38,400	38,400	38,400
Day visitors										
(10.8%)	2,491	2,906	3,321	3,529	3,736	4,151	4,151	4,151	4,151	4,151
Overnight visitors Internationals (2.7%)	623	726	830	882	934	1,038	1.038	1.038	1,038	1,038
, ,	023	720	830	882	934	1,038	1,038	1,038	1,038	1,038
Overnight visitors Domestic										
(86.5%)	19,926	23,248	26,569	28,229	29,890	33,211	33,211	33,211	33,211	33,211

Source: MCa modelling & analysis November 2023. Based on TRA Local Government Area Profile , Broken Hill 2019

³ TRA Local Government Area Profile, Broken Hill 2019

Memorial Events: The other visitor category was people coming for the Memorial Events. It was assumed that 20 events would be held annually with an average of 10 visitors per event. All would be overnight visitors stay for 2 nights. Using the TRA spending estimates for overnight stay (\$216 per night) these visitors would account for spending of \$86,400 (in current \$2023 prices).

3. Visitor Spending

Visitor spending was estimated for persons attending the GeoCentre based on the following assumptions. As visitors to the centre increase, total annual spending (in constant \$2023 prices) in the region increases from \$13.410 million in year 1 to \$22.351 million from year 6 onwards.

Table 4 Visitor Spending Modelling - Assumptions

Spending Assumptions	Average stay days	Average spend. per day/night	Source
Spending Day Visitors	1	\$65	MCa assumption
Spending - Internationals	9	\$60	TRA 2019 data
Spending - domestic Overnights	3	\$216	TRA 2019 data

ible 5 Visitor Spending Estimates - Annual (\$2023 prices)

Visitor Type Spending <\$2023										
orices>	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Day Visitors	\$161,903	\$188,886	\$215,870	\$229,362	\$242,854	\$269,838	\$269,838	\$269,838	\$269,838	\$269,838
nternationals o/n	\$336,259	\$392,303	\$448,346	\$476,368	\$504,389	\$560,432	\$560,432	\$560,432	\$560,432	\$560,432
Domestic Overnights	\$12,912,363	\$15,064,424	\$17,216,484	\$18,292,515	\$19,368,545	\$21,520,605	\$21,520,605	\$21,520,605	\$21,520,605	\$21,520,6
Fotal Spending in Region	\$13,410,525	\$15,645,613	\$17,880,701	\$18,998,244	\$20,115,788	\$22,350,876	\$22,350,876	\$22,350,876	\$22,350,876	\$22,350,8
Fotal O/N spending includes Vemorial										
Events)	\$13,335,023	\$15,543,126	\$17,751,230	\$18,855,282	\$19,959,334	\$22,167,438	\$22,167,438	\$22,167,438	\$22,167,438	\$22,167,4

ource: MCa modelling & analysis November 2023

4. Centre Employees

The redeveloped centre requires additional employees to deliver the new mix of activities and programs. The following shows the positions and estimated salary costs. The number of positions increase from 1.5 to 4.5 jobs. Total salaries were estimated at \$285,000 (in constant \$2023 prices).

Table 6 Geocentre Future Employees

Employees	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Front house (existing)	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Front of House (new)	1	1	1	1	1	1	1	1	1	1
Maintenance &										
Cleaning (new)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Line of Load -										
Operations (new)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Memorial Events										
(new)	1	1	1	1	1	1	1	1	1	1
Total Employees	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Total Salaries										
(\$2023 prices)	\$285,000	\$285,000	\$285,000	\$285,000	\$285,000	\$285,000	\$285,000	\$285,000	\$285,000	\$285,000

Source: TRC & MCa estimates November 2023

5. Economic Impacts - Construction Phase

5.1 Construction Costs

Total costs for the project are \$23.000 million including all design and construction costs.4

5.2 Economic Impacts

Construction activity was modelled, and estimates were developed for: onsite construction jobs in the region; professional jobs and the jobs generated in the supply of materials and equipment to the project. The number of indirect/induced jobs generated through the spending of construction, professional and material supply employees was also estimated.

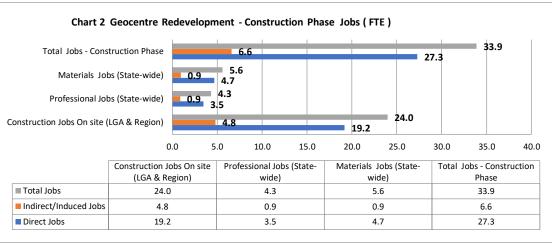
Jobs

A total of <u>27.3 direct jobs (FTE)</u> would be generated during the construction period. These comprises 19.2 onsite construction jobs; 3.5 professional jobs; and 4.7 jobs in the materials and equipment supply sectors. Construction jobs are likely to be held by residents of Broken LGA and the broader region and the professional and materials/equipment supply jobs would be spread across New South Wales. When the multiplier effects of spending are taken into account, total jobs (direct and indirect) associated the project total 33.9 FTE (6.6 indirect/induced jobs).

Table 7 Construction Phase Jobs (FTE no.)

Construction Phase Jobs	Direct Jobs FTE	Indirect/Induced Jobs FTE	Total Jobs FTE
Construction Jobs on site (LGA & Region)	19.2	4.8	24.0
Professional Jobs (State-wide)	3.5	0.9	4.3
Materials Jobs (State-wide)	4.7	0.9	5.6
Total Jobs - Construction Phase	27.3	6.6	33.9

Source: MCa modelling & analysis November 2023



Source: MCa modelling & analysis November 2023

Regional Income

The increase in regional income generated by the full project is \$12.247 million (\$9.798 million direct and \$2.449 million indirect/induced).⁵

⁴ Source TRC estimated November 2023

⁵ Regional income is the total <u>net income generated from the activity</u> and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated income tax and GST on spending, are both treated as leakages from the region.

6. Economic Impacts Operations

The spending by GeoCentre visitors will generate jobs and a boost to regional income in Broken Hill. The spending of centre employees will also have an impact.

6.1 Jobs Generated

Centre Employees

The 4.5 centre employees will generate another 0.8 FTE indirect/induced jobs by their spending in the region.

Table 8 Employment Impacts – Centre Employees

Centre Employees Jobs FTE	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Direct – Centre Jobs	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Indirect /Induced Jobs	0.8	0.8	0.8	8.0	0.8	0.8	0.8	0.8	0.8	0.8
Total Jobs	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3

Source: MCa modelling & analysis November 2023. May be some differences due to rounding.

Visitor Spending in Region

Visitors to the GeoCentre and their spending in the region would generate a total 60.2 FTE jobs in Broken Hill in year 1 increasing to 98.0 jobs in year 10. Overnight visitors are the major source of these jobs.

Table 9 Employment Impacts - Visitors to Geocentre

rable 5 Employment impacts										
Jobs (FTE) Generated by Visitor Spending	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Day Visitors										
Direct Jobs	0.6	0.7	0.8	0.8	0.8	0.9	0.9	0.9	1.0	1.0
Indirect /Induced Jobs	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Jobs	0.6	0.7	0.8	0.9	0.9	1.0	1.0	1.0	1.1	1.1
Overnight Vistors										
Direct Jobs	53.4	62.2	69.3	73.7	76.1	84.5	82.6	82.6	87.9	87.9
Indirect /Induced Jobs	6.2	7.1	7.1	7.5	7.6	8.4	8.0	8.0	9.1	9.1
Total Jobs	59.6	69.3	76.4	81.2	83.7	93.0	90.6	90.6	97.0	97.0
Total Jobs All Visitors										
Direct Jobs	54.0	62.9	70.1	74.5	76.9	85.5	83.5	83.5	88.8	88.8
Indirect /Induced Jobs	6.2	7.2	7.1	7.6	7.7	8.5	8.1	8.1	9.2	9.2
Total All Jobs - Tourists	60.2	70.1	77.2	82.0	84.6	94.0	91.6	91.6	98.0	98.0

Source: MCa modelling & analysis November 2023. May be some differences due to rounding.

Employment Impacts – Total Jobs

Total jobs generated (direct & indirect/induced), including employees are 65.5 FTE in year 1 increasing to 103.3 in year 10.

Table 10 Employment Impacts - All Jobs Generated

Total ALL Jobs (FTE)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Employees - Total Jobs	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Tourist Visitors - Total Jobs	60.2	70.1	77.2	82.0	84.6	94.0	91.6	91.6	98.0	98.0
Total Jobs	65.5	75.4	82.5	87.3	89.9	99.3	96.9	96.9	103.3	103.3

Source: MCa modelling & analysis November 2023. May be some differences due to rounding.

Of the jobs generated most were direct jobs in the Centre and in tourist related services (accommodation, food & beverage, retail and other visitor services) and balance were indirect/induced jobs in other sectors. Direct jobs totalled 58.5 FTE in year 1 and 93.3 FTE in year 10 and indirect/induced jobs 7.0 and 10.0.

Table 11 Jobs Generated by Geocentre Visitors

Total ALL Jobs (FTE)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Direct Jobs	58.5	67.4	74.6	79.0	81.4	90.0	88.0	88.0	93.3	93.3
Indirect/Induced Jobs	7.0	7.9	7.9	8.4	8.5	9.3	8.9	8.9	10.0	10.0
Total Jobs	65.5	75.4	82.5	87.3	89.9	99.3	96.9	96.9	103.3	103.3

Source: MCa modelling & analysis November 2023.

6.2 Regional Income

Total regional income generated by the operations of the Geocentre increases from \$5.092 million in year 1 to \$8.154 million in year 10 for a total of \$72.530 million over the 10 year period.

Table 12 Total Regional Generated by Geocentre (\$m constant 2023 prices)

											Total 10
Regional Income	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Υ9	Y10	Years
Employees	\$0.349	\$0.349	\$0.349	\$0.349	\$0.350	\$0.350	\$0.350	\$0.350	\$0.351	\$0.351	\$3.497
Tourist Visitors	\$4.744	\$5.522	\$6.240	\$6.628	\$7.001	\$7.775	\$7.759	\$7.759	\$7.803	\$7.803	\$69.033
Total Regional											
Income	\$5.092	\$5.871	\$6.589	\$6.977	\$7.350	\$8.125	\$8.109	\$8.109	\$8.154	\$8.154	\$72.530

Source: MCa modelling & analysis November 2023. May be some differences due to rounding.

7. Change on Current Activity

For the economic impacts of the redevelopment we need to measure the increases over the current levels of activity. The estimated current visitor level is 8,690 annual visitors. This level was used to estimate current spending in the region and the jobs and regional income generated in the region. This was the compared with the estimates for the redeveloped centre.

7.1 Comparison - Jobs

The increase in total jobs on current activity levels is 40.5 FTE jobs in year 1 increasing to 78.3 FTE jobs in year 10.

Table 13 Comparison Employment Impacts - All Jobs Generated

Total ALL Jobs (FTE)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Redeveloped Centre										
Employees - Total Jobs	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Tourist Visitors - Total Jobs	60.2	70.1	77.2	82.0	84.6	94.0	91.6	91.6	98.0	98.0
Total Jobs – Redeveloped Centre	65.5	75.4	82.5	87.3	89.9	99.3	96.9	96.9	103.3	103.3
Current Activity										
Employees - Total Jobs	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Tourist Visitors - Total Jobs	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3
Total Jobs – Current Activity	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Increase in Jobs										
Employees - Total Jobs	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Tourist Visitors - Total Jobs	36.9	46.8	54.0	58.8	61.3	70.7	68.3	68.3	74.8	74.8
Total Jobs	40.5	50.3	57.5	62.3	64.9	74.2	71.8	71.8	78.3	78.3

Source: MCa modelling & analysis November 2023. May be some differences due to rounding.

7.2 Comparison - Regional Income

The increase in regional income on current activity levels is \$3.140 million in year 1 increasing to \$6.202 million in year 10. The total over 10 years used in the cost benefit analysis is \$53.007 million.

Table 14 Comparison Regional Income Impacts

Total Regional Income (\$2023 prices)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total 10 Years
Redeveloped Centre											
Direct Regional Income	\$4.541	\$5.246	\$5.950	\$6.303	\$6.655	\$7.360	\$7.360	\$7.360	\$7.360	\$7.360	\$65.494
Indirect /Induced Income	\$0.552	\$0.625	\$0.639	\$0.675	\$0.695	\$0.765	\$0.749	\$0.749	\$0.794	\$0.794	\$7.037
Total Regional Income	\$5.092	\$5.871	\$6.589	\$6.977	\$7.350	\$8.125	\$8.109	\$8.109	\$8.154	\$8.154	\$72.530
Current Activity											
Direct Regional Income	\$1.742	\$1.742	\$1.742	\$1.742	\$1.742	\$1.742	\$1.742	\$1.742	\$1.742	\$1.742	\$17.419
Indirect /Induced Income	\$0.210	\$0.210	\$0.210	\$0.210	\$0.210	\$0.210	\$0.210	\$0.210	\$0.210	\$0.210	\$2.103
Total Regional Income	\$1.952	\$1.952	\$1.952	\$1.952	\$1.952	\$1.952	\$1.952	\$1.952	\$1.952	\$1.952	\$19.523
Increase in Regional Income											
Direct Regional Income	\$2.799	\$3.504	\$4.208	\$4.561	\$4.913	\$5.618	\$5.618	\$5.618	\$5.618	\$5.618	\$48.074
Indirect /Induced Income	\$0.341	\$0.415	\$0.428	\$0.464	\$0.485	\$0.555	\$0.539	\$0.539	\$0.583	\$0.584	\$4.933
Total Regional Income	\$3.140	\$3.918	\$4.637	\$5.025	\$5.398	\$6.173	\$6.157	\$6.157	\$6.201	\$6.202	\$53.007

Source: MCa modelling & analysis November 2023. May be some differences due to rounding.

8. Benefit Cost Analysis

8.1 Benefits

The benefits used in the analysis comprise: the increase in regional income compared with the current situation; the consumer value of the visit; and the increase in wages & salaries associated with the increase in employees. For the increase in regional income it is assumed that 60% of the increased visitors to the Centre are new to the region. Benefits total \$38.777 million.

Table 15 Measured Benefits of Redevelopment Centre

Benefit	Description	Benefit Value – 10 Years
		<constant \$2023="" prices=""></constant>
Regional Income	Increase in regional income generated spending of visitors. Assumed 60% of additional visitors are new visitors to the region.	\$31,804,480
Consumer Value of experience	There are no entry charges so a shadow price of \$15 per person has been used. It reflects what a visitor might be willing to pay for the experience.	\$5,097,600
Gallery workforce	Increase in wages & salaries paid to additional employees	\$1,875,000
Note: all benefits are based on the increase above current visitor levels	Total Benefits	\$38,777,080

Source: MCa modelling & analysis November 2023.

8.2 Project Costs

Total project costs over 10 years are \$25.300 million (capital cost \$23.000 million & 10 year asset maintenance \$2.300 million).

Table 16 Project Costs (\$2023 prices)

Project Costs	Description	Benefit Value – 10 Years <constant \$2023="" prices=""></constant>
Capital Cost	Estimated cost of design, development and construction	\$23,000,000
Asset Maintenance Costs	Assumed to be 1% of capital cost per year. Cost =\$230,000 per year & \$2.300 million for 10 years.	\$2,300,000
	Total Cost	\$25,300,000

Source: TRC capital cost estimate & MCa estimates , November 2023.

8.3 Benefit/Cost

The following table show the benefits and costs associated with the redeveloped Geocentre.

- The measured benefits total \$38.777 million (\$2023prices).
- The project costs total \$25.300 million.

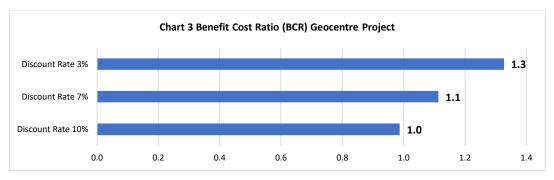
In line with NSW Government requirements, 3 discount rates are used (3%,7%,10%). The project delivers Benefit Cost Ratios (BCR) of 1 or above. The Project has a Benefit Cost Ratio (BCR) of 1.3 for a 3% discount rate and the suggested 7% discount rate for a larger project yields a <u>BCR of 1.1.</u>

10

Table 17 Benefit /Cost Analysis - Geocentre

Geocentre Project	Discount Rate	Discount Rate	Discount Rate
Regional Cost Benefit (\$2023 prices)	3%	7%	10%
Period: 10 Years			
Project Costs			
Capital Costs 2023(\$)	\$23,000,000	\$23,000,000	\$23,000,000
Costs - Maintenance (10 years)	\$2,300,000	\$2,300,000	\$2,300,000
Total Costs	\$25,300,000	\$25,300,000	\$25,300,000
Project Benefits			
Direct Benefits (10 years)			
Consumer Value (users)	\$5,097,600	\$5,097,600	\$5,097,600
Regional Income Increase	\$ 31,804,480	\$ 31,804,480	\$ 31,804,480
Centre Employees Income	\$1,875,000	\$1,875,000	\$1,875,000
Total Benefits (\$2023 prices)	\$38,777,080	\$38,777,080	\$38,777,080
Total Benefits (\$) Present Value	\$33,578,066	\$28,165,698	\$24,965,812
Benefits & Costs			
Net Present Value (\$) Total Benefits	\$8,278,066	\$2,865,698	-\$334,188
NPV/Cost	0.3	0.1	0.0
Benefit Cost Ratio (BCR)	1.3	1.1	1.0

Source: MCa modelling & analysis November 2023



Source: MCa modelling & analysis November 2023

Disclaimer

This report is for the use only of the party to whom it is addressed and for the specific purposes to which it refers. We disclaim any responsibility to any third party acting upon or using the whole or part of the report and its contents.

This report (including appendices) is based on estimates, assumptions and information sourced and referenced by MCa < Michael Connell & Assocs.>. These estimates, assumptions and projections are provided as a basis for the reader's interpretation and analysis. In the case of projections, they are not presented as results that will actually be achieved.

The report has been prepared on the basis of information available at the time of writing. While all possible care has been taken by the authors in preparing the report, no responsibility can be undertaken for errors or inaccuracies that may be in the data used.

	of public comment: 17 May 2024	I -
Item	Comment	Response
1	Page 55 refers to the basement being for staff access only yet housing new collections such as "Bushy White's". The Whites collection would not be given justice if not displayed in its entirety.	Bushy White's' collection has been named as an example in the Master Plan. The funding, acquisition, procurement, delivery, storage, or anything of materiality to do with this collection is beyond the direct scope of the draft Master Plan. The Master Plan considers the basement as a public space with a feature 'mining lift' and other features in the basement to better utilise the space for a 'realistic' style mining experience for visitors.
2	The document is extremely verbose. Pg 48 for example "careful", "pursuant", "comprehensive", "ultimate", and the list goes on. This makes reading difficult and clouds the readers grasp of the document.	Noted.
3	Pg 15 refers to aboriginal artifacts. A Mining and Mineral Museum must have the focus on its intent, a mining and mineral museum.	Noted. The possible inclusion of aboriginal artifacts particularly those of mineral composition to have an important role in the understanding on mining and mineral history from creation and their adaptive use precolonisation.
4	Economic Impact Analysis. Current visitation is stated as 8,960 yet Yr. 1 to be 23,040. An increase of circa 2.5 times? a. Centre Employees increase from 1.5 to 4.5 in Yr. 1 upfront? b. The Benefit Cost Analysis shows a BCR of 1.1 at discount rate of 7%. Can Council staff provide comment on this for Councilor's perusal when they consider the submissions for the draft, please.	The Economic Impact Analysis is based on the assumption that all 4 stages of the upgrade and extension of the Museum are completed and the associated initiatives recommended in the Master Plan are implemented. This would create a world class speciality Minerals and Mining Museum and associated attractions in Broken Hill. These significant changes are expected to see an immediate uplift in Museum visits from the current 7% to about 20% of the existing holiday (non business) visitors and also attract some new visits to Broken Hill. This is quite realistic as most of these "new" Museum visitors are already visiting the City but not currently going to the Museum.

		The analysis sets a target of 30% of holiday visitors to the City visiting the Museum - this could be achieved through promotions and events as they are developed over time.
		The increase to 4.5 FTE also assumes the four stages of the upgrades are complete.
		The BCR of 1.1 demonstrates that after the full upgrade and extra initiatives are completed, the development would generate a net positive impact on local economic activity.
5	Page 5 refers to "caring for the local ecology". What has the this to do with a Mining and Mineral Museum?	The ongoing care for the ecology of place is central to past, present and future discussions of contemporary mining practice.
6	Option experience. Pg 56 has spelling and grammar errors. "beyong", "visiotrs" "create an applications", showing that the report was not read or proofed before presenting to Council.	Noted. Some gramatical errors have slipped through. These have been rectified.
6a	"screen-based interactives for Bushy Whites collection". Has Council resolved to purchase this collection?	Bushy White's' collection has been named just as an example in the Master Plan. The funding, acquisition, procurement, delivery, storage, or anything of materiality to do with this collection is beyond the direct scope of the draft Master Plan.
	The plan talks about acquisition of specimens etc., yet the BCR does not appear to include these costs.	The BCR has a focus on the overall development and implementation of the Master Plan from capital and operational aspects. This document is a Master Plan that forms the basis of the Museum, with further design development and strategies to develop out of the Master Plan as it is implemented in a stage by stage basis.
8	The plan speaks of housing Bushy Whites collection. At what cost?	Please see previous responses.
9	I am estimating that this plan cost in the	Noted.
	vicinity of \$40,000-\$60,000. Though without	
	seeing the scope of works, it is hard to	
	judge if in fact they delivered what was sought.	
	:3	

10	Page 12 refers to "the access to the building is currently DDA (Disability Discrimination Act) compliant but within the building there is no DDA access to the mezzanine minerals display." a. Yet page 18 says "Currently the main public entry to the Museum is not DDA compliant and this should be the first priority for stage one of the Master Plan implementation process." A little confusing.	There is no DDA compliant access at the main public entry – the front door.
11	Page 51 refers to EFT to remain at the current 1.5 for stages 1 and 2, yet the BCR factors 4.5 EFT in stage 1?	The economic impact analysis is based on the assumption that all four stages of the upgrades (and additional initiatives) are completed. Thus year 1 includes the full staffing complement of 4.5 FTE.
12	Page 53 refers to Stage 6. I cannot seem to find Stage 5 or Stage 6 in the report.	Noted. There is no stage 5 & 6 in the final draft Master Plan.
13	Stage 4 will never happen, so to adopt the plan in its entirety would be misleading to the rate payers.	Noted.
14	The overall intent of the draft is good; however, the verbose narrative does make it appear to be needy of appearing intelligent.	Noted.

RECOMMENDATIONS OF THE POLICY AND GENERAL COMMITTEE MEETING HELD WEDNESDAY, JUNE 19, 2024

Recommendation

- 1. That Broken Hill City Council Report No. 87/24 dated June 7, 2024, be received.
- 2. That due to the NSW Electoral Commission advising that the declaration of the NSW Local Government Elections 2024 is not likely to happen before 30 September 2024, the scheduled Standing Committee Meetings and Ordinary Council Meeting for September 2024 be cancelled.
- 3. That the Standing Committee Meetings for October 2024 also be cancelled in order that the Councillor Induction Program can be delivered to the newly elected Councillors; and that all reports be presented to the scheduled Ordinary Council Meeting to be held 30 October 2024.

Recommendation

- 1. That Broken Hill City Council Report No. 88/24 dated May 28, 2024, be received.
- 2. That minutes of the Audit, Risk and Improvement Committee meeting held 16 May 2024 be endorsed.

3.	BROKEN HILL CITY COUNCIL REPORT NO. 89/24 - DATED MAY 06, 2024 -	
	DRAFT CUSTOMER SERVICE FRAMEWORK (D24/22331) 11	6

Recommendation

- 1. That Broken Hill City Council Report No. 89/24 dated May 6, 2024, be received.
- 2. That Council endorse the public exhibition of the draft Customer Experience Charter for a period of 28 days inviting public comment.
- 3. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions received and any recommended amendments arising, with a view to adopting the Charter for implementation.
- 4. That Council endorse the public exhibition of the draft revised Complaints Management Policy for a period of 28 days inviting public comment.
- 5. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions received and any recommended amendments arising, with a view to adopting the draft Complaints Management Policy.
- 6. That Council endorse the draft Customer Experience Framework for approval and implementation by the General Manager.
- 7. That the Complaints Handling Procedure be endorsed for approval and implementation by the General Manager.
- 4. BROKEN HILL CITY COUNCIL REPORT NO. 90/24 DATED JUNE 07, 2024 INVESTMENT REPORT FOR MAY 2024 (D24/28152)......181

Recommendation

- 1. That Broken Hill City Council Report No. 90/24 dated June 7, 2024, be received.
- 5. BROKEN HILL CITY COUNCIL REPORT NO. 91/24 DATED JUNE 11, 2024 REQUEST FOR FUNDING TOWARDS THE CONSTRUCTION OF THE DR. JULIE ZRNA ACCOMMODATION CENTRE FOR PATIENTS OF THE MILDURA HEALTH ICON CANCER CENTRE (D24/28450)199

Recommendation

- 1. That Broken Hill City Council Report No. 91/24 dated June 11, 2024, be received.
- 2. That Council donates \$10,000.00 towards the Dr. Julie Zrna

Accommodation Centre in Mildura for patients requiring accommodation in Mildura while undertaking cancer treatment at the Mildura Health Icon Cancer Centre; and Council acknowledges that the Accommodation Centre will benefit Broken Hill cancer patients and their families if undertaking treatment in Mildura.

3. That Council notes that the correspondence from the Mildura Health Foundation has been forwarded to Regional Development Australia Far West NSW, Foundation Broken Hill and the Broken Hill ClubGrants Committee for their consideration for the provision of financial support also.

POLICY AND GENERAL COMMITTEE

June 7, 2024

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 87/24

SUBJECT: SEPTEMBER AND OCTOBER 2024 ORDINARY COUNCIL

<u>MEETINGS</u> <u>D24/28189</u>

Recommendation

1. That Broken Hill City Council Report No. 87/24 dated June 7, 2024, be received.

- 2. That due to the NSW Electoral Commission advising that the declaration of the NSW Local Government Elections 2024 is not likely to happen before 30 September 2024, the scheduled Standing Committee Meetings and Ordinary Council Meeting for September 2024 be cancelled.
- 3. That the Standing Committee Meetings for October 2024 also be cancelled in order that the Councillor Induction Program can be delivered to the newly elected Councillors; and that all reports be presented to the scheduled Ordinary Council Meeting to be held 30 October 2024.

Executive Summary:

The 2024 NSW Local Government Elections will be held on 14 September 2024. The NSW Electoral Commission has advised that Councils' elections are not likely to be declared before 30 September 2024.

Due to this announcement and the fact that as of election day (14 September 2024) the current Councillor term on Council ceases and only the Mayor remains as an elected member up until the election has been declared (as the Mayor is a popularly elected Mayor), Council is required to gain a resolution to cancel the scheduled Standing Committee Meetings and Ordinary Council Meeting of 25 September 2024.

It is also recommended that the Standing Committee Meetings for October 2024 be cancelled in order for the Councillor Induction Program to be delivered prior to the first Ordinary Council Meeting of the newly elected Council to be held on the scheduled date of 30 October 2024.

Report:

The NSW Local Government Elections will be held on 14 September 2024. Postal votes may be received by the NSW Electoral Commission for up to 13 days after election day. Which means that councils' elections are not likely to be declared before 30 September 2024. The Office of Local Government advise that Councils should schedule the timing of their first meetings following the election on this basis.

Due to this advice, Council is required to resolve to cancel its scheduled Standing Committee Meetings and Ordinary Council Meeting for September 2024, as per Council's Code of Meeting Practice Policy clause 3.1.

As Broken Hill's Mayor is a popularly elected Mayor and not a Mayor elected by the Councillors, there is no requirement for the first Ordinary Council Meeting to be held within the first three weeks from the declaration of the election (as is required for councils where the Mayor is elected by their Councillors).

Therefore, it is recommended that the October Council Meeting be held on the scheduled date of 30 October 2024 and the October Standing Committee Meetings be cancelled in order that the Councillor Induction Program can be delivered to the newly elected Council prior to the October Council Meeting.

The Councillor Induction Program will include:

- A welcome function.
- Travel to Wentworth Shire for a 2-day Councillor Induction Workshop "Elected Life", covering the following topics:
 - Code of Conduct
 - Code of Meeting Practice
 - Role of the Council and Councillors
 - Role of the Mayor and functions of the General Manager
 - Council Structure
 - Understanding Local Government Financials
 - Development and Planning
 - Social Media
 - Managing Media
 - Integrated Planning and Reporting
 - Communicating Council Priorities
 - Audit Risk and Improvement Committees
 - Developing a Councillor Professional Development Plan
- Numerous Councillor Briefings covering topics such as:
 - Councillor Induction Manual
 - Set-up and use of Councillor IT equipment
 - An introduction to each Directorate of Council
 - Council's Strategic Plans
 - Current Council Projects
 - Upcoming major Projects
 - Council's advocacy of current issues facing the City
- Tours of Council's facilities and major project sites

Completion of the Councillor Induction Program prior to the first Council Meeting will allow the newly elected Councillors to be familiar with their role on Council; all governance requirements of Council; along with the current projects and the current major issues facing the City.

Community Engagement:

Not applicable.

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 Council's adopted Code of Meeting Practice Policy

Financial Implications:

Nil

Attachments

There are no attachments for this report.

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

May 28, 2024

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 88/24

<u>SUBJECT:</u> <u>MINUTES OF THE AUDIT, RISK AND IMPROVEMENT</u>

COMMITTEE MEETING HELD 16 MAY 2024

D24/25908

Recommendation

- 1. That Broken Hill City Council Report No. 88/24 dated May 28, 2024, be received.
- 2. That minutes of the Audit, Risk and Improvement Committee meeting held 16 May 2024 be endorsed.

Executive Summary:

The adopted Charter of the Broken Hill Audit, Risk and Improvement Committee, requires the Committee to refer the minutes and recommendations of its Committee Meetings to the next scheduled Ordinary Council Meeting.

Minutes of the Audit, Risk and Improvement Committee meeting held Thursday 16 May 2024 are provided as an attachment to this report for Council's endorsement.

These minutes will be adopted at the Audit, Risk and Improvement Committee Meeting to be held 15 August 2024.

Report:

The Audit, Risk and Improvement Committee meeting held on Friday 16 May 2024 considered the following items of business:

- 1. Minutes for Confirmation
- 2. NSW Audit Office Annual Engagement Plan for Audit of Broken Hill City Council's 2023/2024 Financial Statements
- 3. General Manager's Briefing
- 4. Internal Audit Update
- 5. Service Review Update
- Draft Delivery Program 2022-2026 Incorporating Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025
- 7. Draft Long Term Financial Plan 2025-2034
- 8. Enterprise Risk Management Policy and Framework Review Project
- Broken Hill Library Project Submission of Capital Expenditure Report to the NSW Office of Local Government
- 10. Project Plan CBD Revitalisation including Library and Archives
- 11. Action List
- 12. General Business Councillor Attendance at Future Meetings

Minutes of the Audit, Risk and Improvement Committee Meeting held 16 May 2024 are attached for Council's endorsement.

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, Chapter 13, Part 3, Division 2

Financial Implications:

Nil.

Attachments

1. Uminutes of the Audit, Risk and Improvement Committee Meeting held 16 May 2024

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER **AUDIT, RISK AND IMPROVEMENT COMMITTEE**

16 MAY 2024

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD THURSDAY, MAY 16, 2024 (10:00 AM ACST)

PRESENT: Mr J Mitchell (Chairperson), Mr J Mathers, Deputy Mayor J Hickey.

Councillor A Chandler.

Ms J Malpas (OCM), Mr D Xavier (OCM), Mr B Hanger (Nexia) and

Mr H Wee Soh (NSW Audit Office)

General Manager, Director Corporate and Community, Director Finance and Commercial, Manager Communications and Marketing, Leader Innovation and Business Improvement, Manager Finance, Manager Corporate Risk,

and Executive Officer.

APOLOGIES: Mayor T Kennedy, Councillor B Algate and Mr P DeLisio

ABSENT: Councillor M Boland

Procedural Motion

Moved Mr Jim Mitchell, Seconded Mr James Mathers

That the apologies submitted by Mayor Kennedy, Councillor Algate and Mr DeLisio be accepted.

CARRIED

ACKNOWLEDGEMENT OF COUNTRY

The Chairperson delivered the Acknowledgement of Country.

DISCLOSURE OF INTEREST

Nil.

MINUTES FOR CONFIRMATION

Recommendation

Moved Mr Jim Mitchell, Seconded Deputy Mayor Jim Hickey

That the Minutes of the Audit, Risk and Improvement Committee meeting held Friday, February 16, 2024 be confirmed.

CARRIED

CHANGE TO ORDER OF BUSINESS

The Chairperson advised of a change to the order of business to consider the late item that was circulated to members - the NSW Audit Office Annual Engagement Plan for Broken Hill City Council.

The Chairperson referred to the appointment of a new Auditor General at the NSW Audit Office and in

Page 1

AUDIT, RISK AND IMPROVEMENT COMMITTEE

16 MAY 2024

the year that the Audit Office is celebrating their 200th year. The Chairperson welcomed Mr Brett Hanger (Nexia) and Mr Hong Wee Soh (NSW Audit Office) to present the Annual Audit Engagement Plan and to provide the Committee with an update on the progress of the audit of Council's 2023/2024 Financial Statements.

ITEM 1 – NSW AUDIT OFFICE ANNUAL ENGAGEMENT PLAN FOR AUDIT OF BROKEN HILL CITY COUNCIL'S 2023/2024 FINANCIAL STATEMENTS

Mr Soh advised that a new Auditor General commenced at the NSW Audit Office in April 2024 and that there may be some changes to the three year Work Plan presented previously. If there are any changes it will be presented to the Committee.

Note: The three year Work Plan will not affect our Annual Engagement Plan for FY2024.

Mr Soh referred to key audit issues and risks being Cyber Security and Regulatory Insights and that the Audit Office had selected three Councils to review. A copy of these 2 reports can be found on the NSW Audit Office website. A Coastal Management Reform audit is also planned.

The Chairperson asked that the Auditor-General's Report on Local Government 2023 be placed on the agenda for the next Committee Meeting for discussion.

Mr Mathers advised that he was satisfied that the right processes had been undertaken and was happy with the level of compliance.

Mr Hanger referred to Section 2 of the Annual Engagement Plan which highlighted the key audit issues, which are similar to previous years, being:

- Assessing the fair value of Council Infrastructure, property, plant and equipment This year
 there was no comparison for re-valuation scheduled, therefore a process is to be undertaken
 to determine if the fair value is not significantly different to the previous year and for Council to
 determine if any material changes to the valuations have occurred. Mr Hanger advised that
 only a small percentage variance across all of Council's assets would make a difference
 overall.
- Quality and Timeliness of Reporting there were no call-outs to Council in this regard and no concerns. There is a list in the Plan which are standard points that all Councils are made aware of to help improve processes.
- <u>Cyber security</u> Cyber security and Council processes to be best placed to combat a cyber attack is a focus area for all Councils. The Audit Office acknowledge that Council has an understanding of the process as Council has implemented systems to combat cyber security attacks.

The previous Annual Engagement Plan did not include cyber security controls and there and three or four other main issues to consider when undertaking the audit:

- <u>Engagement Timetable</u> details the timetable for the audit as in previous years and this timetable has been agreed by Council's management. Key dates are:
 - Interim Audit to be completed by 26 May 2024
 - If any significant issues arise these will be advised to Council in the Interim Audit Management Letter by 31 July 2024
 - Audit Office team start auditing the financial statements 16 September 2024
 - Final Audit completed by 31 October 2024

Mr Hanger advised that this timetable should be achieved and doesn't envisage any impediments.

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

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Mr Hanger thanked the Chairperson for allowing this item to be considered at Item 1 of the agenda.

Mr Mathers advised that he is satisfied with the processes being following and the level of compliance with the audit at this stage.

In response to a question from the Chairperson as to whether there is any uptake in the Local Government sector with the use of procedures for the early close of financials and undertaking asset valuations early, Mr Hanger advised that there doesn't appear to be an appetite for this and that there isn't many Councils preparing financial accounts in March/April.

Mr Soh advised that the Audit Office encourages Councils to do early close procedures, to do revaluations early, draft proforma Financial Statements and significant changes to disclosure of accounting policy information are expected this year due to the revision to AASB 101.

The Chairperson asked if Council's Director Finance and Commercial could review the Audit Office report and provide a report to the Committee on any issues regarding Council adopting the new auditing standards.

The Director Financial and Commercial said that the Finance Team are currently working through the new auditing standards for the presentation of financial statements and will be reviewing the use of the new proforma.

The Chairperson thanked Mr Hong Wee Soh and Mr Brett Hanger for their presentation.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That the Audit Risk and Improvement Committee endorses the NSW Audit Office Annual Engagement Plan for Council's Financial Statements for Year Ending 30 June 2024.

CARRIED

GENERAL MANAGER'S BRIEFING

Council's General Manager advised that all major items for discussion this meeting are included in the Agenda.

The Capital Works program for the City is well underway and in the next couple of months should see some major projects come to fruition. Increases to contract costs for the escalation in the costs of materials and labour is hard to manage, but it still looks like Council will be operating a surplus to year end. The next financial year budget is predicted to be a break-even budget at year end.

The Mayor Capital Works Project – the CBD Revitalisation and Library Project is progressing with the fixed price contract to be signed by both parties within the next two weeks. The Library staff have smoothly transitioned to the new temporary Library in the ground floor of Council's Administration Building.

A review of the Strategic Risk Register is currently being finalised and will go to Councillors for review.

Processes are underway to prepare for the Local Government Election in September.

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16 MAY 2024

<u>ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 7/24 - DATED APRIL 03, 2024 - INTERNAL AUDIT UPDATE</u> D24/16562

Ms Malpas referred to the 2023/2024 Internal Plan for Broken Hill City Council and advised that out of the four internal audits, the Work, Health and Safety audit is complete, the Procurement Audit is complete, the Records Management audit is complete and tabled for discussion at this meeting and the Fraud and Corruption audit's Terms of Reference have been approved by Council management and the audit is about to commence. It is expected that this audit will be completed by the end of the financial year.

Ms Malpas referred to the new OLG Risk Management and Internal Audit Guidelines which comes into effect on 1 July 2024 and includes the development of a four year indicative internal audit plan, this audit plan will be development in conjunction with Council management and presented to the Audit, Risk and Improvement Committee for endorsement.

Records Management Internal Audit

Ms Malpas advised that the Records Management Internal Audit delivered some favourable outcomes to Council regarding the storage, retrieval and archiving of records in accordance with the Records Management Act. It was overall a good outcome with one medium rated issue and two low rated issues.

One staff member is very experienced having worked in the Records Management field for 12 years and understands the requirements of the Records Management Act. OCM are satisfied that Council has in place a Records Management Framework with enhancements, a disposal of records process and a process for the appropriate storage of physical records.

Council's website and social media is being well managed and has one low rated issue around the requirement for a procedures to manage the retention of information on the Council's social media platforms. The procedure will include what records are considered crucial and how frequently they are captured, the retention period for content as well as retention for disposal actions.

Ms Malpas recognised that council has been operating a Records Management system (Content Manager) since 2011 but that some Council-wide software such as Civica does not integrate fully, and there are other cloud based apps that also do not interface with Content Manager. There is also the issue that people work on documents outside of Content Manager (on their own hard drives) and that it needs to be clear to staff, that when a project is finished all files need to be transferred to Content Manager.

There also appears to be records induction training but no follow-up training with new staff to remind them of their obligation when storing documents on hard drives. There is also a need to manage information on Council's social media platforms and how Council stores this information.

Ms Malpas suggested that this message needs to be clearly passed onto staff and included in the new staff induction program in order that staff are aware of their obligation when storing documents on Hard drives.

Mr Mathers asked if OCM were satisfied that confidentiality controls are in place? Ms Malpas advised in the affirmative stating that access controls around who has access to certain records are in place and that OCM are happy with this arrangement.

Mr Mitchell advised that there are five agreed management actions, some for more than 12 months and asked if OCM was happy with this? Ms Malpas advised that Council's management and OCM need to be realistic with the timeframes for actions and that there is a timeframe for staff training to be completed by May 2025, which is realistic. OCM were also happy with the agreed management

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action for recommendation 4 - to deliver a system for retention of information by June 2025, but stressed that it was more important that all staff are aware of their records obligations.

Council's Director Finance and Commercial, Mr Simon Brown, advised that staff refresher training is in progress with the aim to have all staff re-trained within the timeframe of May 2025. The implementation of Recommendation 4 to deliver a system for the retention of Council's social media articles is also expected to be implemented within the timeframe of June 2025.

It is noted that Mr Brett Hanger (Nexia) and Mr Hong Wee Soh (NSW Audit Office) left at this point in the meeting (10:30am).

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 7/24 dated April 3, 2024, be received.
- 2. That the Audit, Risk & Improvement Committee note the final internal audit report on Records Management
- 3. That the Audit, Risk & Improvement Committee note the Internal Audit Status Report from O'Connor Marsden & Associates.
- That the Audit, Risk & Improvement Committee note the progress made on previous internal audit action items.

CARRIED

<u>ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 8/24 - DATED APRIL 03, 2024 - SERVICE</u> <u>REVIEW UPDATE</u> D24/16558

The Leader Innovation and Business Improvement, Ms Anne Johansson, spoke to the report advising that the S355 Service Review Report was first presented to the Audit, Risk and Improvement Committee in November 2023 where it was resolved that the report be presented back to the Committee following a Councillor Briefing being held. The Councillor Briefing was held in March 2024 and no changes were made to the final report. Councillors adopted key actions regarding the Section 355 Committees that were more aligned with volunteer groups as they are not making financial decisions or managing the use of the assets. A report will be presented to an upcoming Council Meeting to change these Committees to Working Groups.

The Chairperson referred to the Living Desert Ranger Service Review and asked whether this was complete.

Ms Johansson advised that it is complete and the final report is tabled for this meeting showing a number of high priority recommendations around staffing and operational matters, and that these actions are underway. The completion of this service review will inform the development of a Living Desert Master Plan with the draft of the Master Plan due to Council by early July 2024.

Mr Mathers advised that he is happy with the process being following and that management have the issues in hand.

In response to a question from the Chairperson, the General Manager advised that the Service Review of Section 355 Committees covered all Committees. The General Manager advised that the recommendations from the Section 355 Committee Service Review would be presented to the new Council after the Local Government Election in September 2024, and will remain under review given the constant struggle to attract volunteers with Council's volunteer base diminishing considerably.

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The General Manager advised that the Visitor Information Centre Service Review (Tourism Service Review) will be the final review for this financial year and that two Service Reviews will be scheduled for the next financial year as per the Audit, Risk and Improvement Committee framework.

The Chairperson enquired as to whether the Audit, Risk and Improvement Committee would be kept informed on the outcomes of Services Reviews? The General Manager advised that the final Service Review reports would continue to be presented to the Committee for endorsement.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 8/24 dated April 3, 2024, be received.
- 2. That the Audit, Risk & Improvement Committee note the final outcome of the Section 355 Asset Management Committee Service Review.
- 3. That the Audit, Risk & Improvement Committee note the outcome of the Living Desert Ranger Service Review.
- That the Audit, Risk & Improvement Committee note the progress made on previous Service Reviews.

CARRIED

Prior to the next item being considered Mr Mathers referred to the significant litigation matter that Council is currently involved in and asked the General Manager to outline what learnings Council has gained from the experience of this case? And that when the time is right, it would be good for the Committee to receive a report on Council's learnings from the experience.

The General Manager agreed to provide the Committee with a report in due course.

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 9/24 - DATED MAY 07, 2024 - DRAFT
DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025,
INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND
CHARGES 2024/2025
D24/22512

The Chairperson noted that the draft Delivery Program, Draft Operational Plan and Draft Schedule of Fees and Charges have been presented to Council and are currently on public exhibition.

The Chairperson advised that he was impressed with the draft Plans and that he hopes the public exhibition doesn't raise any issues.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 9/24 dated May 7, 2024, be received.
- 2. That the Committee notes that the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 was endorsed by Council at the Council Meeting held 24 April 2024 (Minute No. 47517) and are currently on public exhibition until 30 May 2024; following the public exhibition period the Draft Plans will be presented to the June 2024 Ordinary Council Meeting for adoption.

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CARRIED

<u>ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 10/24 - DATED MAY 07, 2024 - DRAFT</u>
<u>LONG TERM FINANCIAL PLAN 2025-2034</u>
D24/22521

Council's Director Finance and Commercial, Mr Simon Brown, advised the Committee that the Long Term Financial Plan has been developed off of the basis of next year's Operational Plan with budget considerations and advised that the Committee should note:

- the increases in the CPI for user fees and charges has been impacted by the increases in the cost of materials and labour costs.
- Also that the reduced rate cap, although it will not keep up with inflation, will see Council with a break-even budget at the end of the financial year.
- Capital works to renew assets will remain at a rate greater than 110% to maintain assets and reduce the infrastructure back-log over the period of the Plan.
- Careful financial planning and monitoring of the Plan will be undertaken while inflation continues to be higher than Council's revenue.

The Chairperson thanked Mr Brown and Council's Finance Team for their work in preparing the draft Long Term Financial Plan.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 10/24 dated May 7, 2024, be received.
- That the Committee notes that the Draft Long Term Financial Plan 2025-2034 was endorsed by Council at the Council Meeting held 24 April 2024 (Minute No. 47518) and is currently on public exhibition until 30 May 2024; following the public exhibition period the Draft Long Term Financial Plan will be presented to the June 2024 Ordinary Council Meeting for adoption.

CARRIED

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 11/24 - DATED MAY 03, 2024 - ENTERPRISE RISK MANAGEMENT POLICY AND FRAMEWORK REVIEW PROJECT REPORT D24/22024

Council's Manager Corporate Risk, Mr Scott Howe, spoke to the report advising that the Executive Leadership Team had carried out a review of the Risk Register over the past few months being a key recommendation from the Risk Management Maturity Audit. Completing this review quickly will allow for improvement to the Risk Management Systems and for Council to mature in the Risk Management area.

The Chairperson referred to the serious assault on a Council employee on 26 April 2024 which is referred to in the report and asked if Mr Howe could expand on this.

Mr Howe advised that the incident is currently an active Police matter which is still under investigation and that there is not a lot of detail apart from what has been in the media. The employee is now back in Broken Hill and is at home recovering. Council is currently conducting formal internal investigations to understand if anything work related that contributed to the incident and a report will be drafted. At this stage it appears that it was a random act and that nothing could have prevented it from happening.

Mr Howe referred to the Strategic Corporate Risk Register final draft which has resulted from two dedicated workshops with ELT and facilitators. As part of the review process, old items and

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MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 16 MAY 2024

Attachment 1
Minutes of the Audit, Risk and
Improvement Committee Meeting
held 16 May 2024

AUDIT, RISK AND IMPROVEMENT COMMITTEE

16 MAY 2024

duplication of items were removed from the Register. Once final feedback is received on the Register, management will add dates for when recommendations are expected to be implemented included in the Register before being presented to a Council Meeting.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That the report be received.

CARRIED

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 12/24 - DATED MAY 08, 2024 - BROKEN HILL LIBRARY PROJECT - SUBMISSION OF CAPITAL EXPENDITURE REPORT TO THE NSW OFFICE OF LOCAL GOVERNMENT D24/22872

The General Manager advised that as per the requirements of the Office of Local Government for capital projects over \$10M, a capital expenditure report regarding the management of the Library Development Project and is one safeguard for the project. The Library will be situated behind the Town Hall Façade in the carpark area and the old Library will be refurbished for the Library archives.

Mr Mathers commented that he was satisfied with the Capital Expenditure Report, that is was complete and thorough.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 12/24 dated May 8, 2024, be received.
- 2. That the Audit, Risk and Improvement Committee notes that Council at its Ordinary Meeting held 28 February 2024 (Minute No. 47468) resolved to receive the report titled 'Capital Expenditure Review Broken Hill Library NSW Office of Local Government' prepared under the reporting guidelines under the NSW Office of Local Government for capital projects over \$10 million in forecasted project costs; and to submit the report to the NSW Office of Local Government.

CARRIED

<u>ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 13/24 - DATED MAY 09, 2024 - PROJECT PLAN - CBD REVITALISATION INCLUDING LIBRARY AND ARCHIVES.</u>
D24/22946

The General Manager advised that this report was requested at a previous Committee Meeting, to review the Project Plan for the CBD Revitalisation Project including Library and Archives (and includes paving of the CBD area) which is funded mostly by Library funding and grants. The Project Plan includes the project summary, governance, project meetings and communications with key personnel, project operations and budget and timelines for the delivery of the project.

The Chairperson advised that he was impressed with the detail of the Project Plan.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 13/24 dated May 9, 2024, be received.

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2. That the Audit, Risk and Improvement Committee note the Project Plan for the CBD Revitalisation Project including Library and Archives.

CARRIED

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 14/24 - DATED APRIL 24, 2024 - ACTION LIST - AUDIT, RISK AND IMPROVEMENT COMMITTEE D24/20295

The General Manager advised that the action regarding the Committee being advised of the audit of legal expenses associated with the Civic Centre litigation is tied up with the current legal action. Once the legal action has been finalised a report will be presented to the Committee.

The Committee noted that the Service Review actions shown as completed will be removed from the Action List Report.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 14/24 dated April 24, 2024, be received.

CARRIED

CONFIDENTIAL MATTERS

GENERAL BUSINESS

COUNCILLOR ATTENDANCE AT FUTURE MEETINGS

The Deputy Mayor referred to the new OLG Guidelines for Audit, Risk and Improvement Committee which from 1 July 2024 requires the Chairperson to invite Councillors to attend meetings as observers (the Mayor will automatically be an observer on the Committee).

The Chairperson advised that he has no objection to Councillors attending Committee Meetings as observers and is mindful of the need for Councillors to be kept informed on matters relating to Council's audited financial statements, risk management issues, service reviews and internal audits. The Chairperson welcomed all Councillors as observers at future Committee Meetings.

Mr Mathers echoed the Chairperson's comment and thanked Councillors for volunteering to attend Committee Meetings.

The Chairperson thanked Ms Malpas and Mr Xavier for assisting with today's meeting.

Meeting closed at 11:07am.

Next Meeting

The next Audit, Risk and Improvement Committee Meeting will be held on Thursday, 10 August 2024 commencing at 10:00am ACST.

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MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 16 MAY 2024

Attachment 1 Minutes of the Audit, Risk and Improvement Committee Meeting held 16 May 2024

AUDIT, RISK AND IMPROVEMENT COMMITTEE	16 MAY 202
The foregoing minutes were read and confirmed at the Audit, Risk and Improv Committee meeting held on 15 August 2024.	rement
Chairperson	

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POLICY AND GENERAL COMMITTEE

May 6, 2024

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 89/24

SUBJECT: DRAFT CUSTOMER SERVICE FRAMEWORK D24/22331

Recommendation

- 1. That Broken Hill City Council Report No. 89/24 dated May 6, 2024, be received.
- 2. That Council endorse the public exhibition of the draft Customer Experience Charter for a period of 28 days inviting public comment.
- 3. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions received and any recommended amendments arising, with a view to adopting the Charter for implementation.
- 4. That Council endorse the public exhibition of the draft revised Complaints Management Policy for a period of 28 days inviting public comment.
- 5. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions received and any recommended amendments arising, with a view to adopting the draft Complaints Management Policy.
- 6. That Council endorse the draft Customer Experience Framework for approval and implementation by the General Manager.
- 7. That the Complaints Handling Procedure be endorsed for approval and implementation by the General Manager.

Executive Summary:

The Customer Service Framework was last endorsed 16 March 2021 and has recently been reviewed to ensure effective guidance is provided in delivering a quality customer experience that is equitable for all Council's internal and external customers by striving to:

- Deliver standards of customer service at the highest level and in accordance with the Community Strategic Plan and Council's organisational Strategy Map and values;
- Understand customer expectations; and
- Ensure customers receive the best possible service that can be practically achieved.

The main objectives of the Framework are:

- Ensure Council delivers a service as outlined in its Charter;
- Provide customers with a choice as to how they can provide feedback;
- Provide a structure and key service standards around responding to, recording, reporting and using feedback and or complaints to improve service to customers;
- · Outline customer rights and responsibilities; and
- Outline Council staff responsibilities under the Framework.

Report:

In accordance with Council's 2024 Operational Plan,

Action 1.3.8.1 Review Council's Customer Service Framework,

the draft Framework was extensively reviewed.

In taking a whole of organisation approach the consultation process undertaken by Council's Corporate Services team facilitated six 'Think Like the Customer' Workshops.

With a duration of three hours each session, this comprehensive consultation had the active participation of 92 Council employees. Consultation feedback identified multiple key opportunities for improvement.

Following the staff consultation, the Framework was presented to the Executive Leadership Team for endorsement.

The updated Framework outlines the purpose of the following documents:

Customer Experience Strategy, Customer Experience Charter, Complaints Management Policy, Complaints Handling Procedure and Customer Feedback Form.

The key opportunities for improvement identified by staff were as follows:

Customer Service Excellence Guide

The original Guide was designed as a customer service standard and excellence guide for Council's frontline staff.

The Guide's content has now been incorporated into the Customer Service Strategy for the purpose of simplifying and condensing the framework.

Customer Service Strategy

This strategy is designed as the Customer Service standard and excellence guide for all Broken Hill City Council staff.

The Customer Service Strategy sets out service and excellence guidelines that all staff are required to meet when dealing with customers.

Key updates include:

- Minor updates to reflect Council's current position in relation to staff titles and technology
- Renaming of the document to Customer Experience Strategy in line with rebranding all the Customer Service Framework to be the Customer Experience Framework.
- Cover page updated;
- Quality Control table updated to reflect current actions;
- Council Officer position titles updated throughout document;
- Minor update of the Executive Summary inclusive of Message from the General Manager to depict the current status of the framework from future to present tense;
- Update Strategy Map to a current version;
- Cosmetic updates of the Key Services Standards table;
- Update of section 4.1 to include the standard use of MiCollab (Council's phone system)

Customer Service Charter

Council's Customer Service Charter sets out what customers can expect from Council and what Council expects from them.

The Charter was developed to build and enhance partnerships and relationships with customers.

Key Updates:

- Renaming of document to Customer Experience Strategy in line with rebranding all the Customer Service Framework to Customer Experience Framework.
- Cover page updated

Complaints Management Policy

The review of Council's Complaints Management Policy follows the guidelines of the NSW Ombudsman's Complaint Handling Model Policy, released in June 2015, whilst also taking into consideration Broken Hill City Council's Customer Experience Framework.

The NSW Ombudsman intends to use the Complaint Handling Model Policy as a benchmark when auditing complaint handling policies and procedures of organisations within its jurisdiction which includes NSW councils.

Council's complaint management system is intended to:

- handle all feedback and complaints in a consistent, fair and professional manner;
- ensure there is an appropriate level of accountability in the exercise of all Council functions;
- enhance public confidence in Council's administrative processes; and
- collect and utilise valuable data for the purpose of continuous improvement.

This policy provides guidance to Council staff and people who wish to make a complaint on the key principles and concepts of Council's complaint management system.

Key updates include:

- · Quality control table updated;
- Council Officer position titles updated throughout the document;
- Minor updates of the wording used throughout the Policy that does not vary the context of the Policy;
- Updated section 5.3 Associated Documents to include Council's Complaint Handling Procedure, Customer Experience Strategy, Customer Experience Charter and NSW Ombudsman's Model Complaint Management Framework and Model Policy 2015.
- Removed the listed legislation references as they are reported in section 7.
 Legislative and Legal Framework; and
- Updated section 7. Legislative and Legal Framework to include the *Public Interest Disclosures Act 2022*

Complaints Handling Procedure

This procedure will represent Council's system for responding to, recording, reporting and using complaints to improve a service to the community.

It includes procedures for people to resolve complaints and provides information to managers and staff, that will enable a system of continuous improvement in customer service delivery.

Key updates:

- Quality control table updated;
- Council Officer position titles updated throughout the document;
- Section 4.2 updated to include statement "All complaints are to be recorded in Council's Authority CRM Register";
- Section 4. 7 Analysis and Evaluation of Complaints created to identify Council's procedure around the effective reporting and analysis of complaints for continuous improvement.

Customer Feedback Form

Quality customer experiences consists of providing an efficient, fair, and responsive service. It is also about delivering the most appropriate and complete service at the first point of contact. However, things can and do go wrong but can generally only be put right and a quality service delivered when Council becomes aware of the issue.

Customer feedback processes provide an opportunity for service recovery and encompasses complaints, compliments and suggestions.

The documents to be endorsed for approval and implementation by the General Manager and the documents to be endorsed for exhibition to the general public, prior to their adoption, are attached to this report.

Strategic Direction:

Key Direction: 1 Our Community

Objective: 1.3 Our community works together

Strategy: 1.3.8 Maintain and strive to continuously improve the Customer

Contact and Call Centre

Relevant Legislation:

This Framework relates to:

- Local Government Act 1993
- State Records Act 1998
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009
- Public Interest Disclosures Act 2022
- NSW Ombudsman Better Service and Communication Guidelines for Local Government

Council Policy does not take precedence over statutory responsibilities assumed by Council in its role as a local government authority.

Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

Financial Implications:

There are no further additional financial implications or resources required to implement the draft Customer Experience Framework, Council Policy and associated Procedure.

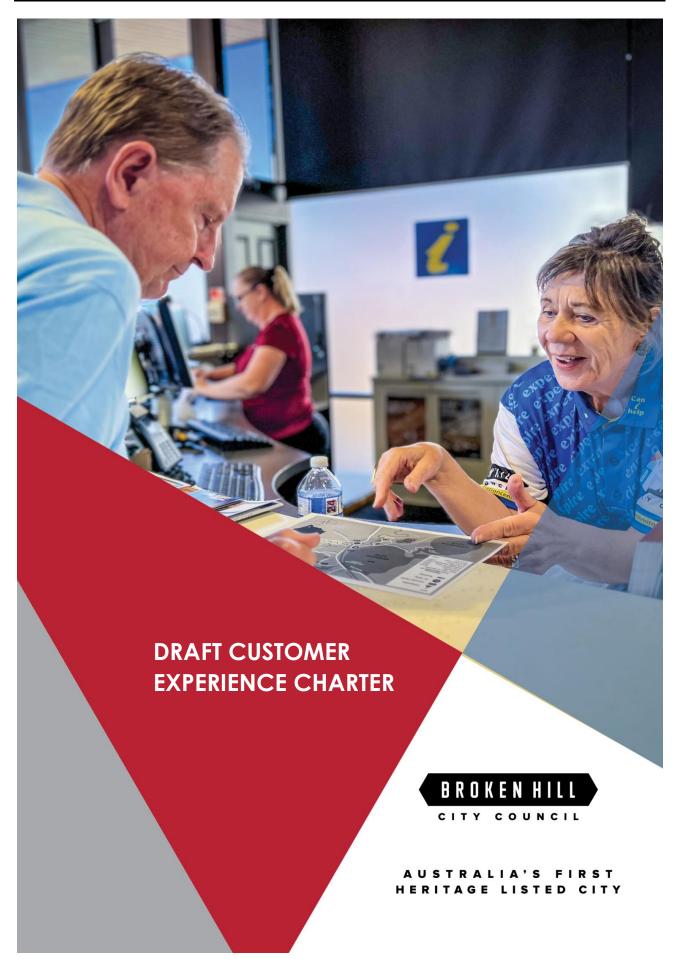
Attachments

- **1.**

 □ DRAFT Customer Experience Charter
- 2. J DRAFT Complaints Management Policy
- 3. J DRAFT Complaints Handling Procedure
- **4.** URAFT Customer Experience Framework
- 5. UDRAFT Customer Experience Strategy

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



BROKEN HILL

CITY COUNCIL

WHY A CUSTOMER EXPERIENCE CHARTER?

Council's Customer Experience Charter sets out what you, as our customer, can expect from us.

The Charter has been developed to build and enhance partnerships and relationships with our customers.

The Charter will enable a system of continuous improvement in customer experience.

WHO ARE OUR CUSTOMERS?

Our customers are any person or organisation that has dealings with Council. This includes residents, ratepayers, business owners and operators, visitors, contractors, staff and elected members.

HOW WE MEASURE OUR SERVICE?

- We will set service level benchmarks.
- We will invite feedback.
- We will survey our community.

You can help us achieve our commitment to our customers through your feedback and participation in Council's consultation initiatives.



DRAFT Customer Experience Charter

WHAT YOU CAN EXPECT FROM US?

Our responsibility to you, Council will:

- Be accessible and inclusive;
- Be available for contact by telephone, online, in writing and in person;
- Treat customers courteously and with respect;
- Deal with customers in a polite and helpful manner;
- Provide customers with necessary and relevant information;
- Act on our commitment(s) in a timely manner:
- Value customer's privacy by treating all personal information confidentially;
- Be punctual for meetings and appointments;
- Provide a dedicated Customer Relations telephone line 08 8080 3300 Monday to Friday 8.30am to 5pm, excluding public holidays;
- Attend to the counter or answer the telephone promptly, courteously and deal with any enquiry directly without unnecessary transfers. If we cannot deal with the enquiry at first point of contact, we will request the relevant person to contact you;
- When a customer contacts us in writing and a response is required, we will endeavour to respond within 10 business days. If a full reply is not possible then you will receive an acknowledgement, which will include when a reply can be expected; and
- When a customer contacts us by email via council@brokenhill.nsw.gov.au and a response is required, we will endeavour to respond within five business days. If a full reply is not possible then you will receive an acknowledgement, which will include when a reply can be expected.

WHAT WE ASK OF YOU?

- Treat us with mutual respect;
- Respect the rights and privacy of other customers;
- Provide accurate and complete information to us;
- Respect the community in which we live; and
- Work with us to resolve problems.

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COMPLAINTS

What is a complaint?

A complaint is an expression of dissatisfaction made to or about Council, our services or our staff.

What is not a complaint?

The following are not classified as complaints:

- A request for service;
- A request for information or an explanation of a policy or procedure;
- A disagreement with a policy of the Council; and
- The lodgement of an appeal in accordance with legislation.

Please contact us so that we can resolve an issue and improve our service in the future. Our Complaints Management Policy guides how we deal with your complaint.

A complaint can be made by phone, in person, by email, in writing or on our website. We will try to resolve the complaint as quickly as possible and get back to you by your preferred method. If it will take time, we will keep you informed of the progress.

PERSONAL INFORMATION PROTECTION

Council has a commitment to the protection of Personal Information provided by a customer to Council in accordance with the requirements of the Personal Information Protection Act 1998, Freedom of Information Act 1989 and Government Information (Public Access) Act 2009.

CONTACT DETAILS

Website: <u>www.brokenhill.nsw.gov.au</u>

Email: council@brokenhill.nsw.gov.au

Telephone: 08 8080 3300

In Person: 240 Blende Street, Broken Hill

In Writing: The General Manager

PO Box 448

Broken Hill NSW 2880

Community Portal:



External Authorities

NSW Ombudsman

Telephone: 02 9286 1000 Toll Free: 1800 451 524

Website: www.ombo.nsw.gov.au

ICAC - Independent Commission Against Corruption

Telephone: 02 8281 5999 Toll Free: 1800 463 909 Website: www.icac.nsw.gov

DRAFT Customer Experience Charter

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DRAFT COMPLAINTS MANAGEMENT POLICY

QUALITY CONTROL			
TRIM REFERENCES	D12/11853 – 12/14		
RESPONSIBLE POSITION	Director Corporate and Community		
APPROVED BY	Council		
REVIEW DATE	2024	REVISION NUMBER	5
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
27 November 2002	Adopted	39720	
28 June 2017	Public Exhibition	45565	
30 August 2017	Adopted	45610	
26 June 2024	Public Exhibition		

1. INTRODUCTION

This policy is intended to ensure Broken Hill City Council handles complaints fairly, efficiently and effectively.

A complaint is an expression of dissatisfaction. A complaint covered by this policy can be distinguished from Service Requests and Requests for Information.

2. POLICY OBJECTIVE

Council's complaint management system is intended to:

- enable Council to respond to issues raised by people making complaints in a timely and costeffective way;
- boost public confidence in administrative process; and
- provide information that can be used to deliver quality improvements in Council's services, staff and complaint handling.

This policy provides guidance to Council staff and people who wish to make a complaint on the key principles and concepts of the complaint management system.

3. POLICY SCOPE

This policy applies to all staff receiving or managing complaints from the public made to or about Council, regarding its services, staff and complaint handling.

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

Draft Complaints Management Policy

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4. POLICY STATEMENT

4.1 GUIDING PRINCIPLES



4.1.1 Facilitate Complaints

People Focus

Council is committed to seeking and receiving feedback and complaints about its services, systems, practices, procedures and complaint handling.

Any concerns raised in feedback or complaints will be dealt with within a reasonable time frame, in accordance with Council's Complaint Handling Procedure.

People making complaints will be:

- provided with information about Council's Complaint Handling Procedure;
- provided with multiple and accessible ways to make complaints;
- listened to, treated with respect by Council's staff and actively involved in the complaint process where possible and appropriate; and
- provided with reasons for Council's decision(s) and any options for redress or review.

No Detriment to People Making Complaints

Council will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf.

Anonymous Complaints

Council accept anonymous complaints and will carry out an investigation of the issues raised where there is enough information provided.

Accessibility

Council will ensure that information about how and where complaints may be made to or about Council is well publicised. Council will ensure that its systems to manage complaints are easily understood and accessible to everyone, particularly people who may require assistance.

If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, Council will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (eg advocate, family member, legal or community representative, Member of Parliament, another organisation).

No Charge

There are no fees or charges associated with lodging a complaint to Council.

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4.1.2 Responding to Complaints

Early Resolution

Where possible, complaints will be resolved at first contact with Council.

Responsiveness

Council will promptly acknowledge receipt of complaints.

Council will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.

Council are committed to managing people's expectations, and will inform them as soon as possible, of the following:

- the complaints procedure;
- the expected time frames for action;
- the progress of the complaint and reasons for any delay;
- their likely involvement in the procedure; and
- the possible or likely outcome of their complaint.

Council will advise people as soon as possible when it is unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

Council will also advise people as soon as possible when it is unable to meet the time frame for responding to their complaint and the reason for the delay.

Objectivity and Fairness

Council will address each complaint with integrity and in an equitable, objective and unbiased manner.

Council will ensure that the person handling a complaint is different from any staff member whose conduct or service is being complained about. Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

Responding Flexibly

Council staff are empowered to resolve complaints promptly and with as little formality as possible. Council will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives.

Council will assess each complaint on its merits and involve people making complaints and/or their representative in the process as far as possible.

Confidentiality

Council will protect the identity of people making complaints where this is practical and appropriate.

Personal information that identifies individuals will only be disclosed or used by Council as permitted under the relevant privacy laws, secrecy provisions and any relevant confidentiality obligations.

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4.1.3 Manage the Parties to a Complaint

Complaints Involving Multiple Agencies

Where a complaint involves multiple organisations, Council will work with the other organisation(s) where possible, to ensure that communication with the person making a complaint and/or their representative is clear and coordinated.

Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.

Where a complaint involves multiple areas within Council, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated.

Where Council services are contracted out, it is expected that the contracted service providers have an accessible and comprehensive complaint management system. Council take complaints not only about the actions of its staff but also the actions of its service providers.

Complaints Involving Multiple Parties

When similar complaints are made by related parties Council will try to arrange to communicate with a single representative of the group.

Empowerment of Staff

All Council staff managing complaints are empowered to implement the complaint management system as relevant to their role and responsibilities.

Council staff are encouraged to provide feedback on the effectiveness and efficiency of all aspects of the complaint management system.

Managing Unreasonable Conduct By People Making Complaints

Council are committed to being accessible and responsive to all people who report feedback or complaints. At the same time Council success depends on:

- the ability to work and perform its functions in the most effective and efficient way possible:
- the health, safety and security of its staff; and
- the ability to allocate resources fairly across all complaints received.

When people behave unreasonably in their dealings with Council, their conduct can significantly affect the progress and efficiency of Council's work. As a result, Council will take proactive and decisive action to manage any conduct that negatively and unreasonably affects it and will support its staff to do the same in accordance with this policy.

4.2 COMPLAINT MANAGEMENT SYSTEM



4.2.1 Introduction

When responding to complaints, Council staff should act in accordance with the Complaint Handling Procedure as well as any other internal documents providing guidance on the management of complaints.

Council staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback.

The five key stages in Council's complaint management system are set out below.

4.2.1.1 Receipt of Complaints

Council will record the complaint and its supporting information. Council will also assign a unique identifier to the complaint file.

The record of the complaint will document:

- the contact information of the person making a complaint;
- issues raised by the person making a complaint and the outcome(s) they want;
- any other relevant information; and
- any additional support the person making a complaint requires.

4.2.1.2 Acknowledgement of Complaints

Council will acknowledge receipt of each complaint promptly, and preferably within two business days.

Consideration will be given to the most appropriate medium (e.g. email, letter, phone call) for communicating with the person making a complaint.

4.2.1.3 Initial Assessment and Addressing of Complaints

Initial Assessment

After acknowledging receipt of the complaint, Council will confirm whether the issue(s) raised in the complaint is/are within Council control. Council will also consider the outcome(s) sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

When determining how a complaint will be managed, Council will consider:

- how serious, complicated or urgent the complaint is;
- whether the complaint raises concerns about people's health and safety;
- how the person making the complaint is being affected;
- the risks involved if resolution of the complaint is delayed; and
- whether a resolution requires the involvement of other organisations.

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Addressing Complaints

After assessing the complaint, Council will consider how to manage it. To manage a complaint Council may:

- give the person information or an explanation;
- gather information from the person or area that the complaint is about; or
- investigate the claims made in the complaint.

Council will keep the person making the complaint up to date on the progress, particularly if there are any delays. Council will also communicate the outcome of the complaint using the most appropriate medium. Which actions Council decide to take will be tailored to each case and take into account any statutory requirements.

4.2.1.4 Providing Reasons for Decisions

Following consideration of the complaint and any investigation into the issues raised, Council will contact the person making the complaint and advise them:

- the outcome of the complaint and any action taken;
- the reason(s) for the decision;
- the remedy or resolution(s) proposed or put in place; and
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

If in the course of investigation, Council make any adverse findings about a particular individual, it will consider any applicable privacy obligations under the *Privacy and Personal Information Protection Act 1998* and any applicable exemptions in or made pursuant to that Act, before sharing its findings with the person making the complaint.

4.2.1.5 Closing the Complaint, Record Keeping, Redress and Review

Council will keep comprehensive records about:

- how the complaint was managed;
- the outcome(s) of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations; and
- any outstanding actions that need to be followed up.

Council will ensure that outcomes are properly implemented, monitored and reported to the complaint handling manager and/or senior management.

4.2.2 Alternative Avenues for Dealing with Complaints

Persons who make a complaint to or about Council will be informed of any internal or external review options available to them such as the Office of Local Government.

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4.2.3 The Three Levels of Complaint Handling



Level 2 - Internal review of complaints and/or complaint handling (may include further investigation of issues raised and use of Alternative Dispute Resolution options).

Level 1 - Complaint handling and early resolution of complaints.

Council aims to resolve complaints at the first level. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

Where this is not possible, Council may decide to escalate the complaint to a more senior officer. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision(s) already made;
 and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

Where a person making a complaint is dissatisfied with the outcome of Council's review of their complaint, they may seek an external review of the decision.

4.3 ACCOUNTABILITY AND LEARNING

4.3.1 Analysis and Evaluation of Complaints

All complaints are recorded in Council's EDRMS to ensure efficient retrieval of information for reporting and analysis.

Quarterly or as requested, reports will be run on the following:

- the number of complaints received;
- the outcome of complaints;
- issues arising from complaints;
- systemic issues identified; and
- the number of requests received for escalation to internal and/or external review.

Analysis of these reports will be undertaken to monitor trends, measure the quality of Council's customer service delivery and used for continuous improvement.

Reports and analysis will be provided to the General Manager and the Executive Leadership Team for review.

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4.3.2 Monitoring of the Complaints Management System

Council will continually monitor its complaint management system to:

- ensure its effectiveness in responding to and resolving complaints; and
- identify and correct deficiencies in the operation of the system.

Monitoring may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

4.3.3 Continuous Improvement

Council are committed to improving the effectiveness and efficiency of the complaint management system. To this end, Council will:

- support the making and appropriate resolution of complaints;
- implement best practices in complaint handling;
- recognise and acknowledge exemplary complaint handling by staff;
- regularly review the complaints management system and complaint data; and
- implement appropriate system changes arising out of the analysis of complaints data and continual monitoring of the system.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

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

Who	Commitment	How
Who General Manager		 Report publicly on Council's complaint handling; Provide adequate support and direction to key staff responsible for handling complaints; Regularly review reports about complaint trends and issues arising from complaints; Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly;
		Encourage staff to make recommendations for system improvements;
		Recognise and acknowledge good complaint handling by staff; and
	Support recommendations for service, staff and complaint handling improvements arising from the analysis of complaint data.	

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Director Corporate and Community (complaint	Establish and manage Council's complaint management system.	 Provide regular reports to the General Manager on issues arising from complaint handling work; Ensure recommendations arising out of
handling manager)		complaint data analysis are canvassed with the General Manager and implemented where appropriate;
		Recruit, train and empower staff to resolve complaints promptly and in accordance with Council's policies and procedures;
		Encourage staff managing complaints to provide suggestions on ways to improve Council's complaint management system;
		Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly; and
		Recognise and acknowledge good complaint handling by staff.
Complaint Handlers	Demonstrate exemplary complaint handling	Treat all people with respect, including people who make complaints;
	practices.	Assist people to make a complaint, if needed;
		Comply with this policy and its associated procedures;
		Keep informed about best practice in complaint handling;
		Provide feedback to management on issues arising from complaints;
		Provide suggestions to management on ways to improve Council's complaints management system; and
		Implement changes arising from individual complaints and from the analysis of complaint data as directed by management.
All Staff	Understand and comply with Council's complaint handling practices.	Treat all people with respect, including people who make complaints;
		Be aware of Council's complaint handling policies and procedures;
		Assist people who wish to make complaints access the Council's complaints process;
		Be alert to complaints and assist staff handling complaints to resolve matters promptly;
		Provide feedback to management on issues arising from complaints; and
		Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management.

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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.

6. ASSOCIATED DOCUMENTS

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

- Complaint Handling Procedure
- Customer Experience Strategy
- NSW Ombudsman's Complaint Management Framework and Model Policy

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 months prior to the expiry of this policy.

The Director Corporate and Community is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009
- Public Interest Disclosures Act 2022

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

Draft Complaints Management Policy

9. DEFINITIONS

'Complaint' - Expression of dissatisfaction made to or about Council, its services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.

A complaint covered by this policy can be distinguished from:

- Staff Grievances (see Council's Grievance Policy);
- Public Interest Disclosures made by Council staff (see Council's Public Interest Disclosures Policy);
- Code of Conduct complaints (see Council's Model Code of Conduct Policy);
- Responses to requests for feedback about the standard of Council's service provision (see the
 definition of 'Feedback' below);
- Reports of problems or wrongdoing intended to bring a problem to Council's notice with no expectation of a response (see the definition of 'Feedback' below);
- Service Requests (see the definition of 'Service Request' below); and
- Requests for Information (see Council's Access to Information Policy).

'Complaint Management System' - All policies, procedures, practices, staff, hardware and software used by Council in the management of complaints.

'Dispute' - An unresolved complaint escalated either within or outside of Council.

'Feedback' - Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about Council about its services or complaint handling where a response is not explicitly or implicitly expected or legally required.

'Service Request' - A Service Request is a:

- request for approval;
- request for action;
- routine inquiries about Council's business;
- request for the provision of services and assistance;
- report of failure to comply with laws regulated by Council; or
- request for explanation of Council's policies, procedures and decisions.

'Grievance' - A clear, formal statement by an individual Council staff member about another staff member or a work related problem.

'Policy' - A statement of instruction that sets out how Council will comply with legislated requirements and/or sets strategic directives, to ensure sound governance practices.

'Procedure' - A statement or instruction that sets out how Council's policies will be implemented and by whom.

'Public Interest Disclosure ' - A report about wrong doing made by a public official in New South Wales that meets the requirements of the *Public Interest Disclosures Act* 2022.

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DRAFT COMPLAINTS HANDLING PROCEDURE

QUALITY CONTROL			
TRIM REFERENCES	D17/25094 – 17/2		
RESPONSIBLE POSITION	Director Corporate and Community		
SUPPORT POSITION/S	Manager Corporate & Customer Experience		
APPROVED BY	Executive Leadership Team (ELT)		
REVIEW DATE	June 2028	REVISION NUMBER	2
EFFECTIVE DATE	ACTION	ENDORSED BY	
13 March 2021	Endorsed	Executive Leadership Team (ELT)	
4 June 2024	Endorsed	Executive Leadership Team (ELT)	

1. INTRODUCTION

This procedure is to be used by all Council staff who are responsible for responding to, recording, reporting and using complaints to improve service to the community.

2. PROCEDURE OBJECTIVE

To provide information to managers and staff regarding complaints that will enable a system of continuous improvement in customer service.

3. PROCEDURE SCOPE

This procedure applies to all staff receiving or managing complaints from the public, made to or about Council, regarding our services, staff and complaint handling.

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

Council aims to resolve complaints at the first level of contact.. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

Where this is not possible, Council may decide to escalate the complaint to a more senior officer within Council. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision(s) already made; and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

Where a person making a complaint is dissatisfied with the outcome of Council's review of their complaint, they may seek an external review of Council's decision.

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The Three Levels of Complaint Handling



Level 2 - Internal review of complaints and/or complaint handling (may include further investigation of issues raised and use of Alternative Dispute Resolution options).

Level 1 - Complaint handling and early resolution of complaints.

Level 1 – Complaint handling

Complaint handlers have a responsibility to:

- register and document each complaint
- provide information about Council's complaint handling policy and procedures
- resolve complaints, where possible
- refer a complainant and complaint to another organisation or relevant person, for example where the complaint is not about Council or within its jurisdiction
- inform each complainant of the decision made about their complaint, the reasons for that decision, and their right to request a review of the decision
- refer the complaint for a Level 2 review if it is serious or complex

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Level 2 – Internal review, alternative dispute resolution and investigation

Although many complaints can be resolved by complaint handlers at level 1, the serious or complex nature of some complaints or a dissatisfied complainant may mean that the complaint requires to be referred to the second level.

This may include:

Internal review – A more senior officer or specialist officer reviews the decision of the initial complaint handler to confirm the original decision or take corrective action. Generally, more senior officers have a broad delegation to overturn previous decisions and apply remedies.

Alternative dispute resolution –A senior officer can assist facilitate a discussion between the initial complaint handler and the complainant, or the matter may be referred to an external mediator or facilitator. A mediator, through a formal face-to-face process of discussion, assists the parties to clarify issues and reach a solution.

Investigation – An investigation is required to determine the action that should be taken when more serious allegations are raised. It is essential that external agencies are notified promptly where relevant – for example local police force, Ombudsman's office or corruption agency.

'Investigation' is a generic term to describe a fact-finding process aimed at establishing the truth. Investigations should follow a logical sequence in the pursuit of clearly identified objectives and should be approached systematically and comprehensively. Investigators should act objectively and must not 'take sides'.

An investigation usually seeks to:

- answer an identified question
- gathering sufficient reliable information to enable a decision to be made
- impartial fact finding
- reporting the outcome
- make recommendations

The nature and scope of an investigation undertaken in response to a complaint will depend on the circumstances of the case and any relevant statutory and policy requirements that may apply.

Those responsible for conducting investigations must remember to:

- act reasonably and impartially;
- ensure confidentiality;
- avoid and manage conflicts of interests; and
- provide appropriate procedural fairness.

DRAFT Complaints Handling Procedure

Level 3 – External review

If any decision made by Council about a complaint-including a decision to decline a complaint at the assessment stage – the complainant should be advised what steps they may take if they disagree with the Council's decision and/or related outcomes.

Internal review, conciliation and investigation of complaints do not always result in a resolution that the complainant or Council considers satisfactory. When the complaint is serious or the complainant's demands will continue to have an impact on the time and resources of staff, external sources of review may be appropriate.

This can take a number of forms:

Alternative dispute resolution – a neutral third party can assist to settle an escalating dispute. Private and public sector organisations use the services of professional mediators in such situations. The mediator, through a formal face-to-face process of discussion, helps the parties to clarify issues and reach a mutually agreeable solution.

Referral to external investigation agency – in any jurisdiction, there will usually be a number of accountability/complaint handling bodies that receive and investigate complaints from the public about the conduct of community services and government agencies. Dissatisfied complainants can be referred to these agencies to ask for an external review of their complaint.

Other appeals mechanisms – if rights of appeal to outside tribunals or other legal remedies exist, dissatisfied complainants should be advised of these avenues of redress after all others have been exhausted.

4. PROCEDURE STATEMENT

4.1 Complaint Management System



There are five key stages to handling a complaint:

- 1. receiving the initial complaint;
- 2. acknowledging the complaint;
- 3. assessing and investigating the complaint;
- 4. providing reason for the decision;
- 5. closing the complaint and providing options for redress.

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4.2 Receipt of Complaints

Council is committed to providing the below timeframe service standards. Advise will be provided as soon as possible when a complaint is not able to be resolved within this timeframe for responding to customer complaints and the reason for delay.

Feedback Type	Acknowledgement of Receipt	Resolution		
	Feedback			
Positive Feedback/Compliments	Immediately (where lodged verbally) or within 2 business days (where lodged in writing, via email, website, community portal, or mail) – Acknowledgement can only be made when customer contact details are provided.	10 business days		
Comments/Suggestions	Immediately (where lodged verbally) or within 2 business days (where lodged in writing, via email, website, community portal, or mail) – Acknowledgement can only be made when customer contact details are provided.	10 business days		
	Complaints			
Early Resolution	Immediately (where lodged verbally) or within 2 business days (where lodged in writing, via email, website, community portal, or mail)	Immediately or maximum 5 business days		
Further Investigation	2 business days in writing (via letter or email)	10 business days		
Internal Review	2 business days in writing (via letter or email)	20 business days		
External Review	Subject to reviewing body	Subject to reviewing body		

Complaints may be received in various ways, such as by phone, online complaint platforms, community portal, email, social media, or in person. Council will record the complaint, any supporting information and assign a unique identifier to the complaint file.

All complaints are to be recorded in Council's Authority CRM Register and will document:

- the contact information of the person making a complaint;
- issues raised by the person making a complaint and the outcome(s) they desire;
- any other relevant information;
- any additional support the person making a complaint requires.

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4.3 Acknowledgement of Complaints

Council will acknowledge receipt of each complaint promptly, and preferable within two business days.

Consideration will be given to the most appropriate medium for acknowledging the complaint that is whether an acknowledgement is given by phone or email.

4.4 Initial Assessment and Addressing of Complaints

4.4.1 Initial Assessment

After acknowledging receipt of the complaint, Council will confirm whether the issue(s) raised in the complaint is/are within Council's control. Council will also consider the outcome(s) sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

When determining how a complaint will be managed, Council will consider:

- are the outcome(s) sought by the complainant viable;
- how serious, complicated or urgent the complaint is;
- whether the complaint raises concerns about people's health and safety;
- how the person making the complaint is being affected;
- the risks involved if resolution of the complaint is delayed;
- whether a resolution requires the involvement of other organisations.

4.4.2 Addressing Complaints

After assessing the complaint, Council will consider how to manage it.

To manage a complaint Council may:

- give the person information or an explanation;
- gather information from the person or area that the complaint is about;
- investigate the claims made in the complaint.

4.4.3 Updating the Complainant

- Council will keep the person making the complaint up to date on progress, particularly if there are any delays.
- Council will let the complainant know what is happening with their complaint, when they can expect to hear from Council next and who the responsible Council Officer is, should they want to contact Council to provide further information
- Council will also communicate the outcome of the complaint using the most appropriate medium. Which actions Council decide to take will be tailored to each case and will take into account any statutory requirements.

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4.4.4 If the Complaint does not warrant an investigation

Council will provide an outcome and options of redress - if relevant or applicable, Council will inform the complainant about the investigation and advise them of the outcome. Reasons for the decision, remedies available, and options for review will be also be made available.

4.4.5 If the Complaint warrants an investigation

Council will investigate the complaint by:

- assessing the complaint and determining what action is required;
- selecting the appropriate investigative approach by looking at any statutory requirements, the nature of the issue, and the likely outcome of the investigation;
- · develop an investigation plan;
- ensure proper powers and authority;
- obtain evidence:
- report the findings.

4.5 Providing Reasons for Decisions

Following consideration of the complaint and any investigation into the issues raised, Council will contact the person making the complaint and advise them:

- how the complaint was managed;
- the outcome of the complaint and any actions undertaken by Council;
- the reason(s) for the decision;
- the remedy or resolution(s) that Council may propose or put in place;
- any outstanding actions that need to be followed up;
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

If in the course of investigation, Council make any adverse findings about a particular individual, we will consider any applicable privacy obligations under the *Privacy and Personal Information Protection Act 1998* and any applicable exemptions in or made pursuant to that Act, before sharing findings with the person making the complaint.

4.5.2 Closing the Complaint, Record Keeping, Redress and Review

Council will keep comprehensive records about:

- how Council managed the complaint;
- the outcome(s) of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations;

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• any outstanding actions that need to be followed up.

Council will ensure that outcomes are properly implemented, monitored and reported.

4.6 Options for redress, Alternative Avenues for Dealing with Complaints

Council will inform people who make complaints to or about Council, the internal or external review options available to them including the Office of Local Government and the NSW Ombudsman.

Office of Local Government

Telephone: 02 4428 4100 Tel. typewriter (TTY): 02 4428 4209 Email: <u>dlg@dlg.nsw.gov.au</u>

NSW Ombudsman

Telephone: 02 9286 1000 Toll Free: 1800 451 524

Website: www.ombo.nsw.gov.au

ICAC - Independent Commission Against Corruption

Telephone: 02 8281 5999 Toll Free: 1800 463 909 Website: <u>www.icac.nsw.gov</u>

4.7 Analysis and Evaluation of Complaints

All complaints are recorded in Council's EDRMS to ensure efficient retrieval of information for reporting and analysis.

Quarterly or as requested, reports will be run on the following:

- the number of complaints received;
- the outcome of complaints;
- issues arising from complaints;
- systemic issues identified; and
- the number of requests received for escalation to internal and/or external review.

Analysis of these reports will be undertaken to monitor trends, measure the quality of Council's customer service delivery and used for continuous improvement.

Reports and analysis will be provided to the General Manager and the Executive Leadership Team for review.

4.8 Monitoring of the Complaints Management System

Council will continually monitor its complaint management system to:

- ensure its effectiveness in responding to and resolving complaints; and
- identify and correct deficiencies in the operation of the system.

Monitoring may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

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4.9 Continuous Improvement

Council are committed to improving the effectiveness and efficiency of the complaint management system. To this end, Council will:

- support the making and appropriate resolution of complaints;
- implement best practices in complaint handling;
- recognise and acknowledge exemplary complaint handling by staff;
- regularly review the complaints management system and complaint data;
 and
- implement appropriate system changes arising out of the analysis of complaints data and continual monitoring of the system.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council Officers are responsible for the implementation of and the adherence to this procedure:

Who	Commitment	How
General Manager	Provide a culture that values complaints and	Report publicly on Council's complaint handling;
	their effective resolution.	Provide adequate support and direction to key staff responsible for handling complaints;
		Regularly review reports about complaint trends and issues arising from complaints;
		Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly;
		Encourage staff to make recommendations for system improvements;
		Recognise and acknowledge good complaint handling by staff; and
		Support recommendations for service, staff and complaint handling improvements arising from the analysis of complaint data.
Director Corporate and Community	Establish and manage Council's complaint management system	Provide regular reports to the General Manager on issues arising from complaint handling
(Complaint handling manager)		Ensure recommendations arising out of complaint data analysis are canvassed with the General Manager and implemented where appropriate
		Recruit, train and empower staff to resolve complaints promptly and in accordance with Council's policies and procedures
		Encourage staff managing complaints to provide suggestions on ways to improve Council's complaint management system
		Encourage all staff to be alert to complaints and assist those responsible for handling

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		complaints resolve them promptly; and Recognise and acknowledge good complaint handling by staff
Complaint Handlers	Demonstrate exemplary complaint handling practices	 Treat all people with respect, including people who make complaints Assist people make a complaint, if needed Comply with this procedure and its associated policies Keep informed about best practice in complaint handling Provide feedback to management on issues arising from complaints Provide suggestions to management on ways to improve Council's complaints management system; and Implement changes arising from individual
		complaints and from the analysis of complaint data as directed by management
All Staff	Understand and comply with Council's complaint handling practices	 Treat all people with respect, including people who make complaints Be aware of Council's complaint handling policies and procedures Assist people who wish to make complaints of Council's complaints procedure Be alert to complaints and assist staff handling complaints to resolve matters promptly Provide feedback to management on issues arising from complaints; and Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management

5.2 Support and Advice

The following Council Officers can provide support and advice on this procedure:

- General Manager
- Director Corporate and Community
- Manager Corporate and Customer Experience

5.3 Communication

This procedure will be communicated to employees in accordance with Council's Policy, Procedure and Process Framework. The procedure will be available via Council's electronic documents records management system (EDRMS) and Council's Intranet.

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6. ASSOCIATED DOCUMENTS

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

- Complaints Management Policy
- Customer Experience Strategy
- NSW Ombudsman's Complaint Management Framework and Model Policy

7. REVIEW

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

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

The Director Corporate and Community is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009

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

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Complaints Handling Procedure, Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

9. DEFINITIONS

'Complaint' - Expression of dissatisfaction made to or about Council, our services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.

A complaint covered by this policy can be distinguished from:

- Staff Grievances (see Council's Grievance Policy);
- Public Interest Disclosures made by Council staff (see Council's Reporting of Public Interest Disclosures Policy);
- Code of Conduct complaints (see Council's Model Code of Conduct Policy);
- Responses to requests for feedback about the standard of Council's service provision (see the definition of 'Feedback' below);
- Reports of problems or wrongdoing intended to bring a problem to Council's notice with no expectation of a response (see the definition of 'Feedback' below);
- Service Requests (see the definition of 'Service Request' below); and
- Requests for Information (see Council's Access to Information Policy).

'Complaint Management System' - All policies, procedures, practices, staff, hardware and software used by Council in the management of complaints.

'Dispute' - An unresolved complaint escalated either within or outside of Council.

'Feedback' - Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about us, about Council's services or complaint handling where a response is not explicitly or implicitly expected or legally required.

'Service Request' - A Service Request is a:

- request for approval;
- request for action;
- routine enquiries about Council's business;
- request for the provision of services and assistance;
- · report of failure to comply with laws regulated by Council; or
- request for explanation of Council's policies, procedures and decisions.

'Grievance' - A clear, formal statement by an individual Council staff member about another staff member or a work-related problem.

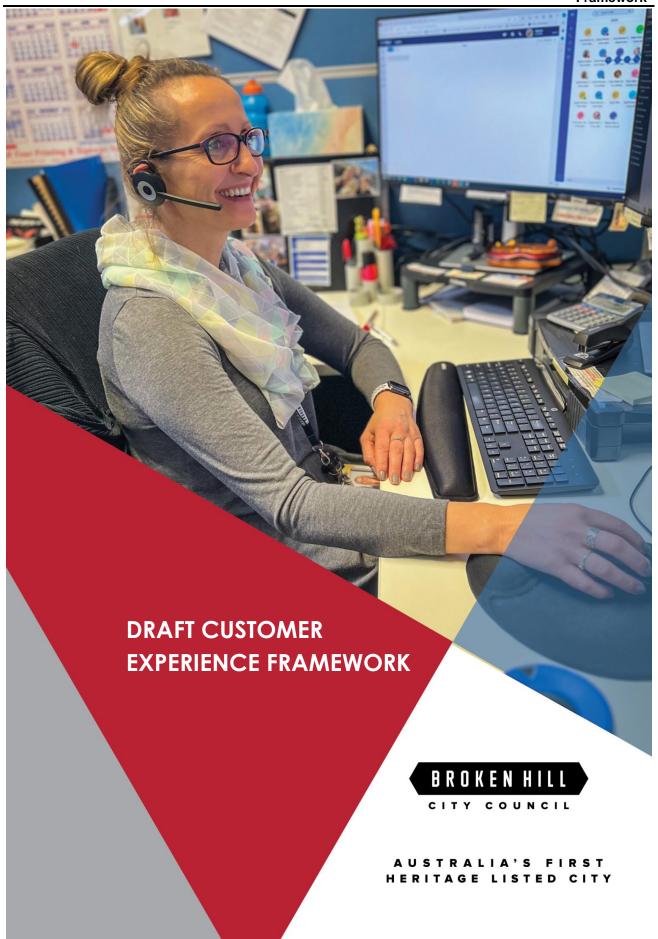
'Policy' - A statement of instruction that sets out how Council should fulfil our vision, mission and goals.

'Procedure' - A statement or instruction that sets out how Council's policies will be implemented and by whom.

'Public Interest Disclosure '- A report about wrongdoing made by a public official in New South Wales that meets the requirements of the *Public Interest Disclosures Act 2022*.

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QUALITY CONTRO)L		
KEY DIRECTION	1 Our Community	1 Our Community	
OBJECTIVE	1.3 Our Community Works toge	ther	
STRATEGY/ACTION	1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre		
EILE DECEDENCE NA	1.3.8.1 Review Council's Custor		
FILE REFERENCE No	2,33.3	,=	
RESPONSIBLE OFFICER	Director Corporate and Comm	nunity	
REVIEW DATE	June 2028		
DATE	ACTION	ENDORSED BY	
8 June 2017	Presentation to Executive Leadership Team	General Manager	
17-21 July 2017	Employee Consultation General Manager Focus Groups	General Manager	
27 September 2017	Endorsed by Council	Council	
12 December 2017	Endorsed by General Manager	General Manager	
3 December 2020	Review endorsed	Executive Leadership Team	
December 2019 – November 2020	Employee consultation through the Customer Service Strategy Working Group and monitor of processes through COVID (update changes, new processes)	General Manager	
16 March 2021	Endorsed	Executive Leadership Team	
19 – 28 March 2024	Employee consultation review through 'Think Like the Customer Workshops'	Executive Leadership Team	
4 June 2024	Endorsed	Executive Leadership Team	

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1. INTRODUCTION

Broken Hill City Council strives to deliver standards of customer service at the highest level and in accordance with the Community Strategic Plan and the Broken Hill City Council Strategy Map. Council is committed to better understanding the needs and expectations of its customers. Council will enhance its understanding of the needs and expectations of customers by:

- Carrying out surveys to better understand the needs and expectations of customers and the local community – learn what the local community thinks about the areas where Council is performing well and the areas where Council needs to improve service delivery.
- Maintaining feedback by encouraging the public to complete feedback forms that Council will record and analyse.
- Maintaining a complaint handling system to respond to service failures, unsatisfied expectations and to enable Council to identify and rectify service failures.
- Establishing key service standards in a number of areas and evaluating the performance of Council against these standards.
- Continuing to deliver information on the activities of Council through a variety of means including:
 - Publishing regular community updates and community information through a range of means including Council's website, community portal and social media.
 - Placing plans, policies and other documents on exhibition at Council's Administrative Centre and Library;
 - Conducting public meetings and other open forms of consultation where appropriate.
- Continuing to encourage input from the community on Council's activities through a variety of means including:
 - o Encouraging the local community to attend and speak at Council meetings;
 - o Encouraging the local community to contact Councillors to discuss concerns;
 - o Publishing results of Council's complaint handling and feedback systems;
 - Encourage submissions on plans and other documents relating to Council activities.
 - Encourage the local community to participate in community engagement activities.

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2. FRAMEWORK OBJECTIVE

The main objectives of the Framework are to:

- Ensure Council delivers a service as outlined in its Customer Experience Charter;
- Provide customers with a choice as to how they can provide feedback;
- Provide a structure and key service standards around responding to, recording, reporting and using feedback to improve the customer experience;
- Outline customer rights and responsibilities; and
- Outline Council staff responsibilities under the Framework.

Council's Customer Experience Framework also provides an effective guide to complaint handling, which aims to benefit both, customers and Council.

3. FRAMEWORK SCOPE

Council is committed to delivering a quality customer experience that is equitable for all customers. We want to understand customer's expectations and ensure that they receive the best possible service that can be practically achieved.

Commitment to Customer Experience

Council strive to deliver service in a friendly, knowledgeable and professional manner by:

- Being respectful, courteous and impartial in all dealings;
- Ensuring Council Officers identify themselves when talking to customers;
- Listening carefully to customers;
- Ensuring that personal information is kept confidential at all times; and
- Having trained and professional staff who will apply Council's values and Code of Conduct.

Regulatory Framework

Council is committed to providing a fair and equitable service in accordance with legislation, regulations, policies and standards.

Statement of Procedures

In order to meet Council's commitment to providing quality customer experiences, Council will ensure that staff have access to a range of resources, systems, processes and training to support their service delivery.

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Standards

The importance of evaluating how well Council deliver customer service is recognised. Council shall continue to establish feedback handling processes to ensure that customers are able to provide feedback. This feedback is required to analyse improvements in service delivery.

Council will also measure how well it delivers quality customer experiences through measurement of a number of standards, described in this Framework as "Key Service Standards".

Customer Requests and Complaints

Council has an obligation to properly record and consider all customer requests and complaints.

The Customer Request Management (CRM) module in Authority is utilised to enable the logging, allocating, tracking and reporting of all customer requests and complaints.

Customer Feedback

Customer feedback provides an opportunity to encompass complaints, compliments and suggestions. In many cases it can provide opportunity for not only service delivery improvement but service recovery.

Customer Responsibilities

Council requires that customers assist Council staff in its service delivery by interacting in a fair and reasonable manner. What customers can expect from Council and what is expected from the customer is outlined in Council's Customer Experience Charter.

Staff Responsibilities

Council requires staff to deliver excellent customer service that is responsive, professional, accessible and inclusive. The Framework defines the strategies and key service standards which all staff are required to meet when dealing with customers.

4. FRAMEWORK STATEMENT

Council is committed to delivering quality customer experiences that are inclusive and accessible for all customers. Council wishes to understand customer's expectations and has adopted the principle "Think like the customer". Council is committed to ensuring it is reflective of its guiding principles and values.

4.1 Customer Experience Strategy

Council's Customer Experience Strategy is designed as a customer service standard and excellence guide for all Council staff.

Council's goal is to deliver excellent customer service that is responsive, accessible and inclusive. This Customer Experience Strategy sets out service and excellence guidelines that all staff are required to meet when dealing with customers.

Council's customers are individuals or organisations that have dealings with council. These customers can include residents of the City of Broken Hill, potential residents, business owners, other government and authority bodies, visitors, internal staff members and contractors etc.

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As Council employees, staff reflect Council's image and in doing so are expected to conduct themselves in accordance with Council values. These organisational values demonstrate how Council operates and represent the guiding principles on which expected behaviours and practices are based.

4.2 Customer Experience Charter

Council's Customer Experience Charter sets out what customers can expect from Council.

The Charter has been developed to build and enhance partnerships and relationships with customers and will enable a system of continuous improvement in customer experience excellence.

4.3 Complaints Management Policy

Council's Complaints Management Policy has been implemented to ensure Broken Hill City Council handles complaints fairly, efficiently and effectively.

A complaint is an expression of dissatisfaction. A complaint covered by this policy can be distinguished from Service Requests and Requests for Information.

Council's complaint management system is intended to:

- enable Council to respond to issues raised by people making complaints in a timely and cost-effective way;
- boost public confidence in Council administrative processes; and
- provide information that can be used by Council to deliver quality improvements in its services, staff and complaint handling.

This policy provides guidance to Council staff and people who wish to make a complaint on the key principles and concepts of Council's complaint management system.

This policy applies to all staff receiving or managing complaints from the public made to or about Council, regarding its services, staff and complaint handling.

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

4.4 Complaints Handling Procedure

Council's Complaints Handling Procedure represents the system for responding to, recording, reporting and using complaints to improve services to the community. It includes procedures for individuals to resolve complaints and provides information to managers and staff that will enable a system of continuous improvement in the delivery of quality customer experiences.

4.5 Customer Relations Telephone Evaluation Template

The Customer Relations Telephone Evaluation Template is a tool to assess call quality and ensure standard telephone protocols are followed.

This tool will be used to measure, evaluate and benchmark the quality of Council calls and help assess if agents understand customer concerns and offer the most appropriate solution.

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The Customer Relation Telephone Evaluation Template enables a system of continuous improvement in customer service and offers the ability to provide observations and feedback on how agents can improve the quality of calls.

4.6 Customer Feedback Form

Providing quality customer experiences requires the provision of an efficient, fair, impartial and responsive service. It is also about delivering the most appropriate and complete service at the first point of contact. However, things can and do go wrong but can only be put right and a quality service delivered where Council becomes aware of the issue.

Customer feedback processes provide an opportunity for service recovery and encompasses complaints, compliments and suggestions.

Customer feedback can be provided via:

- Council's website;
- Council's online Community Portal;
- On the Customer Feedback Form "Tell us what you think" available at Council's frontline facilities;
- By telephone;
- In person, at Council's Customer Relations Counter, Administrative Centre;
- By email; and/ or
- By letter.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council Officers are responsible for the implementation of and the adherence to this Framework:

- · General Manager;
- Director Corporate and community
- Manager Corporate & Customer Experience
- All Council staff

5.2 Communication

This Framework will be communicated to all staff and made available electronically.

All Council employees will have access to all elements of the Customer Experience Framework via Council's intranet and electronic document records management system (EDRMS).

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The community will have access to Council policies via Council's website. Access to the Customer Experience Charter will be available via Council's website and available in hard copy, where required.

6. ASSOCIATED DOCUMENTS

- D17/867 Customer Experience Strategy
- D17/978 Customer Experience Charter
- D12/11853 Complaints Management Policy
- D17/25094 Complaints Handling Procedure
- Customer Feedback Form
- D20/34704 Customer Relations Telephone Evaluation Template

7. REVIEW

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

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

The Director Corporate and Community is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

This Framework relates to:

- Local Government Act 1993
- State Records Act 1998
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009

Council Policy does not take precedence over statutory responsibilities assumed by Council in its role as a local government authority.

Ethics and Conflicts of Interest

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

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9. DEFINITIONS

In this Framework the following definitions will apply:

"Council" shall mean Broken Hill City Council.

"ELT" shall mean Council's Executive Leadership Team.

"Framework" shall mean this Customer Experience Framework.

"Policy" shall mean a high level statement that establishes the basis and framework for conduct and practice by and at Broken Hill City Council. It is the 'what' and 'why' of Council decision-making. Policies will typically be brief and rely on other means (i.e. procedures) to give effect to their direction.

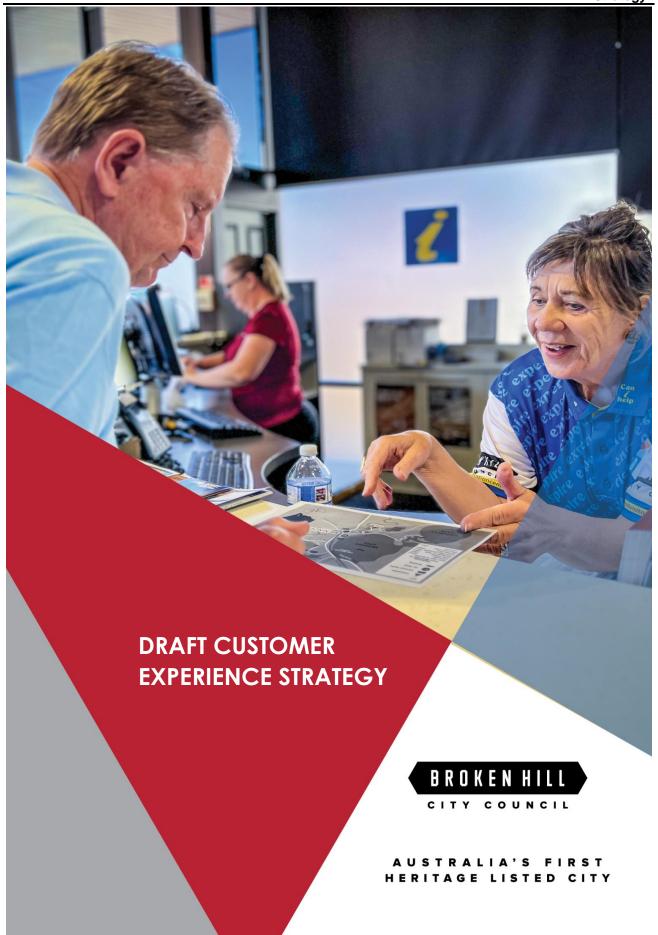
"Procedure" shall mean a document written to support a policy for organisation strategy and designed to describe who, what, when and why in order to establish accountability

"Process" shall mean the documentation of the "how" to steps for the completion of a task or function.

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QUALITY CONTROL				
KEY THEME	1 Our community			
OBJECTIVE	1.3 Our community work	is together		
STRATEGY/ACTION	1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre			
	1.3.8.1 Review Council's Customer Service Framework			
EDRMS REFERENCE	17/2	FILE REFERENCE D17/867		
RESPONSIBLE OFFICER	Director Corporate and	Director Corporate and Community		
REVIEW DATE	June 2028			
DOCUMENT HISTORY	ACTION	DATE		
Draft Customer Service Strategy	Employee Consultation, 13 sessions	February - March 2017		
Draft Customer Service Strategy	General Manager Briefing	3 March 2017		
Draft Customer Service Strategy	Human Resources Cultural alignment with vision and mission	17 May 2017		
Draft Customer Service Strategy	Document revised	May - June 2017		
Draft Customer Service Strategy	Presentation to Executive Leadership Team	8 June 2017		
Draft Customer Service Strategy	Employee Consultation General Manager Focus Groups	17-21 July 2017		
Draft Customer Service Strategy	Endorsed by Council	27 September 2017		
Draft Customer Service Strategy	Endorsed by General Manager	12 December 2017		
Customer Service Strategy	Review endorsed by ELT	3 December 2020		
Review of Customer Service Strategy	Employee consultation through the Customer Service Strategy Working Group	16 December 2019 – 24 January 2020		
Customer Service Strategy	Endorsed	16 March 2021		
Review of Customer Service Strategy	Employee consultation through 'Think Like the Customer Workshops'	19 – 28 March 2024		
DRAFT Customer Experience Strategy	Review endorsed by ELT	4 June 2024		

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EXECUTIVE SUMMARY

MESSAGE FROM THE GENERAL MANAGER

Here at Council we are on a constant journey to improve how we deliver services to the residents of Broken Hill.

In order to achieve better frontline services to the community, it's important to think more broadly than just customer service.

When 'frontline staff' is mentioned, people's thoughts often turn to our staff behind the reception desk in Council's foyer.

However frontline services are much more than reception and extend across almost every service that Council offers.

Whether we're filling a pothole, taking a call about a stray animal, or maintaining our parks and gardens – we are on the frontline delivering a service to residents.

We understand that frontline services can only be improved when the needs of the customer are the primary focus, and to realise this improvement, numerous employee consultation internal sessions have been held across all Council departments in recent years.



This process has been reinforced by an organisation-wide review of Council's core values. When an organisation can agree on core values and use them to work together for a common goal, the only outcome can be a better service for the customer.

Throughout both processes staff have spent countless hours considering how we can work together the best serve the people of Broken Hill

We remain committed to continual improvement and ensuring that everyone who interacts with Council receives a level of service that is responsive, professional, accessible and inclusive.

I assure you that we have been thorough in our pursuit of these goals and commend this guide to you in the knowledge that the customer has remained the focus throughout its development.

JAY NANKIVELL GENERAL MANAGER

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1. INTRODUCTION

This strategy is designed as a customer service standard for all Council staff.

What are our goals?

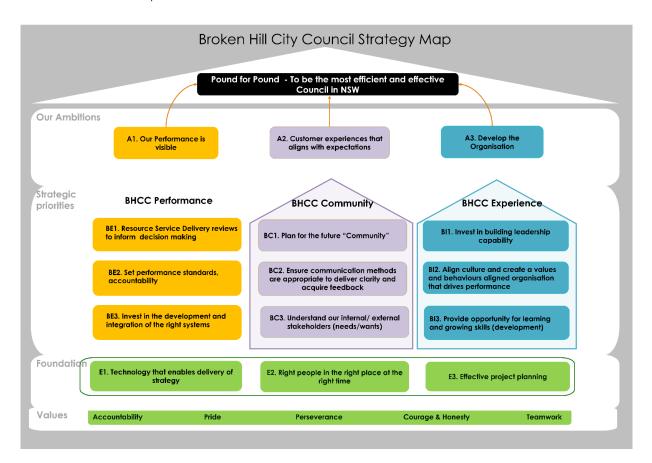
Council's goal is to deliver a quality customer experience that is responsive, professional, accessible and inclusive. This Customer Experience Strategy sets out service and excellence guidelines that all staff are required to meet when dealing with customers.

Who are our customers?

Our customers are individuals or organisations that have dealings with us. These customers can include residents of the City of Broken Hill, potential residents, business owners, other government and authority bodies, visitors, internal staff members, volunteers and contractors etc.

What are our responsibilities?

As Council employees, we reflect Council's image and in doing so are expected to conduct ourselves in accordance with the Broken Hill City Council Strategy Map. The organisational values demonstrate how we work and represent the guiding principles on which our behaviours and practices are based.



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2. KEY SERVICE STANDARDS



KEY SERVICE STANDARDS

Council is committed to providing an excellent customer experience and strives to achieve all of the following Key Service Standards



TELEPHONE

Respond to telephone calls with **four rings/12 seconds**. Respond to Voicemail messages within **one business day**.



CORRESPONDENCE

Acknowledge receipt of written correspondence within **two business days**. Respond to written correspondence within **10 business days**.

Strive to achieve

- Acknowledge receipt of correspondence within **one business day**.
- Respond to correspondence within five business days.



EMAIL

Acknowledge receipt of emails within **two business days.** Respond to e-mail enquiries within **five business days.**

Strive to achieve

- Acknowledge receipt of emails within **one business day**.
- Respond to e-mail enquiries within two business days.



VISITORS

Acknowledge visiting customers on arrival and assist within 10 minutes, 90% of the time.

Strive to achieve

- Acknowledge visiting customers on arrival and assist within 10 minutes.



SOCIAL MEDIA

Acknowledge genuine social media enquiries within **two business days.** Respond to genuine social media enquiries within **five business days. Strive to achieve**

- Acknowledge genuine social media enquiries within **one business day**.
- Respond to genuine social media enquiries within two business days.

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We will:

- Value and serve our community in an inclusive and accessible manner;
- Treat customers with respect and courtesy;
- Ensure customers receive a quality customer experience each and every time;
- Value customer privacy and treat personal information confidentially;
- Be attentive to customer needs and expectations;
- Work together with shared responsibility to achieve quality customer experience outcomes;
- Welcome customer input and suggestions to assist us to continuously improve our performance; and
- Address customer concerns through a fair and open process.

In conducting our business, we will:

- Make reasonable efforts to supply all of our services in a timely manner with priority given to customers affected by a public safety issue;
- Provide and explain the method of follow-up for customer requests;
- Provide a dedicated customer service line Monday to Friday 8.30am 5pm (Telephone 08 8080 3300), exclusive of public holidays;
- Provide an online Community Portal where customers can make service requests outside of business hours without the need of visiting or calling Council;
- Provide information that is accurate, current and timely;
- Offer a variety of payment methods;
- Be available for contact by telephone, online, email, mail and in person; and
- Be punctual for meetings and appointments.

2.1 EXPECTATIONS OF OUR CUSTOMERS

We expect our customers:

- To treat us in a courteous and respectful manner;
- To respect the privacy, safety and needs of other members of the community and Council staff;
- To work with us to resolve problems; and
- To provide us with the information we need to serve them well.

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3. INCLUSION AND ACCESSIBILITY



Council is committed to improving opportunities for people of all ages, cultures and of differing abilities to access the full range of services provided by Council.

Inclusion happens when every person who wishes to, can fully participate in all aspects of an activity or service in a similar way to any other community member. Some barriers hinder effective communication for the aged, persons with a disability or cultural background.

Different customers will require different communication strategies. It is the responsibility of Council as the service provider to adjust our communication to the needs of the individual customer. Although every person is different, assumptions must not be made or based on how someone looks or behaves. Not everyone can read or write well, and some people are embarrassed and do not wish for this to be disclosed.

Council staff should be aware of:

- Using loud machinery can hinder a vision impaired person and their assistance animal;
- Cultural beliefs eg some cultures do not make eye contact;
- Some persons cannot stand or queue for long periods; and
- Some persons cannot read or write.

Things to consider when communicating:

- When approaching a customer, be polite, introduce yourself, and ask how you can help;
- Wait until your offer is accepted before trying to assist someone;
- Be mindful of the extra time it may take some customers to do or say some things;
- Don't patronise or talk down to a person with disability, or assume that they won't
 understand you;
- Look at the person you are talking to, speak directly to the customer, even when they
 are accompanied by an interpreter or assistant;
- It is important to make eye contact except where not culturally acceptable;
- If you don't understand someone, ask the person to repeat what they have said;
- Be mindful not to shout, use big hand gestures, or speak extra slowly to someone who has a hearing impairment or has difficulty understanding just speak clearly;
- Be mindful not to touch a person with a disability unless there is a good reason, such as shaking hands in the greeting or if the person has asked for assistance. However, it may be acceptable to gently touch a person who has a hearing impairment to get their attention:
- Be mindful not to cover your mouth as this will stop the person being able to lip read if they would like to. Try to make sure that light is on your face to assist lip reading.
- If you are having difficulty communicating with a person with a hearing impairment, write things down;

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- If a person has a hearing impairment, ensure background noise is kept to a minimum;
- When meeting people with a visual impairment, identify yourself clearly and introduce anyone else who is present, consider describing the layout of the area to them, especially any obstacles like stairs or furniture. Say when you wish to end a conversation or to move away;
- Be mindful not to complete sentences for the person unless they look to you for assistance. Don't pretend you understand what a person with a speech disability says just to be polite, ask the person to repeat if you don't understand or to write down a word if you're not sure what they are saying;
- Try and make sure sign-in counters are low enough to be reached by a wheelchair user. If that's not possible, come around to the front of the counter to talk to the customer, and offer a stable surface for them to write on if needed;
- If a person is in a wheelchair, try and put yourself at eye level and speak directly to them;
- Be mindful of a person's mobility aid, if a person is in a wheelchair do not push them if they haven't asked you to, never lean on or hang things from a person's wheelchair, do not touch someone's cane, or other device unless asked.
- Be mindful not to make assumptions about the existence or absence of disabilities. Some people may have a hidden disability.

4. PROTOCOLS



All departments are responsible for ensuring staff coverage of phones and customer enquiries at all times during business hours.

All staff must utilise voicemail, diversion to a Council issued mobile and/or diversion to an available team member to ensure all telephone calls are responded to within key service standard requirements.

4.1 PHONE SYSTEM/VOICEMAIL

It is not considered acceptable for a phone extension to ring out and for the call to be unanswered. We should strive for all calls to be answered within **four rings/12 seconds**. All efforts must be made by all Council staff to answer a call in a timely manner and to take measures to manage an unattended extension within your team.

Should staff be unable to answer an incoming call, then they <u>must ensure</u> that they have systems in place to have calls answered in their absence.

These systems can be:

- 1. Setting up calls to go to voicemail;
- 2. Diverting to a Council issued mobile with a professional voicemail; or
- 3. Diverting phone to an available team member within the same department;

Voicemail messages must be checked and return calls within one business day.

Your voicemail greeting is important as it can be the first contact customers have with you and the organisation. Standard voicemail scripts ensure the caller knows who they have reached and when the caller can expect to receive a call back:

- **Standard Script 1:** You have reached the voicemail of [your full name]. Please leave your name, phone number and a brief message and you will be contacted as soon as possible.
- **Standard Script 2:** You have reached the voicemail of [your full name]. I am out of the office, returning [Day, Month, Date]. Please leave your name, phone number and a brief message and I will contact you on my return.

If you are a casual employee or are unsure of your return to the office date it is acceptable to remove the date from the above scripts.

For further information please see process D20/2892 - How to Set up and Change your phone voicemail, available on Council's EDRMS

Micollab Standards

For the purpose of providing a positive customer experience for all of Council's internal customers the adequate and consistent use of MiCollab is required by all staff.

Setting availability

All Council staff are required to set their MiCollab availability cohesively with their movements across the day. Acceptable availability statuses include:

In the office – Calls to be directed to desk phone with voicemail activated after four rings/ 12 seconds

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Out of office - calls to be directed straight to voicemail or alternate team member

Lunch - calls to be directed straight to voicemail or alternate contact

RDO - calls to be directed straight to voicemail or alternate contact

Do not disturb - calls are to be directed straight to voicemail

Working from home or working offsite – calls to be diverted to appropriate contact number with professional voicemail activated after four rings/ 12 seconds

Use of the Status bar

The status bar is to be utilised in setting internal customer expectations by providing information such as

- Users regular hours of work Please note my regular working hours are (insert days and times)
- Expected return to work details Returning (day, month, year)
- Alternative contact details Mobile number 04XX XXX XXX or team member name and phone number







Working from home Please note: my working week is Monday - Thursday



Out of Office
Out of office returning Monday 3rd June



















4.2 TELEPHONE PROTOCOLS

Greeting and Identification – Strive to respond to all telephone calls within **four rings/12 seconds**. Use a positive tone of voice and identify the organisation or department and yourself providing a welcoming salutation.

For example:

- External customer incoming call 'Welcome to Broken Hill City Council, this is (first name) how may I help you?'
- External customer transferred call 'Hi (customers name) this is (first name) from (department or title), I understand that you are calling in regard to?'
- Internal customer calling 'Hello, this is (first name)'

Determine Customer Needs

- Actively listen, giving the customer your full attention;
- Do not interrupt or assume you know the response before listening to the entire customer enquiry;
- Take notes if necessary.

Understand the Issue

- Clarify what you have heard and understood from the customer by asking probing questions;
- Paraphrase to confirm your understanding of the enquiry;
- Speak in a clear and concise manner and avoid jargon.

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Answer Query or Recommend Solution

- Assume personal responsibility for the customer's enquiry and aim to achieve resolution at the time of interaction;
- Provide clear, accurate, appropriate, current, relevant and consistent advice;
- Use bridging statements (for example: 'what you have told me...') and refer back to customer needs/motives;
- If transferring a call, explain the benefits to the caller and transfer using warm transfer techniques (for example: 'announce the call and caller').

Check for Satisfaction

- Agree on a course of action and advise of the normal timeframes with the customer;
- Where appropriate, always endeavour to provide the customer with a system reference number or provide the contact details of the relevant Council Officer;
- If the customer is not satisfied with the solution, ask further clarifying questions to seek a solution, escalate to a team leader if necessary.

Close on a Positive Note

- Summarise any actions or timeframes discussed and end on a positive note;
- Close with an offer of further assistance, and express appreciation for the call e.g. 'Is
 there anything else I can help you with today?'

Follow-Up

- Complete any notes or records of the call using appropriate systems;
- Follow-up is not available to customers who wish to remain anonymous. Should you
 receive a request for service from a caller who wishes to remain anonymous, explain to
 the customer the limitations in actioning requests from anonymous callers;
- All customer call backs are to be completed within one business day;
- When taking messages on behalf of Council staff, strive to record all relevant details such as the date, time, name, address, telephone number, email address and subject matter. These messages **Qre** required to be forwarded promptly.

4.3 TRANSFERRING CALLS

Accepting Transferred Calls

All Council staff regardless of which department they work in, are expected to handle calls from the public. While Customer Relations Officers will make all attempts to resolve calls at first point of contact and avoid unnecessary transfers, there will be instances where some calls will require handling by relevant departments and subject matter experts. Furthermore, some callers may also insist on dealing with certain departments or officers directly.

Dealing with Calls to Other Departments

From time to time, you may receive a call that does not relate to you. The caller could have called your extension directly or the call was transferred in error. Regardless, it is your responsibility to deal with the call professionally and according to the standards and expectations outlined in this strategy. It is important to remember; external customers form a view about Council's customer service quality regardless of with whom they speak.

In these instances, it is important to seek the permission of the customer as to how they would like their call handled. For example, do they wish to be transferred to the relevant department and/or Council Officer or do they wish to receive a call back from the aforementioned.

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When you Receive a Call not Intended for You

- Try to identify the nature of the call and where it belongs;
- Explain to the caller that you are not the relevant Officer to address the issue, however you will attempt to identify who the best person is to speak to.

When it is Necessary to Transfer/Receive a Call

- Once you know where to transfer the call, do so by introducing yourself to your colleague and provide the customer's details and explanation for transfer and information gathered;
- When receiving a transferred call, acknowledge the customer and the information received to avoid the customer having to repeat the details provided;
- If in transferring the call you find that it is going to voicemail, notify the customer and ask if he/she is happy to leave a message before putting the call through;
- If the caller asks to be transferred to a particular Council Officer, department/function
 area and after using the appropriate probing question techniques, still refuses to give
 his/her name, proceed by transferring the call and explaining the situation to your
 colleague.

Anonymous Callers

There are instances where Council Officers receive calls from persons who wish to remain anonymous. The caller may ask to speak to a specific Council Officer and refuses to give his/her name. In such situations, the Council Officer will transfer the call and explain the situation to the relevant Officer.

Anonymous callers also contact Council to report incidents. In such circumstances, depending on the nature of the reported incident the Council Officer will explain the limitations faced by Council in actioning anonymous requests.

Anonymous customer requests are required to be recorded for reported incidents, complaints and service requests; and assessed by the delegated Council Officer.

4.4 TRANSFERRING CALLS TO THE GENERAL MANAGER

- All calls for the General Manager must be transferred to the Executive Support Officer; provide the customer's details, explanation for transfer and information gathered;
- In the absence of the Executive Support Officer then the responsible Officer shall be the Executive Officer;
- Should the Executives Officer be unavailable, let the caller know and offer the option to the caller to leave a message. In this situation, should the caller advise that the General Manager is expecting their call, it would be appropriate to transfer direct following the transfer process;
- Should the caller become agitated insisting on getting immediate action, then refer the call to Council's Manager Communications and Marketing.

4.5 PROVIDING CONTACT DETAILS OF COUNCIL OFFICERS

All Council Officers will strive to resolve the call. If this proves to be insufficient then:

- The Council Officer will attempt to put the call through to another Officer within the team who may be able to resolve the issue. If this is not possible;
- The Council Officer will offer to take a message and pass on to the relevant Officer;

But upon request from the customer:

• The Council Officer will provide the contact details (email, direct phone extension and/or Council issued mobile number) of the Council Officer.

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4.6 ABUSIVE CALLERS

Council Officers may receive calls from abusive customers. The Council Officer is to remain calm and respectful and assertively caution the caller that the call will be terminated if the verbal abuse continues.

Should the customer continue with aggression and/or abuse, the Council Officer should stop trying to assist the customer and start taking charge of the call. The Council Officer must advise the customer they are not comfortable with the behaviour and that if it continues the call will be terminated. If the abuse continues after the Council Officer has provided this warning, then the Council Officer will simply hang up.

In the event of any terminated calls with a customer the Council Officer must report the action to their supervisor immediately.

Do not confuse abusive callers with angry callers, because you can in fact assist angry people to a satisfactory resolution and turn them into happy customers.

4.7 FACE TO FACE INTERACTIONS

- Greet the customer, introduce yourself and your role in Council;
- Wear identification (e.g. name badge) particularly when interacting with external customers;
- Use a positive tone of voice and body language;
- Pay attention to the customer's body language. If the customer is distressed consider dealing with the matter in a separate meeting room, ensuring the room has an easy exit for employees in case of emergency.

4.8 FACE TO FACE ABUSIVE INTERACTIONS

From time to time Council Officers may experience abusive customer interactions face to face.

The principles for dealing with abusive customers face to face are primarily the same as that for dealing with these customers by telephone. Therefore, staff must ensure to remain calm and respectful and assert caution to the customer that the interaction will require to be terminated should the abuse continue.

In some circumstances the Council Officer may require the assistance of a team member/leader to assist in communicating with the abusive customer. In extreme cases where these actions have not improved the communication and the interaction continues to escalate then the Council Officer must advise the customer that they are required to leave the premises and should they refuse then the appropriate authorities will be notified.

In the event of any terminated face to face interactions with a customer the Council Officer must report the action to their supervisor immediately.

Again, and as above, do not confuse abusive customers with angry customers.

4.9 VISITORS TO COUNCIL



- All visitors are to be acknowledged and welcomed in a professional and courteous manner within 10 minutes;
- Where available, visitors are to be signed in and provided with 'visitor identification'. Note: Councillors are not required to be signed in or be provided with 'visitor identification;
- All visitors are to be announced to the responsible Officer and it is that Officer's responsibility to arrange for the visitor to be escorted in and out of Council offices/property;

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- If the responsible Officer cannot be located, announcement may be made to another staff member of the department/function area for action;
- Keep the visitor informed of progress until they are attended to by the responsible Officer.

4.10 EMAIL PROTOCOLS



- Acknowledge receipt of emails within two business days;
- Respond to emails within five business days to advise the customer of outcome, follow-up and/or timeframes;
- Use the corporate email signature on all outgoing emails;
- All correspondence to be professionally written and an accurate account of Council's intent;
- Relevant correspondence is to be saved in Council's electronic document records management system (EDRMS).

Activate an automatic 'Out of Office' reply in Outlook for business days/hours where you are away and unable to respond to emails.

Standard 'Out of Office' replies ensures the sender is aware you are out of the office; when the sender can expect to receive a reply, and instructions on what to do if the email is urgent.

- **Standard Script 1 (External):** Thank you for your email. I am currently out of the office, returning [Day, Date, Month]. If this matter is urgent please email [email address] or telephone [telephone number]. This email has not been forwarded. Thank you.
- **Standard Script 2 (Internal):** I am currently out of the office, returning [Day, Date, Month]. If this matter is urgent please email [email address]. This email has not been forwarded. Thank you.

If you are a casual employee or are unsure of your return to the office date it is acceptable to remove the date

4.11 WRITTEN CORRESPONDENCE



- Acknowledge receipt of written correspondence within two business days
- Respond to written correspondence within 10 business days to advise the customer of outcome, follow-up and/or timeframes;
- All correspondence to be professionally written and produced and be an accurate account of Council's intent;
- Relevant correspondence is to be saved in Council's EDRMS.

Outgoing correspondence must include relevant contact details of the responsible Officer at Council. For example should the Customer Relations team not have the knowledge, skill or delegation to resolve a query relating to the correspondence at first point of contact, then the correspondence must include the responsible Officer's direct contact details.

The Customer Relations team must be notified of any outgoing correspondence for which they may receive queries. Such material must be notified to Customer Relations/Corporate Administration team corporateservices@brokenhill.nsw.gov.au for prompt reference.

4.12 SOCIAL MEDIA

Authorised administrators are required to comply with the Social Media Strategy when creating, monitoring and posting on social media accounts.



- Authorised administrators to acknowledge receipt of genuine enquiries with two business days;
- Authorised administrators to respond to genuine enquiries within five business days to advise customer of outcome or follow-up timeframes;
- Potential media issues must be referred to the Manager Communications and Marketing.

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5. SERVICE REQUESTS AND COMPLAINTS

Customers are encouraged to request services in a manner that is convenient and appropriate for the customer. This could be by telephone, online, email, mail or in person.

5.1 SERVICE REQUESTS

The Authority Customer Request Management (CRM) Module provides a single point for Council to manage service requests.

All Council staff are responsible for entering customer requests in the Authority CRM Module and ensuring data is factual and not assumptive. All requests for Council services are to be recorded in the Authority CRM Module and customers provided with a CRM reference number.



Council's **Community Portal** provides an online, self service, customer platform, allowing customers to submit service requests 24 hours per day, seven days per week from the convenience of their own home, or wherever an internet connection is accessible.

Councils Community Portal can be accessed via this QR code or alternatively at https://eservice.brokenhill.nsw.gov.au/

5.2 FEEDBACK AND COMPLAINTS

Council respects the rights of customers to raise a complaint and welcomes feedback as an opportunity to improve our services and performance.

Customers are encouraged to provide feedback, compliments, suggestions or complaints in a manner that is convenient and appropriate for the customer. This could be by telephone, online, email, mail or in person.

A complaint is normally an expression of dissatisfaction with Council's procedures, fees, staff, contractors or the quality of services provided.

The following are not classified as complaints:

- •
- A request for service;
- A request for information;
- The lodgement of an appeal in accordance with legislation.

5.3 COMPLAINT PROCESS

When dealing with complaints, Council staff will:

- Take all complaints seriously;
- Treat customers with sensitivity, respect and courtesy;
- Value individual privacy and treat personal information confidentially;
- Record the complaint;
- Acknowledge receipt of the complaint within two business days;
- Assess all complaints on their merits and facts;
- Ensure that any action is compatible with Council's Complaint Management Policy;

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- Ensure an appropriate remedy is provided if the complaint is substantiated (which may
 include an apology, explanation, refund of fees, referral to another agency, a change
 in policy, procedure or practice);
- Provide all parties with clear reasons as to why any actions have been taken; and
- Provide avenues of appeal and review.

Council Officers will endeavour to resolve complaints at the first point of contact. All complaints will be recorded in the Authority CRM Module and referred to the relevant department/function area for investigation. The customer should be informed of the process and the timelines for response, at the time of complaint. Once a complaint is resolved, record the actions and close the record.

In non-urgent circumstances, Council Officers will strive to respond to all complaints within **10 business days**. If the complaint cannot be satisfactorily resolved within this timeframe, then the customer is to be advised of the progress and any revised timelines.

Department/function area leaders/managers are responsible for the assessment, investigation and resolution of complaints including appropriate remedies with customers. Note: Refer to Section 7 - Our Service Standard Guide.

If customers are not satisfied with the response and outcome/remedy to their issue, the matter may be escalated to the manager for review. If still unsatisfied, an appeal may be made to the General Manager's office. Customers can request these escalations by telephone, online, email, mail or in person.

For customers that are not satisfied with the way complaints are resolved through Council's internal processes they may pursue matters with the NSW Ombudsman.

5.4 RECORDING AND TRACKING FEEDBACK/COMPLAINTS/REQUESTS

All feedback including compliments, complaints and service requests are to be recorded in Council's centralised Authority CRM Module.

Details to be captured include:

- Customer details;
- Nature and description of feedback/complaint/request;
- Requested action/remedy;
- Method of customer response feedback (telephone, email or written);
- Responsible Officer;
- Action taken, response time and outcome; and
- If no action is required then outcome must state 'no action required'.

Regular CRM reports will be provided to department/function area leaders/managers on compliance and outcomes of these records. This can assist with identifying and addressing any collective issues.

5.5 ANONYMOUS COMPLAINTS

Council will accept anonymous complaints; however will be unable to provide feedback or outcome responses. Customers are strongly encouraged to provide details and are assured confidentiality and privacy.

5.6 CORRUPT CONDUCT

For issues/complaints relating to corrupt conduct, please refer to Council's adopted Model Code of Conduct.

5.7 COUNCILLOR COMPLAINTS

Grievances or issues with Councillor conduct and behaviour are to be referred to the General Manager in accordance with Council's adopted Model Code of Conduct.

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6. COUNCIL'S FRONTLINE

Council's frontline teams strive to resolve or handle enquiries, requests for service and business transactions at the first point of contact.

6.1 WHO ARE COUNCIL'S FRONTLINE?

Council's frontline teams consist of, but are not necessarily limited to, Customer Relations, Animal Shelter, Visitor Information Centre, Library, Art Gallery, Museum, Weigh Bridge, Civic Centre.

6.2 UNDERSTANDING THE ROLE OF YOUR CUSTOMER RELATIONS TEAM

Customer Service Excellence is the responsibility of all Council staff for external and internal interactions.

The Customer Relations team provides residents, ratepayers and visitors to Broken Hill with access to Council services and information. The Customer Relations team supports all areas of the organisation by acting as the main interface with external customers.

The Customer Relations team strives to provide a one-stop-shop for customers by providing information on behalf of other departments/function areas and/or requests for services and directing those to the appropriate actioning Officer. All attempts are made so that only requests for information or services that require specialist expertise are referred (transferred) to the relevant departments/function areas.

The Customer Relations team strives to resolve or handle enquiries, requests for service and business transactions at the first point of contact, where possible.

It is the responsibility of all Council staff to consider all relevant information that may be required to be provided to the Customer Relations and Corporate Administration teams to assist in resolving customer enquiries at the first point of contact. This information and internal communication is particularly necessary for large projects; matters that may arise and have a large impact in the community and/or any current activities for the best possible opportunity for a positive customer experience.

The team has a lead role in the implementation of systems, processes and standards to guide all Council services and staff in customer service excellence and customer experience and satisfaction.

6.3 UNIFORMS AND IDENTIFICATION

Council staff are required to be identified at all times by wearing either a Council uniform or appropriate identification such as, a name badge or a name embroidered shirt.

Where a Council uniform is worn the requirements may be waived in instances such as community events and in-house programs approved by the General Manager.

Where Personal Protective Equipment is required it is compulsory to be worn, in its entirety at all times.

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6.4 PERSONAL PRESENTATION STANDARDS

Council staff are required to maintain an acceptable standard of personal and professional presentation at all times. Council staff reflect Council's image and as such will ensure that presentation standards are met at all times.

6.5 PERSONAL EFFECTS

All frontline areas must be maintained to a professional standard and personal effects must not be visible to external Customers.

6.6 FOOD AND DRINK

Food and drink, excluding water, tea and coffee are not to be consumed at frontline areas, such as counters and visible to external customers.

This clause may be exempt in instances such as community events and in-house programs approved by the General Manager.

7. OUR SERVICE STANDARD GUIDE

City Development and Planning	Standard
Number of Pre lodgement meetings held	Strive to achieve – That all requests for
3 11 1 1 1 3 1 1 3 1 1 3 1 1 1 1 1 1 1	a pre-lodgement meeting are held
	within 10 days of request.
Process a Local Development Application	Within 40 days of receiving fee and
Frocess a Local Development Application	
	completed application
	Strive to achieve – 80 percent within 30
	days once received by the
	department.
Process an Integrated Development Application	Within 60 days of receiving fee and
	completed application
	Strive to achieve – 90 percent within 60
	days
Process a Construction Certificate	,
Frocess a Construction Certificate	Within 28 business days of receiving fee
	and completed application
	Strive to achieve –
	80 percent assessment of all
	construction certificates without a
	request for additional information.
Process an Occupation Certificate	Strive to achieve – 100 percent
Trocoss arr occopanion commeare	response to customer within 14 days to
	•
Don and Discouring of Contifficients	approve or request further information.
Process Planning Certificates	Within five business days of receiving
	fee and completed application
	Strive to achieve – 100 percent within
	five business days of Council receiving
	the application
Process a Complying Development Certificate	Within 10 business days of receiving fee
, , ,	and completed application
	Strive to achieve – 100 percent within
	21 days
Attand to a Swimming Dool Inconstion Dogwood	
Attend to a Swimming Pool Inspection Request	Within 10 business days of receiving fee
	and completed application
	Strive to achieve – 100 percent within
	10 days
Waste Services	Standard
Domestic waste collection	Weekly
Green waste collection	Fortnightly
Delivery of new waste service	Within 10 business days of receiving fee
Delivery of flew waste service	if applicable and completed request
	Strive to achieve – five business days
Community Engagement	Standard
Hold public forums to address community issues	In accordance with Quality Assurance
	Standard IAP2 Australasia
Frontline Customer Relations	Standard
First call resolution	70 percent of the time
Strive to answer telephone calls	Within four rings/12 seconds
	Strive to achieve – 80 percent of the
	time
Infrastructure	Standard
Inspect, assess and respond to requests about	Within 10 business days
assets and infrastructure owned by Council	Strive to achieve – five business days
Environmental Health	Standard
	NA/:Haira Barratina and allers a
Respond to food complaints	Within two business days
Respond to food complaints	
Respond to food complaints Inspect registered food premises	Strive to achieve - one business day Minimum once per year

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Process Septic Tank Application	Within 10 business days of receiving fee and completed application
	Strive to achieve – five business days
Finance	Standard
Payment of accounts	Within 30 days of receiving
rayment of accounts	invoice/statement
Respond to rates enquiries	Within two business days
kespond to rates enquines	Strive to achieve – one business day
Respond to debtor/creditors enquiries	Within two business days
respond to debio/creditors enquires	Strive to achieve – one business day
General Services	Standard
Provide after-hours service for emergencies	Availability 24 hours, seven days a
Trovide difer-floors service for entergencies	week
Respond to correspondence	Within 10 business days
kespond to correspondence	
Despend to amails	Strive to achieve – five business days Within five business days
Respond to emails	
Designated to accept on a supple	Strive to achieve – two business days
Respond to customer requests	Within 10 business days
Respond to telephone messages	Within one business day
Respond to social media enquires	Within five business days
	Strive to achieve target – two business
	days
Note: An emergency is regarded as being an incident	
incident which may cause environmental harm.	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Governance	Standard
Respond to formal GIPA requests	Within 20 days of receiving fee and
	completed application
Review Council Strategic plans	Annually
Report to Council on Delivery Program	Six monthly
Submit Annual Report to Minister	30 November, annually
Display documents for public submission	Exhibit for 28 days
Report on Public Interest Disclosures	Annual report
Conduct Council meetings to which residents	Monthly
and ratepayers are invited to attend with an	- ,
opportunity to ask questions	
Make Council meeting agendas available to the	Two days prior to meeting
public	ino days pher to meeting
People and Culture	Standard
Acknowledge receipt of all position applications	Within one business day
received	,
Issue a progress letter on the status of an	Strive to achieve – Within seven
application letter	business days of the position's
• •	advertised closing date
Community Safety	Standard
Respond to urgent companion animal	Availability 24 hours , seven days a
complaints	week
Respond to non-urgent companion animal	Within 10 business days
complaints	
Respond to all parking complaints	
	Within 10 business days
Respond to all other non-urgent local law	Within 10 business days Within 10 business days
Respond to all other non-urgent local law compliance complaints	Within 10 business days Within 10 business days

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POLICY AND GENERAL COMMITTEE

June 7, 2024

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 90/24

SUBJECT: INVESTMENT REPORT FOR MAY 2024 D24/28152

Recommendation

1. That Broken Hill City Council Report No. 90/24 dated June 7, 2024, 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 31 May 2024, Council's Investment Portfolio had a current market valuation of \$31,250,098 or principal value (face value) of \$31,040,868 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 May 2024 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:

- Despite substantial declines from their peaks, inflation in many advanced economies remain above central banks' targets and, in some cases, progress in lowering inflation appears to have stalled. Countering this trend is the Bank of Canada and the European Central Bank which are expected to be the first two central banks to cut rates, as early as the next month.
- In the US, economic data was mixed with consumer confidence improving in May and an increase in the net proportion of respondents reporting that jobs are plentiful. However,

March quarter GDP growth was revised down to 1.3%pa from 1.6%pa with a downward revision to wages growth.

- In China, economic growth has picked up and appears to be on track to reach the growth target for 2024 of 'around 5 per cent'. However, conditions in the property market remain very weak leaving economists to speculate that government policy support will be needed to offset the drag on GDP growth.
- Global share markets started May strongly spurred on by favourable inflation expectations. Despite sentiment turning later in the month, after higher than expected inflation data in the US and Australia pushing out the expected timing of future rate cuts, most major share markets recorded modest gains for the month: US shares were up 5%, European shares gained 3.5% and Japanese and Australian share markets were both up approximately 1% on the month.
- Global share markets are expected to remain volatile over the coming months as uncertainty remains high regarding the outlook and timing for interest rate cuts, geopolitical risks around the Israel/Gaza/Iran conflict, and the prospect of another very close US election between two political parties with widely differing views on globalisation.

Domestic issues

- Latest monthly inflation data revealed an unexpected increase. The uptick in the Monthly Inflation Indicator from 3.5%yoy to 3.6%yoy surprised economists and financial markets which were expecting a decline. The main drivers were weather related food prices, tobacco, health insurance premiums, fuel prices and continued rapid increases in rents and general insurance.
- The RBA updated its inflation forecasts in its May 2024 Statement on Monetary Policy. The central bank is now saying it expects inflation to be higher by around 0.5% through until the end of this year, with the annual headline rate of quarterly CPI inflation expected to run at 3.8% in both the June and December quarters.
- Latest retail sales numbers were weaker than expected and, on a trend basis, show that total retail turnover has largely stagnated since the start of this year. Furthermore, when considered on per capita basis, turnover has gone backwards. This indicates that household spending remains very weak, in line with ongoing depressed consumer sentiment readings.

Interest rates

- The RBA kept the official cash rate unchanged at 4.35% following its meeting in May with the next meeting in mid-June.
- The uptick in monthly inflation kept the risk of another RBA rate hike on the boil and reinforces that rates will be higher for longer. This was reflected in money market pricing pushing back expectations for a rate cut until late next year.
- The market is currently not expecting a full 25bp rate cut until October 2025:
- In May, term deposit rates across the 1 month to 5 year range ended largely flat on average, with a small rise in 3 to 5 year rates offsetting an average decline of 0.05%pa across 7, 8 and 9 month terms.

Investment Portfolio Commentary

Council's investment portfolio returned 4.81%pa (0.40% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 4.50%pa (0.37% actual) return. Over the past 12 months, the investment portfolio has returned 4.69% versus the bank bill index benchmark's 4.32%.

The NSW TCorpIM Medium Term Fund (0.60% actual) recorded a solid gain for the month, holding onto much of the share market rebound from the start of May before the inflation-wary retreat at the end of the month.

During May, Council had maturities of \$1m between two deposits with terms of 7 and 9 months paying an average of 5.19%pa. Council invested \$500k in an 11 month deposit paying 5.24% during the month.

Council has a well-diversified portfolio invested predominantly among a range of term deposits from highly rated Australian banks. Council also has exposure to a wide range of asset classes, including senior ranked fixed and floating rate notes, listed property and international and domestic shares via the NSW TCorp Medium Term Growth Fund. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection.

Council's Portfolio by Source of Funds - May 2024

As at 31 May 2024, Council's Investment Portfolio had a current market valuation of \$31,250,098 or principal value (face value) of \$31,040,868 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$15,161,332
Fund	Royalties Reserve	\$605,705
	Domestic Waste Management Reserve	\$5,169,881
	Grants	\$10,103,950
	TOTAL PORTFOLIO	\$31,040,868

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. J Investment Report May 2024

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER

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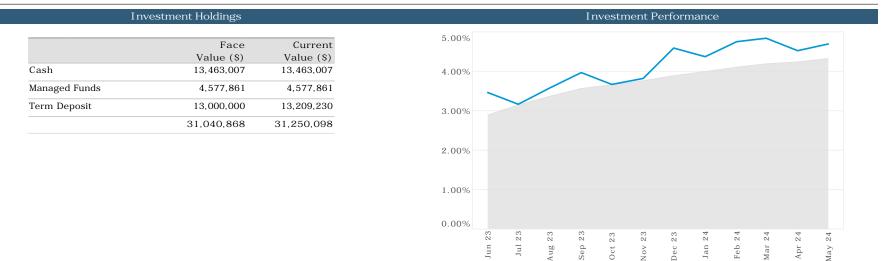
Broken Hill City Council

Investment Summary Report May 2024



Executive Summary - May 2024









Investment Holdings Report - May 2024



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Broken Hill City Council

Cash Accounts					
Face Curr	rent Institution	Credit	Current	Deal	Reference
Value (\$) Rate	(%)	Rating	Value (\$)	No.	Kererence
3,615,412.69 0.00	00% Westpac Group	AA-	3,615,412.69	473409	Cheque
3,894,883.47 4.48	51% Macquarie Bank	A+	3,894,883.47	540354	Accelerator
5,952,710.56 5.30	00% Westpac Group	AA-	5,952,710.56	535442	90d Notice
13,463,006.72 3.641	0%		13,463,006.72		

Managed Funds						
Face Month Value (S) (9	n Institution	Credit Rating	Funds Name	Current Value (\$)	Deal No.	Reference
4,577,861.19 0.6016	% NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,577,861.19	536441	
4,577,861.19 0.6016	%			4,577,861.19		

Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Referenc
12-Jun-24	500,000.00	5.1700%	National Australia Bank	AA-	500,000.00	12-Dec-23	512,181.37	544714	12,181.37	At Maturity	
17-Jun-24	500,000.00	5.1700%	National Australia Bank	AA-	500,000.00	19-Dec-23	511,685.62	544752	11,685.62	At Maturity	
18-Jun-24	500,000.00	5.1300%	Suncorp Bank	A+	500,000.00	14-Dec-23	511,946.58	544723	11,946.58	At Maturity	
25-Jun-24	500,000.00	5.2500%	Bank of Queensland	A-	500,000.00	28-Sep-23	517,763.70	544543	17,763.70	At Maturity	
9-Jul-24	500,000.00	5.2800%	Suncorp Bank	A+	500,000.00	5-Dec-23	512,946.85	544699	12,946.85	At Maturity	
28-Aug-24	2,000,000.00	5.0700%	Suncorp Bank	A+	2,000,000.00	23-Feb-24	2,027,503.01	544860	27,503.01	At Maturity	
24-Sep-24	1,000,000.00	5.3500%	National Australia Bank	AA-	1,000,000.00	25-Sep-23	1,036,643.84	544523	36,643.84	At Maturity	
8-Oct-24	500,000.00	5.1000%	Bank of Queensland	A-	500,000.00	9-Apr-24	503,702.74	544996	3,702.74	At Maturity	
8-Oct-24	500,000.00	5.3000%	National Australia Bank	AA-	500,000.00	4-Oct-23	517,497.26	544558	17,497.26	At Maturity	
6-Nov-24	1,500,000.00	5.2000%	Suncorp Bank	A+	1,500,000.00	6-Mar-24	1,518,591.78	544909	18,591.78	At Maturity	
18-Dec-24	1,000,000.00	5.0800%	National Australia Bank	AA-	1,000,000.00	16-Apr-24	1,006,402.19	545013	6,402.19	At Maturity	
14-Jan-25	1,500,000.00	5.0500%	National Australia Bank	AA-	1,500,000.00	9-Apr-24	1,510,999.32	544998	10,999.32	At Maturity	
25-Feb-25	500,000.00	5.1000%	National Australia Bank	AA-	500,000.00	23-Apr-24	502,724.66	545034	2,724.66	At Maturity	
5-Mar-25	1,000,000.00	5.1600%	Suncorp Bank	A+	1,000,000.00	6-Mar-24	1,012,299.18	544918	12,299.18	At Maturity	



INVESTMENT REPORT FOR MAY 2024

Investment Holdings Report - May 2024



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Broken Hill City Council

Maturity Date	Face Current Value (\$) Rate (%)	Institution	Credit Rating	Purchase Purchase Price (\$) Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
18-Mar-25	500,000.00 5.0500%	National Australia Bank	AA-	500,000.00 20-Mar-24	505,050.00	544952	5,050.00	At Maturity	
8-Apr-25	500,000.00 5.2400%	National Australia Bank	AA-	500,000.00 14-May-24	501,292.05	545086	1,292.05	At Maturity	
	13,000,000.00 5.1538%			13,000,000.00	13,209,230.15		209,230.15		



Broken Hill City Council

Accrued Interest Report - May 2024

K	BREKEN HILL	١

Investment	Deal No. Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
Cash								
Macquarie Bank	540354				14,486.61	0	14,486.61	4.49%
Westpac Group	473409				0.00	0	0.00	0.00%
Westpac Group	535442				26,675.27	0	26,675.27	5.30%
					41,161.88		41,161.88	3.63%
<u>Managed Funds</u>								
NSW T-Corp Medium Term Growth Fund	536441			1-Jul-24	0.00	0	27,376.07	7.32%
<u> Term Deposits</u>					0.00		27,376.07	7.32%
Bank of Queensland	544572	500,000.00	10-Oct-23	14-May-24	15,308.90	13	917.12	5.15%
National Australia Bank	544380	500,000.00	11-Aug-23	14-May-24	19,807.40	13	929.59	5.22%
National Australia Bank	544714	500,000.00	12-Dec-23	12-Jun-24	0.00	31	2,195.48	5.17%
National Australia Bank	544752	500,000.00	19-Dec-23	17-Jun-24	0.00	31	2,195.48	5.17%
Suncorp Bank	544723	500,000.00	14-Dec-23	18-Jun-24	0.00	31	2,178.50	5.13%
Bank of Queensland	544543	500,000.00	28-Sep-23	25-Jun-24	0.00	31	2,229.45	5.25%
Suncorp Bank	544699	500,000.00	5-Dec-23	9-Jul-24	0.00	31	2,242.19	5.28%
Suncorp Bank	544860	2,000,000.00	23-Feb-24	28-Aug-24	0.00	31	8,612.05	5.07%
National Australia Bank	544523	1,000,000.00	25-Sep-23	24-Sep-24	0.00	31	4,543.84	5.35%
Bank of Queensland	544996	500,000.00	9-Apr-24	8-Oct-24	0.00	31	2,165.75	5.10%
National Australia Bank	544558	500,000.00	4-Oct-23	8-Oct-24	0.00	31	2,250.68	5.30%
Suncorp Bank	544909	1,500,000.00	6-Mar-24	6-Nov-24	0.00	31	6,624.66	5.20%
National Australia Bank	545013	1,000,000.00	16-Apr-24	18-Dec-24	0.00	31	4,314.52	5.08%
National Australia Bank	544998	1,500,000.00	9-Apr-24	14-Jan-25	0.00	31	6,433.57	5.05%
National Australia Bank	545034	500,000.00	23-Apr-24	25-Feb-25	0.00	31	2,165.76	5.10%
Suncorp Bank	544918	1,000,000.00	6-Mar-24	5-Mar-25	0.00	31	4,382.47	5.16%
National Australia Bank	544952	500,000.00	20-Mar-24	18-Mar-25	0.00	31	2,144.52	5.05%
National Australia Bank	545086	500,000.00	14-May-24	8-Apr-25	0.00	18	1,292.05	5.24%
					35,116.30		57,817.68	5.15%



INVESTMENT REPORT FOR MAY 2024

DIOKEILIIII CILY COUIICII Accrued Interest Report - May 2024



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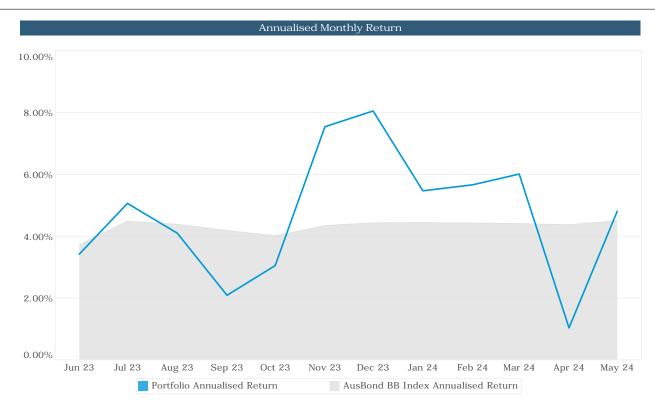
Broken Hill City Council

Investment	Deal No. Comments	Face	Settlement	Maturity	Interest	Davs	Interest	Yield
Investment	Dear No. Comments	Value (\$)	Date	Date	Received (\$)	Days	Accrued (\$)	(% pa)
Grand Totals					76,278.18		126,355.63	4.81%



Investment Performance Report - May 2024



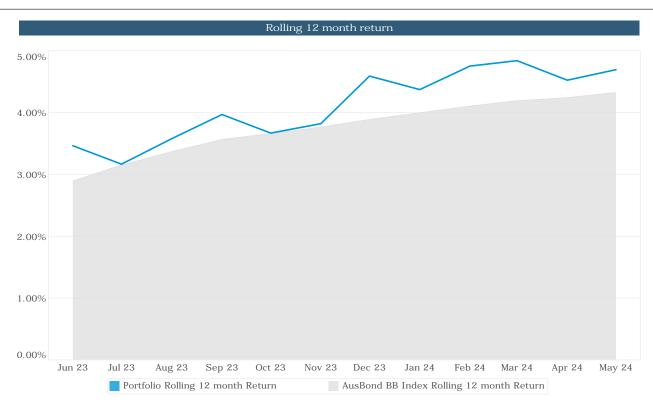


Historical Performance Sumn	Historical Performance Summary (% pa)								
	Portfolio	Annualised BB Index	Outperformance						
May 2024	4.81%	4.50%	0.31%						
Last 3 months	3.96%	4.43%	-0.47%						
Last 6 months	5.17%	4.43%	0.74%						
Financial Year to Date	4.79%	4.36%	0.43%						
Last 12 months	4.69%	4.32%	0.37%						



Investment Performance Report - May 2024



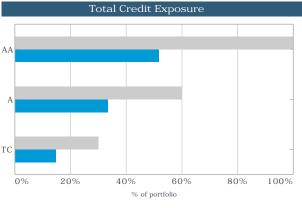


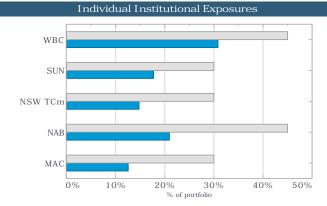
Historical Performance Sum	mary (% actual)		
	Portfolio	Annualised BB Index	Outperformance
May 2024	0.40%	0.37%	0.03%
Last 3 months	0.98%	1.10%	-0.12%
Last 6 months	2.56%	2.20%	0.36%
Financial Year to Date	4.40%	4.01%	0.39%
Last 12 months	4.69%	4.32%	0.37%

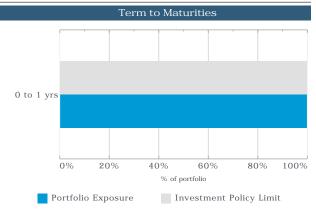


Investment Policy Compliance Report - May 2024









Credit Rating Group	Face		Policy	
	Value (\$)		Max	
AA	16,068,123	52%	100%	а
A	10,394,883	33%	60%	а
TC	4,577,861	15%	30%	а
	31,040,868			

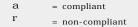
T + : + + :	% of	Invest	ment
Institution	portfolio	Policy	Limit
Westpac Group (AA-)	31%	45%	а
Suncorp Bank (A+)	18%	30%	а
NSW T-Corp (TCm)	15%	30%	а
National Australia Bank (AA-)	21%	45%	а
Macquarie Bank (A+)	13%	30%	а
Bank of Queensland (A-)	3%	20%	а

		Face	Policy
		Value (\$)	Max
Between 0 and	1 years	31,040,868	100% 100% a
		31.040.868	

Specific Sub Limits				
<i>A</i> -	1,000,000	3%	40%	а

Specific Sub Limits			
Between 5 and 10 years	0	0%	<i>30</i> % a

Coo die Doein o	Current Longest	Policy
Credit Rating	Maturity (years)	Max
AA+, AA , $AA-$	0.85	5.00 a
A+, A, A-	0.76	3.00 a





Individual Institutional Exposi

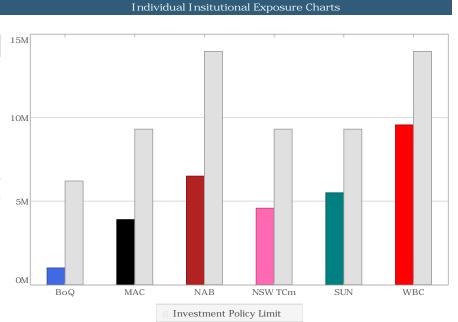
Individual Institutional Exposures Report - May 2024

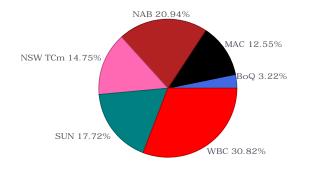


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Broken Hill City Council

Individual Insitutional Exposures Current Exposures Policy Limit Capacity 3ank of Queensland (A-) 1,000,000 3% 6,208,174 20% 5,208,174 Macquarie Bank (A+) 3,894,883 13% 9,312,260 30% 5,417,377 Vational Australia Bank (AA-) 6,500,000 21% 13,968,391 45% NSW T-Corp (TCm) 4,577,861 15% 9,312,260 30% 4,734,399 Suncorp Bank (A+) 5,500,000 18% 9,312,260 30% 3,812,260 Westpac Group (AA-) 9,568,123 31% 13,968,391 45% 4,400,268 31,040,868







Cashflows Report - May 2024



Actual Cashflo	ws for May 20)24	
Date	Deal No.	Cashflow Counterparty Asset Type Cashflow Dec	scription Amount
14-May-24	544380	National Australia Bank Term Deposit Maturity: F	ace Value 500,000.00
14-May-24	344360	National Australia Bank Term Deposit Maturity: Interest Rece	eived/Paid 19,807.40
		<u>I</u>	<u>Deal Total</u> <u>519,807.40</u>
14-May-24	544572	Bank of Queensland Term Deposit Maturity: F	ace Value 500,000.00
14 May 24	044072	Bank of Queensland Term Deposit Maturity: Interest Rece	eived/Paid 15,308.90
		<u> </u>	<u>Deal Total</u> <u>515,308.90</u>
14-May-24	545086	National Australia Bank Term Deposit Settlement: F	-500,000.00
		<u> </u>	<u>-500,000.00</u>
		Ε	ay Total 535,116.30
		Total for	<u>or Month</u> <u>535,116.30</u>

			e 2024	flows for Jun	orecast Cash
Amount	Cashflow Description	Asset Type	Cashflow Counterparty	Deal No.	Date
500,000.00	Maturity: Face Value	Term Deposit	National Australia Bank	544714	12-Jun-24
12,960.41	Maturity: Interest Received/Paid	Term Deposit	National Australia Bank	544/14	12-Jun-24
512,960.41	<u>Deal Total</u>				
512,960.41	Day Total				
500,000.00	Maturity: Face Value	Term Deposit	National Australia Bank	544752	17-Jun-24
12,818.77	Maturity: Interest Received/Paid	Term Deposit	National Australia Bank	344732	17-Jun-24
512,818.77	<u>Deal Total</u>				
512,818.77	Day Total				
500,000.00	Maturity: Face Value	Term Deposit	Suncorp Bank	544723	18-Jun-24
13,141.23	Maturity: Interest Received/Paid	Term Deposit	Suncorp Bank	344723	16-Juli-24
513,141.23	<u>Deal Total</u>				
513,141.23	Day Total				
500,000.00	Maturity: Face Value	Term Deposit	Bank of Queensland	544543	25-Jun-24



INVESTMENT REPORT FOR MAY 2024

Cashflows Report - May 2024



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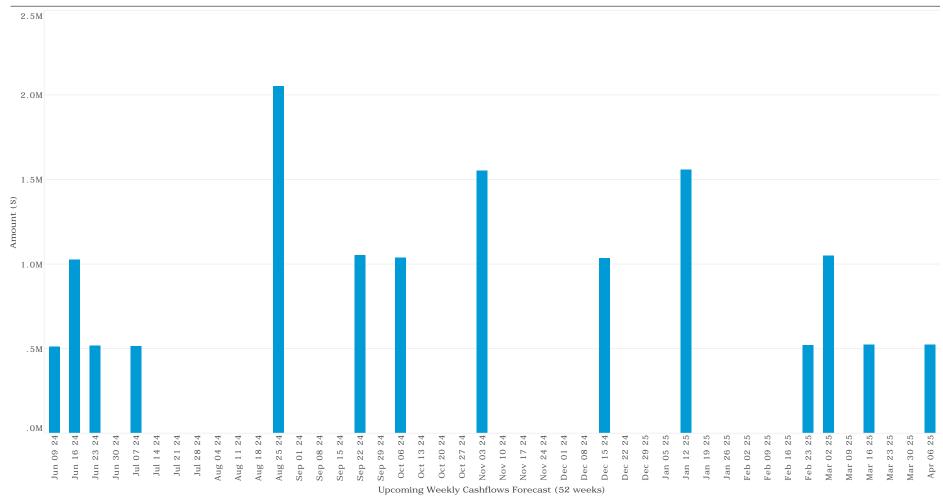
Broken Hill City Council

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
25-Jun-24	544543	Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	19,489.73
				<u>Deal Total</u>	519,489.73
				Day Total	519,489.73
				<u>Total for Month</u>	2,058,410.14

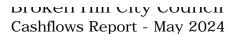


Cashflows Report - May 2024

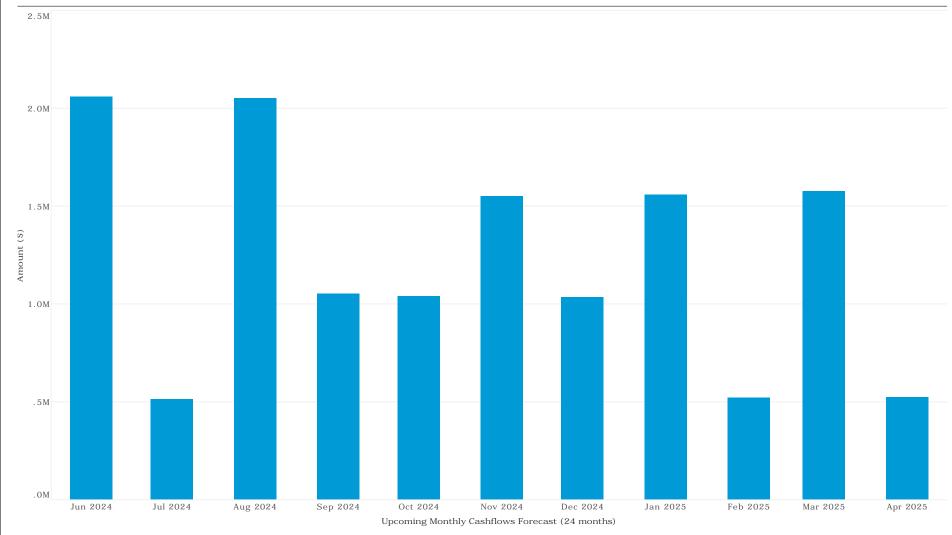














POLICY AND GENERAL COMMITTEE

June 11, 2024

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 91/24

<u>SUBJECT:</u> <u>REQUEST FOR FUNDING TOWARDS THE CONSTRUCTION OF</u>

THE DR. JULIE ZRNA ACCOMMODATION CENTRE FOR

PATIENTS OF THE MILDURA HEALTH ICON CANCER CENTRE
D24/28450

Recommendation

1. That Broken Hill City Council Report No. 91/24 dated June 11, 2024, be received.

- 2. That Council considers providing funding (whether that be a one-off donation or a donation over a number of years) towards the Dr. Julie Zrna Accommodation Centre in Mildura for patients requiring accommodation in Mildura while undertaking cancer treatment at the Mildura Health Icon Cancer Centre.
- 3. That Council notes that the correspondence from the Mildura Health Foundation has been forwarded to Regional Development Australia Far West NSW, Foundation Broken Hill and the Broken Hill ClubGrants Committee for their consideration for the provision of financial support also.

Executive Summary:

Council has received correspondence from the Mildura Health Foundation advising of their work to raise funds for regional health facilities with their first project being the construction of the Dr Julie Zrna Centre which will provide 10 apartments for patients and carers required to travel to Mildura to receive cancer treatment at the Mildura Health Icon Cancer Centre.

Report:

The Mildura Health Icon Cancer Centre was officially opened on 3 April 2023 and was established to provide Mildura, regional Victoria, Broken Hill and the Far West Region of NSW as well as the Riverina region of South Australia with a Cancer treatment centre for radiation therapy thus reducing the need for patients to travel long distances to Bendigo, Melbourne or Adelaide.

More than 270 patients have received radiaition treatment at the Mildura Health Icon Cancer Centre since its opening, which includes patients travelling from Broken Hill, Menindee and the Far West NSW region. Oncologists at the Cancer Centre have advised the Mildura Health Foundation that a lack of subsidised accommodation for patients requiring to travel for cancer treatment is proving to be a barrier these patients when seeking treatment, and as such, accommodation is urgently required.

The Mildura Health Foundation have secured land at 202-206 Thirteenth Street, Mildura which is in walking distance to the Thirteenth Street medical precinct. They have also received a planning permit for the patient accommodation project as well as awarding the building tender to a local company.

The Foundation have received strong support from the Far West NSW region, including:

- \$50,000 from Wentworth Shire Council
- \$500,000 from the Coomealla Memorial Sporting Club
- \$20,000 from the MCV Farms Group
- And a donation from the Y's Men's Club of Broken Hill

This report is presented to Council for Council to consider providing financial support, whether that be a one-off donation, or an on-going donation for a number of years.

Council has forwarded the Mildura Health Foundation's correspondence to the following local agencies should they also wish to consider providing financial support to the patient accommodation project:

- Regional Development Australia, Far West NSW
- Foundation Broken Hill
- Broken Hill ClubGrants

Community Engagement:

Nil.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.6	Our health and wellbeing ensure that we live life to the full
Strategy:	1.6.3	Provide quality health, medical and allied services to meet community need, particularly disability services and support, 24-hour medical services, paediatric and other specialist services, mental health support services, allied health, and rehabilitation services.

Relevant Legislation:

Nil.

Broken Hill's Community Strategic Plan 2040

Financial Implications:

Any donation will affect Council's expected operating surplus for 2023/24 by the corresponding amount.

Attachments

- 1. U Brochure from Mildura Health Foundation
- 2. ULL Letter from Mildura Health Foundation

<u>LEISA BARTLETT</u> EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER



Achieving health outcomes for the community, with the community

The Foundation's goal is to make a positive difference in the community and ensure those undergoing radiation treatment, have access to the very best facilities and are well-supported.

Following the establishment of Mildura Health Icon Cance Centre, it is essential we provide patients from outlying areas with easily accessible patient accommodation, walking distance to the 13th Street Health Precinct.

Mildura Health Foundation has been established to raise funds through donations and grants, to build and operate 10 self-contained apartments. The aim is to raise \$5 million dollars.

The patient accommodation supports our vision for Mildura to become the healthcare hub for cancer treatment and for regional people to have access to cancer care closer to home.



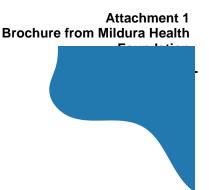
Who are we?

Mildura Health Foundation Limited is a registered charity with the Australian Charities and Not For Profit Commission.

The principle purpose is to "acquire, construct maintain and/or operate facilities for the provision of affordable temporary accomodation on a non-profit basis, for patients being treated at the Mildura Health Icon Cancer Centre."







Vision

Mildura Health Foundation raises much needed funds for regional health facilities, equipment and education.

Mission

To enable patients, carers and their families to stay together in close proximity to Mildura's health precinct while patients are receiving radiation treatment at the Mildura Health Icon Cancer Centre.

Values

The Foundation **makes a positive difference** to the community.

The Foundation is accountable.

The Foundation through its actions is fair and professional.

Broken Hill City Council Page 204

Mildura Health Foundation Directors



Terry Hill
Chair
Volunteer position



Greg HutchisonDeputy Chair
Volunteer position



Rod Markwell Director Volunteer position



Karen Woolfe Director Volunteer position



Amanda Phillips
Director
Volunteer position



Cheryl Rix
Corporate Secretary

I have always been a passionate advocate for the region and a supporter of people and initiatives that help the area to reach its potential. Patient accommodation in Mildura has been a vision of mine given the length of stay required by patients receiving radiation treatment.

- Terry Hill, Mildura Health Foundation Chair

Discuss your donation with our team

If you are generously considering a donation to the Mildura Health Foundation, contact Cheryl Rix today on (03) 5023 0269 or secretary@mhfoundation.com.au

Broken Hill City Council Page 205

Access to cancer care and accomodation locally

On April 3, 2023 cancer care in the Sunraysia region was forever changed, when for the first time, cancer patients needing radiation treatment, were finally able to be treated right here in Mildura.

The establishment of Mildura Health Icon Cancer Centre is a monumental outcome for cancer patients not only in Mildura, but the surrounding regions of the Mallee, Far Western NSW and SA, because it removes the need for the majority to travel hundreds of kilometres for treatment.

The world-class centre, which has permanent oncologists; delivers targeted radiation treatment via a linear accelerator, as well as chemotherapy in eight specially designed modern bays.

The centre also incorporates a procedure room, nurses' station, consulting rooms and a patient education room, allowing doctors from across the country to speak with patients via webcam.

To help ensure patients are further supported, we want to provide them with a place to stay during their radiation treatment, an often emotionally and physically draining experience, across many weeks.

Having the peace of mind knowing there are beautiful, functional apartment for patients to go stay in a home away from home, can make





e want radiation patients to focus on their treatment and covery, rather than matters such as where to stay for the aht if they live outside Mildura.

ne challenges associated with undergoing radiation eatment are difficult enough, without the added stress of a atient having to find accommodation following their adiation treatment, particularly for those who live in outlying reas such as Ouyen, Robinvale, Swan Hill, Euston, Pooncarie, enindee, the Anabranch, Broken Hill and Renmark.

ne apartments will be available to all private and public ancer patients who are receiving radiation treatment at ildura Health Icon Cancer Centre.

nat is why we need your help, to build and operate 10 modern, ell-equipped and conveniently located apartments, on nirteenth Street, in walking distance to Mildura Health Icon ancer Centre.

ne self-contained and fully furnished one and two bedroom partments will include creature comforts such as a tchenette for home cooked meals, a lounge area, TV and IFI, work stations, with all linen and towels provided so that atients, their families and carers, can walk into a comfortable nd safe setting and be at ease to focus on their recovery.



You can make an impact

Your donations will help achieve great health outcomes for our community.

By donating to Mildura Health Foundation you are helping to support patients travelling to Mildura to access radiation treatment at Mildura Health Icon Cancer Centre.

Broken Hill City Council Page 208

Ways you can donate

To donate, you can visit our website: mhfoundation.com.au, call us on (03) 5023 0269, visit Mildura Health Fund, Mildura Health Icon Cancer Centre or Mildura Health Private Hospital.

One off gift

You can give a one off gift. All donations over \$2 are tax deductible.

Regular giving

You can set up a regular donation (Monthly, six monthly or yearly).

Tribute

When a loved one passes away, you may decide the Mildura Health Foundation is a meaningful way to pay tribute to their memory. Many choose to invite funeral guests to make donations instead of flowers.

Donate in a will

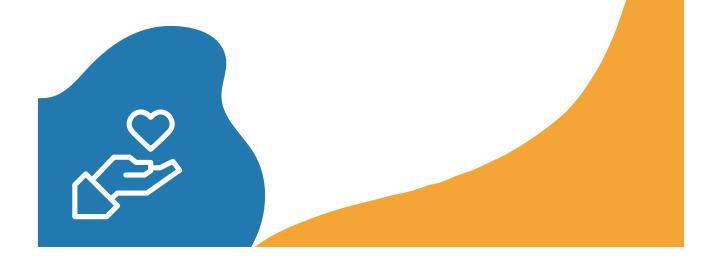
By leaving a bequest to Mildura Health Foundation in your Will, you help us plan the future in confidence, ensuring we can continue to provide the best healthcare for generations to come. For further information.

Business sponsorships

If your business is wanting to donate, thank you. We can develop a sponsorship package suitable for your business, where it is a once off sponsorship, an in-kind sponsorship or a regular donation.

Would you like to discuss a donation option?

Please contact us and discuss options best suited to your needs.



Partnership levels

Your contribution to the Mildura Health Foundation will make a long-lasting impact to our community and those who use the apartments.



Platinum partner

Donation investment: \$400,000 and above Large Acknowledgement on the Donor Plaque Naming of the Gazebo



Gold partner

Donation investment: \$50,000 and above Naming of room (10 years of recognition) Plaque located outside of room Acknowledgement on the Donor Plaque Only 10 rooms avaliable



Silver partner

Donation investment \$25,000 and above
Naming of carpark (10 years of recognition)
Plaque/signage located at the sponsored carpark space
Acknowledgement on the Donor Plaque
Only 10 spots available



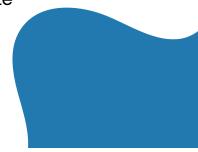
Bronze partner

Donation investment \$10,000 and above Acknowledgement on the Donor Plaque

The donation levels can include in kind donations that are equivalent in value to be approved by the Chief Executive Officer and Chair of the Board.

In addition, each level of donor is offered the following benefits:

- 1. Logo to be acknowledged on Foundation website
- 2. Listing in the annual gift giving magazine.
- 3. Invitation to annual donor event.
- 4. Project progress updates.
- 5. Inclusion in marketing materials and media supplements subject to agreement.



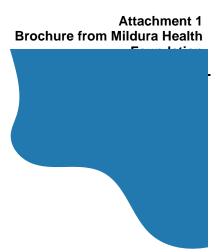
four donation is appreciated.

hank you for your support onations over \$2 are tax deductible



Name:		
Address:		
Email:		Tick here if you agree to receive marketing material and communications about the Foundation.
Phone:		Tick here here if you would like to receive project updates only
Amount: \$		
Credit Card Details		
Account holder name:		
Card number:		
Expiry:	CCV:	
Signature		
Other ways to donate		
Inline: www.mhfoundation.com.au		A receipt will be provided. Please select your preference
ly Invoice: Upon request		for a receipt.
1ail: 79-81 Deakin Avenue, Mildura VIC 3500		Email
'hone: (03) 5023 0269		Mail
lectronic Funds: BSB: 633-000 Account: 205 3	37 363	No receipt required

'lease provide your name and contact details for





Mildura Health Foundation Limited www.mhfoundation.com.au donate@mhfoundation.com.au Phone: (03) 5023 0269











Broken Hill City Council Page 212

REQUEST FOR FUNDING TOWARDS THE CONSTRUCTION OF THE DR. JULIE ZRNA ACCOMMODATION CENTRE FOR PATIENTS OF THE MILDURA HEALTH ICON CANCER

Attachment 2
Letter from Mildura Health
Foundation



29 May 2024

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

Via email to executive.support@brokenhill.nsw.gov.au

Copy to: Mr Tom Kennedy – Mayor and Mr Jim Hickey – Deputy Mayor

Dear Jay,

Mildura Health Foundation is a registered charity with the Australian Charities and Not for Profits Commission (ACNC) established in May 2023 to raise much needed funds for regional health facilities. The first project underway is the construction of the Dr. Julie Zrna Centre which will provide 10 apartments for patients and carers required to travel to receive radiation treatment at the Mildura Health Icon Cancer Centre. The fundraising target is \$5 million with land secured at 202 -206 13th Street, a planning permit received and the building tender awarded to a local company.

More than 270 patients have received radiation treatment since the Mildura Health Icon Cancer Centre was opened including many from NSW with people travelling from Broken Hill and Menindee and outback areas. The lack of subsidised patient accommodation is proving to be a barrier for people seeking treatment closer to home and the oncologists are advising us the accommodation is urgently needed.

As this is a true cross border project, strong support has been received from the Far West NSW Region with \$50,000 from the Wentworth Shire Council, \$500,000 from the Coomealla Memorial Sporting Club, \$20,000 from the CMV Farms Group and a donation from the Y's Men Club of Broken Hill. Local Rotary Clubs have been proactively raising funds for the patient accommodation for a number of years. A list of other supporters can be found at the website www.mhfoundation.com.au

This letter is a formal request to the Broken Hill City Council to consider if any funding is available through its community support programs for the patient accommodation project recognising that ratepayers from your area will benefit from the facility and the additional medical specialists the Mildura Health Icon Cancer Centre is bringing into the region.

An information brochure is attached and please call me on 0418 135 475 if you have any further questions or contact the Corporate Secretary, Cheryl Rix at cheryl@mhfoundation.com.au
A presentation to the Broken Hill City Council can also be arranged if further information is required.

Sincerely,

Terry Hill - Chair

79-81 Deakin Avenue, Mildura Vic 3500 www.mhfoundation.com.au donate@mhfoundation.com.au

ABN: 4166 810 2930

Broken Hill City Council

FURTHER REPORTS

1.	BROKEN HILL CITY COUNCIL REPORT NO. 92/24 - DATED MAY 24, 2024 - CORRESPONDENCE REPORT - RECLASSIFICATION OF THE MODIFIED MONASH MODEL MMM3 TO MMM6 (D24/25605)
2.	BROKEN HILL CITY COUNCIL REPORT NO. 93/24 - DATED JUNE 11, 2024 - ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025 (D24/28536)
3.	BROKEN HILL CITY COUNCIL REPORT NO. 94/24 - DATED JUNE 11, 2024 - ADOPTION OF THE DRAFT LONG TERM FINANCIAL PLAN 2025-2034 (D24/28547)
4.	BROKEN HILL CITY COUNCIL REPORT NO. 95/24 - DATED JUNE 19, 2024 - PROPOSED AMENDMENTS TO THE SILVER CITY ENERGY STORAGE PROJECT - ENVIRONMENTAL IMPACT STATEMENT (D24/30089)
5.	BROKEN HILL CITY COUNCIL REPORT NO. 96/24 - DATED JUNE 20, 2024 - BROKEN HEEL FESTIVAL - REQUEST TO REVIEW TOWN SQUARE WORKS SCHEDULE (D24/30311) 413
6.	BROKEN HILL CITY COUNCIL REPORT NO. 97/24 - DATED JUNE 07, 2024 - MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETING HELD 12 JUNE 2024 (D24/28106)
7.	BROKEN HILL CITY COUNCIL REPORT NO. 98/24 - DATED JUNE 19, 2024 - MINUTES OF THE LOCAL TRAFFIC COMMITTEEE - MEETING NO.447, HELD ON TUESDAY, 4 JUNE 2024 (D24/30031)
8.	BROKEN HILL CITY COUNCIL REPORT NO. 99/24 - DATED MAY 21, 2024 - MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETING HELD 14 MAY 2024 (D24/24918) 457
9.	BROKEN HILL CITY COUNCIL REPORT NO. 100/24 - DATED JUNE 20, 2024 - ACTION LIST REPORT (D24/30185)462

ORDINARY MEETING OF THE COUNCIL

May 24, 2024

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 92/24

<u>SUBJECT:</u> <u>CORRESPONDENCE REPORT - RECLASSIFICATION OF THE</u>
<u>MODIFIED MONASH MODEL MMM3 TO MMM6</u> <u>D24/25605</u>

Recommendation

- 1. That Broken Hill City Council Report No. 92/24 dated May 24, 2024, be received.
- That correspondence dated 21 May 2024 from the Minister for Aged Care regarding the reclassification of Broken Hill from Modified Monash Model (MMM) 3 to MMM6 be received and noted
- 3. That email correspondence dated 20 May 2024 from the Federal Member for Parks regarding the reclassification of Broken Hill from Modified Monash Model (MMM) 3 to MMM6 be received and noted.

Report:

Council at its meeting held 27 March 2024, considered Council Report no 33/24 Aged Care Update and resolved as follows:

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 33/24 - DATED MARCH 08, 2024 - AGED CARE UPDATE D24/12423

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RESOLUTION

Minute No. 47489

Councillor R Page moved

Councillor D Gallagher seconded

Resolved

- 1. That Broken Hill City Council Report No. 33/24 dated March 8, 2024, be received.
- 2. That Council, through Council 's s355
 Ageing Well Committee, continue to liaise
 with aged care providers on issues being
 faced within the sector.
- That Council endorse the s355 Ageing Well Committee to work closely with the aged care sector and stakeholders to progress the reclassification of Broken Hill's aged care services under the Modified Monash Model from MMM3 to MMM6 (remote).
- That Council establish a taskforce of the key stakeholder bodies across the ageing and health sectors to research and progress the reclassification of Modified Monash Model from MMM3 to MMM6 (remote).
- 5. That Council continue to correspond with The Hon. Mark Butler MP, Minister for

Health and Aged Care, The Hon. Anika Wells MP, Minister for Aged Care and Sport. Federal Member for Parkes Mark Coulton, Member for Barwon Roy Butler and appropriate Shadow Ministers (including the Shadow Minister for Health) regarding reclassification of the Modified Monash Model from MMM3 to MMM6 for Broken Hill; and that the correspondence also includes Council's concerns regarding the various issues facing the Aged Care sector in Broken Hill (as outlined in the report) and in particular the number of beds being occupied at the Broken Hill Base Hospital by residents waiting for placement or assessment to an Aged Care Facility and the impact this is having on hospital resources.

CARRIED UNANIMOUSLY

Mayoral correspondence dated 3 May 2024 was sent to the Minister for Health, the Hon Mark Butler MP, the Minister for Aged Care, the Hon Anika Wells MP, the Shadow Assistant Minister for Health, Aged Care and Indigenous Services, Mr Gavin Pearce, Shadow Minister for Health and Aged Care, Senator Anne Ruston, the Member for Barwon, Mr Roy Butler and the Federal Member for Parkes, the Hon Mark Coulton.

A response has been received from the Minister for Aged Care and the Federal Member for Parkes. Both responses are attached to this report.

Attachments

- 1. Under the Reclassification of MMM3 to MMM6 Minister for Aged Care
- 2.

 Reclassification of MMM3 to MMM6 Federal Member for Parkes

<u>LEISA BARTLETT</u> EXECUTIVE OFFICER



The Hon Anika Wells MP Minister for Aged Care Minister for Sport Member for Lilley

Ref No: MC24-006920

Mr Tom Kennedy Mayor Broken Hill City Council Council@brokenhill.nsw.gov.au

Dear Mayor

Thank you for your correspondence of 3 May 2024 on behalf of the Broken Hill City Council regarding issues affecting the aged care sector and your request that Broken Hill be reclassified from Modified Monash Model (MMM) 3 to MMM 6.

I understand you have previously written to the Minister for Health and Aged Care, the Hon Mark Butler MP on this matter on 22 June 2023 and that Mr Mark Richardson, Assistant Secretary in the Department of Health and Aged Care, responded on his behalf on 14 July 2023. As per Mr Richardson's response, the MMM is purely a data based geographical classification system and discretionary changes cannot be made to the MMM classification of an area. MMM categories are updated after each Australian Bureau of Statistics Census. If MMM boundaries change because of new Census data becoming available, and affect base care tariff eligibility for any services, providers will be given at least six months advance notification.

You may be aware the Australian Government has invested \$20.2 million across two years, as part of the 2023-24 Budget, for the Working Better for Medicare Review (review). The review is examining the distribution programs and policy levers that support services in thin markets, including the appropriateness and robustness of the MMM classification system.

Extensive consultation with key stakeholders, including a wide range of health practitioners, representative and consumer groups, has been undertaken. The review is on track to deliver its final report to Government in June 2024. More information is available on the department's website at www.health.gov.au by searching 'Medicare review'.

I note your concern regarding recruitment and retention of aged care staff in Broken Hill. The Government is delivering a range of solutions to boost workforce numbers, including: an Aged Care Industry Labour Agreement that offers a streamlined pathway for aged care providers to sponsor quality aged care workers from overseas; funding the Aged Care Business and Workforce Advisory Service, which provides free and confidential advice to support providers to develop and apply best practice workforce planning approaches; and through a significant investment in Fee-Free TAFE. For information on how we are building, training and supporting the aged care workforce, please visit www.health.gov.au/aged-care-workforce.

Parliament House Canberra ACT 2600

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The Government also recognises that addressing low pay is critical to recruiting the workforce to provide safe, quality care to the growing number of older people in Australia. As part of the ongoing Aged Care Work Value case, on 15 March 2024 the Fair Work Commission (FWC) decided to increase award wages for many aged care workers. This includes further wage increases for personal care workers, assistants in nursing, recreational activities officers and home care workers, as well as increases for indirect care workers (such as administration staff, gardeners, laundry hands, cleaners and food services assistants). This is a great outcome, building on the record 15% pay increase for direct care workers which commenced on 1 July 2023.

The Government has committed \$11.3 billion in funding to deliver fairer wages for aged care workers and will provide additional funding to support the latest increases to award wages decided in the Aged Care Work Value case once the FWC has set an appropriate commencement date for these increases to take effect.

Regarding Southern Cross Care (SCC) Broken Hill, the department has been working closely with SCC Broken Hill over the last six months to manage the current issue regarding longer stay older patients in the hospital as well as discussing other issues facing the approved provider. SCC QLD has offered a soft hand of support including providing additional staff. The department has recently provided additional staff for six weeks to support admission of new residents from the hospital.

The department has also provided the following supports to SCC Broken Hill:

- provision of \$4,400,000 (GST incl), via the Market Adjustment Program grant, to assist SCC Broken Hill with its three facilities (St Annes Nursing Home, Aruma Lodge and Harold Williams Home) and the Victorian facility Oasis Aged Care in Irymple (VIC).
- funding was granted for assistance with operational losses and the extra cost of agency staffing, including accommodation support.
- noting SCC Broken Hill is a MMM 3 location surrounded by MMM 6, Rural Locum
 Assistance Program (LAP) Aged Care assistance has also been made available. SCC have
 utilised Rural LAP Aged Care for seven Registered Nurse locum placements, ranging
 between 15 and 32 days of placements, totalling 163 funded days of assistance.
- SCC Broken Hill, with the support of SCC QLD, has indicated a request for further funding beyond June 2024 will be made.

Additionally, the department and the Aged Care Quality and Safety Commission is working closely with SCC Broken Hill, SCC QLD as well as the New South Wales Ministry of Health (Broken Hill Hospital) to monitor progress, occupancy and bed availability issues in Broken Hill.

I trust this information is of assistance and thank you for writing on this matter.

Yours sincerely

Anika Wells

21 May 2024

Lacey Butcher

From: Coulton, Mark (MP) < Mark.Coulton.MP@aph.gov.au>

Sent: Monday, 20 May 2024 9:45 AM

To: Lacey Butcher

Subject: RE: Reclassification of the MMM3 to MMM6 -The Hon Mark Coulton MP, Federal

Member for Parkes.pdf

Dear Tom

Thank you for your letter of 3 May 2024 sharing Council's resolution (Minute number 47459) regarding aged care bed shortages in Broken Hill and the MMM classification.

I thank Council for its proactive consultation with stakeholders to address the issues impacting bed availability. I note that you have also written to the Federal Minister for Aged Care and the Shadow Minister.

My office was recently contacted by an advisor to the Shadow Minister and all relevant background and current information was provided to them.

In late 2023, I wrote to the Minister for Aged Care to request a review of the MMM classification for Broken Hill and received the following advice (please refer to my previous correspondence of 23 October 2023):

"The department will consider your suggestion on reclassifying Broken Hill as a Modified Monash Model (MMM) 6 region as part of a broader review of MMM Classifications.

Given that the MMM forms part of a number of programs and funding outcomes, changes would require thorough deliberation and therefore may not be able to assist with the short-term concerns".

Last week I met with Brad Astill, Chief Executive of the Far West Local Health District and the ongoing bed shortage at the Broken Hill Hospital formed part of our discussion.

The NSW Department of Health is working with the Commonwealth Department regarding the hospital bed shortages. The Commonwealth Department also continues to work with Southern Cross Care to address workforce shortage issues.

Regards Mark



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ORDINARY MEETING OF THE COUNCIL

June 11, 2024

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 93/24

SUBJECT: ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026

INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND

DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025

D24/28536

Recommendation

1. That Broken Hill City Council Report No. 93/24 dated June 11, 2024, be received.

- That Council notes that 1 submission was received during the public exhibition period of the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025.
- 3. That Council adopts the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 for implementation on 1 July 2024.
- 4. That Council make and levy the following rates and charges under the Local Government Act 1993 for the 2024/2025 year:
 - i. A general residential rate under Sections 535 and 537 on all land categorised as residential and consisting of a 49.00% base rate of \$602.00 and a rate in the dollar on land value of 1.774576 cents:
 - ii. A rural-residential rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as rural-residential and consisting of a 49.00% base rate of \$575.00 and a rate in the dollar on land value of 0.424355 cents:
 - iii. A residential-1(a) rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as residential-1(a) and consisting of a 49.00% base rate of \$410.00 and a rate in the dollar on land value of 0.568268 cents;
 - iv. A general business rate under Sections 535 and 537 on all land categorised as business and consisting of a 15.00% base rate of \$864.00 and a rate in the dollar on land value of 6.900207 cents;
 - A Business Industrial rate being a sub-category of the general business rate under Sections 535 and 537 on all land categorised as business industrial and consisting of a 15.00% base rate of \$1678.00 and a rate in the dollar on land value of 6.080771 cents;

vi. A mixed development business rate under Sections 535 and 537 on all land categorised as mixed development business and consisting of a 21.26% base rate of \$864.00 and a rate in the dollar on land value of 7.424369 cents

- vii. A mixed development residual rate under Sections 535 and 537 on all land categorised as mixed development residual and consisting of a 45.41% base rate of \$602.00 and a rate in the dollar on land value of 1.678573 cents;
- viii. A general mine rate under Sections 535 and 537 on all land categorised as mining and consisting of a nil base rate and a rate in the dollar on land value of 12.006918 cents:
- ix. A domestic waste management charge under Section 496 on each parcel of rateable residential land of \$60.00 per annum payable quarterly for domestic waste service available plus a user charge under Section 502 of \$339.00 per annum payable quarterly (one mobile garbage container only).
- x. A commercial waste user charge under Section 502 of \$500.00 per annum payable quarterly (3 x MGB containers),
- xi. A commercial waste user charge under Section 502 of \$459.00 per annum payable quarterly (1x600l bin only),
- xii. An additional MGB service user charge under Section 502 of \$177.00 per annum payable quarterly.
- xiii. That in accordance with Section 566(3) of the Local Government Act, 1993, Council adopts a 10.5% rate of interest charge payable on overdue rates and charges for the period 1 July 2024 to 30 June 2025.

Executive Summary:

The purpose of this report is to adopt the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 developed in accordance with Sections 404 and 405 of the *Local Government Act 1993*, to be implemented from 1 July 2024.

The Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 was presented to the April 2024 Council Meeting and Council resolved as follows:

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ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 59/24 - DATED MARCH 20, 2024 - DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025 D24/14226

RESOLUTION

Minute No. 47517
Councillor R Algate moved
Councillor D Gallagher seconded

Resolved

- 1. That Broken Hill City Council Report No. 59/24 dated March 20, 2024, be received.
- That Council endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 for the purpose of public exhibition for community comment for a 28-day period.

3. That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendation for changes arising, with a view to adopting the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 for implementation on 1 July 2024.

- 4. That Council approves rating option three (3) as provided in this report .
- 5. That Council note the Draft Delivery Program and Revenue Policy will be updated based on the preferred option.

CARRIED UNANIMOUSLY

Following the April Council Meeting, the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025 was updated to reflect that Council had adopted rating option three (3) and the suite of plans were placed on public exhibition closing 29 May 2024 during which time Council received 1 submission from the public.

Below is a summary of the key points of the submissions received and whether any subsequent amendments have been made to the Draft Plans as a result:

Summary of submissions received	Amendments made to the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025
Reduced Landing Fees for Helicopters	No amendment made. Fee structure compliant with CASA registration information. Aircraft under 2500kg already receive a lower landing fee. All airside services including; a maintained airfield, aprons to park aircraft, AWIS weather station and refueling services are factored into fee structure in additional to runway usage.

Report:

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

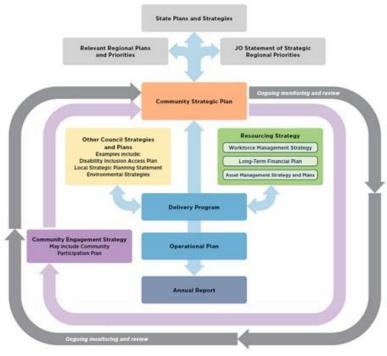
The Delivery Program directly addresses the objectives endorsed in the Community Strategic Plan and the activities Council will undertake to perform all its functions, with specific strategies identified for each under the Community Strategic Plan themes Our Community, Our Economy, Our Environment and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

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

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

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

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



The Draft Delivery Program 2022-2026 Strategies were adopted by Council in June 2022 and reviewed by the Executive Leadership Team in February 2024. From this review, the wording for Delivery Program Strategies has remained unchanged.

Following the Delivery Program review, the Draft Operational Plan 2024/2025 Actions were prepared by the Executive Leadership Team and Senior Management Team in February and March 2024.

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

The Draft Operational Plan 2024/2025 has been prepared within the context of the following parameters:

- Developed in accordance with the revised Long Term Financial Plan and carrying out associated financial strategies to achieve desired business objectives.
- Capital projects budgeted at \$6.6m inclusive of expected capital grants.
- Without capital grants, capital projects are budgeted at \$7.9m
- Rates increased by 4.5%. This is 0.4% less than the full amount of the Rate Peg of 4.9%.

PROPOSED 2024/2025 RATING STRATEGY

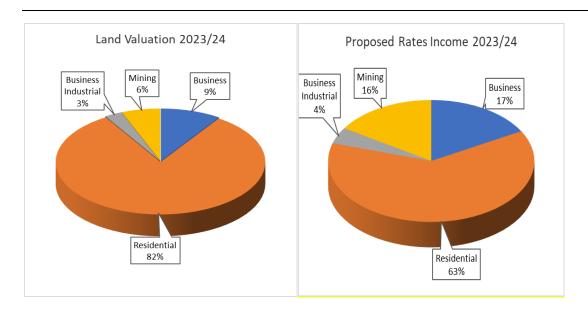
For 2024/25 three rates options were modelled using property values base date 01/07/2022 as determined by the NSW Valuer General.

The three scenarios were presented to the 24 April 2024 Council Meeting and Council resolved, Minute No. 47517 (see above Council resolution) to adopt Option 3 being:

Option 3

For this Rates model option, the full 4.9% rates peg has not been applied, instead an increase of 4.5% has been used whilst also using the flattening method of the previous option, resulting in an average increase in rates across the categories of 4% as opposed to a 4.5% increase with option 2. The result of not applying the full rate peg increase of 4.9% results in a loss of income of \$70,911 for financial year 2024-25, however if a Council does not apply the full rate peg increase, it is able to catch up on the shortfall in income over any one or more of the next 10 years.

			2024/25 Financial Year					% of Total	% of Base
Rating Category	Land Value 2023/24	Total Property Count	Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	Income	Rate Income
Business	\$37,882,020	534	\$864	\$461,376	0.06900207	\$2,613,938	\$3,075,314	16.69%	15.00%
Business Industrial	\$11,101,000	71	\$1,678	\$119,138	0.06080771	\$675,026	\$794,164	4.31%	15.00%
Residential	\$331,848,310	9406	\$602	\$5,662,412	0.01774576	\$5,888,902	\$11,551,314	62.69%	49.00%
Residential 1(a)	\$827,610	11	\$410	\$4,510	0.00568268	\$4,703	\$9,213	0.05%	49.00%
Residential Rural	\$1,549,000	11	\$575	\$6,325	0.00424355	\$6,573	\$12,898	0.07%	49.00%
Mining	\$24,600,000	2	\$0	\$0	0.12006918	\$2,953,702	\$2,953,702	16.03%	0.00%
MD Business	\$234,513	5.4	\$864	\$4,700	0.07424369	\$17,411	\$22,111	0.12%	21.26%
MD Residual	\$239,687	5.6	\$602	\$3,347	0.01678573	\$4,023	\$7,370	0.04%	45.41%
Totals	\$408,282,140	10,046		\$6,261,808		\$12,164,279	\$18,426,087	100.0%	



Rates Mod	delling 24/2	25 S	cenario 4 (4	.50%	% Rate Peg	g - I	Business I	lattened)
			Last Year		2024/25	O	hange \$	Change %
	High	\$	6,266	\$	6,511	\$	245	3.91%
Residential	Median	\$	1,082	\$	1,126	\$	44	4.03%
Residential	Low	\$	590	\$	614	\$	24	4.15%
	Average	\$	1,180	\$	1,227	\$	47	4.03%
	High	\$	141,040	\$	146,458	\$	5,418	3.84%
Business	Median	\$	3,960	\$	4,100	\$	140	3.54%
bosiness	Low	\$	967	\$	1,009	\$	42	4.39%
	Average	\$	5,569	\$	5,744	\$	176	4.00%
	High	\$	54,566	\$	56,709	\$	2,143	3.93%
Industrial	Median	\$	8,635	\$	8,975	\$	340	3.93%
indosinai	Low	\$	3,200	\$	3,326	\$	126	3.95%
	Average	\$	10,762	\$	11,185	\$	423	3.93%
	High	\$	2,467,658	\$ 2	2,569,480	\$	101,822	4.13%
Mining	Median	\$	1,418,327	\$	1,476,851	\$	58,524	4.13%
Willing	Low	\$	368,996	\$	384,221	\$	15,226	4.13%
	Average	\$	1,418,327	\$	1,476,851	\$	58,524	4.13%
	High	\$	1,827	\$	1,899	\$	72	3.91%
Rural	Median	\$	1,084	\$	1,127	\$	43	3.93%
Koldi	Low	\$	598	\$	622	\$	24	3.97%
	Average	\$	1,128	\$	1,173	\$	44	3.94%
	High	\$	1,536	\$	1,598	\$	61	3.99%
1A	Median	\$	643	\$	668	\$	25	3.90%
IA	Low	\$	442	\$	459	\$	17	3.83%
	Average	\$	806	\$	838	\$	32	3.91%

Following the April Council Meeting, the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025 was updated to reflect that Council had adopted rating option three (3) and the suite of plans were placed on public exhibition closing 29 May 2024 during which time Council received 1 submission from the public (as detailed in the Executive Summary section above).

2024/2025 BUDGET

The Draft Operational Plan 2024/2025 includes the 2024/2025 budget, in the form of the Revenue Policy.

The 2024/2025 budget has been developed in accordance with the Long Term Financial Plan, adopting efficiency measures to ensure continuous improvements towards becoming financially sustainable, adjusting budgetary forecasts and expectations in the current financial climate.

Budget Scenarios

3 Budget scenarios were presented to the 24 April 2024 Council Meeting and Council resolved, Minute No. 47517 (see above Council resolution) to adopt Option 1 being:

PROPOSED BUDGET (Balanced Scenario)

The 2024/25 Operational Plan and Budget has been built around the Balanced Scenario of the Long Term Financial Plan.

The proposed budget considers the current operating environment including the ongoing effects of the Ukraine war as well as the inflationary conditions that continue to exist with price increases being experienced for materials such as fuel, bitumen, steel, concrete and timber.

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

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

Whilst Council has limited control over what revenue it receives beyond the application of the rate peg, it can control its expenditure. Operational expenditure has been optimised as best it can, in order to deliver a break even budget and achieve key financial ratios. Details of Council's expected operational income and expenditure can be found in the attached Delivery Program and Operational Plan.

With expenditure having been controlled as much as possible over the preceding years, particularly as a response to the COVID-19 pandemic, the main point of difference from the proposed scenario (Balanced) and the alternate options for Council, is the effect on the budget if the rate peg for the 2026 financial year was to be decreased to 4% then reverting to 2.5% onwards in scenario 2, or in scenario 3, the effect of the rate peg decreasing to 2.5% and inflation remaining at a high rate of 4% ongoing from 2026.

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

Key Aspects of the proposed Balanced Scenario are:

- Sets the Council up to build from a small surplus budget in 2025 to larger surpluses from 2026 onwards.
- Continue to grow Council's current permanent workforce through increased capital works capability and private works.

• Ensure a healthy cash reserve to weather unforeseen financial shocks (such as an International Financial Crisis)

- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial & OLG benchmarks apart from the Operational Ratios

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

CAPITAL PROJECTS

The total capital expenditure budget for 2024/2025 has been set at \$7.9m, inclusive of major capital projects with expected capital grants. The net cost to Council inclusive of these capital grants is: \$6.6m.

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

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

FEES AND CHARGES

Fees and Charges are included in the Operational Plan for the purposes of public consultation. Statutory fees are increased/decreased as per published government gazettes. Cost recovery fees are analysed accordingly to ensure costs are fully recoverable or the appropriate subsidy from Council is applied. Fees are analysed to ensure government competitive neutrality is achieved.

Community Engagement:

The Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 was placed on public exhibition for 28 days for community comment closing on 29 May 2024.

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:

Local Government Act 1993

Local Government (General) Regulation 2021

Integrated Planning and Reporting Guidelines

Financial Implications:

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

Included within the Draft Operational Plan 2024/2025 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2024/2025.

Attachments

- 1. Draft Delivery Program 2022-2026 incorporating Operational Plan 2024-2025,
- Ustatement of Revenue Policy and Draft Schedule of Fees and Charges 2024-2025
- 2. Public Submission

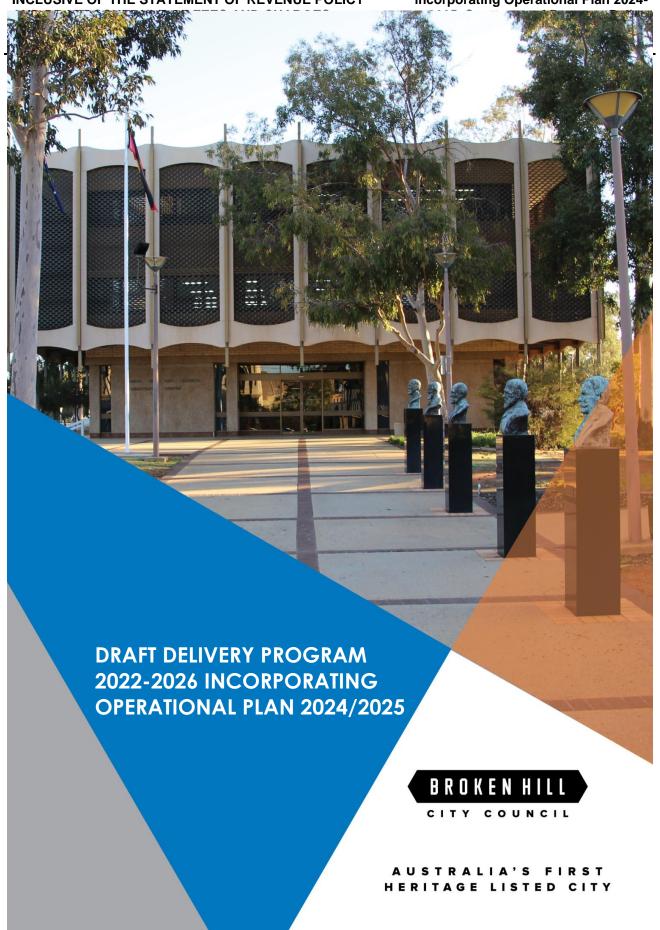
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SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 2024-





CITY COUNCIL

QUALITY CONTROL						
KEY THEME	4. Our Leadership					
OBJECTIVE	4.1 Openness and transparency in a	decision making				
STRATEGY	4.1.5 Support the organisation to op	perate within its leg	al framework			
FUNCTION	Leadership and Governance					
FILE REFERENCE	23/153	EDRMS NUMBER	D24/14896			
RESPONSIBLE OFFICER	General Manager					
REVIEW DATE	June 2025					
DATE	ACTION		MINUTE NUMBER			
24 April 2024	Public Exhibition		47517			
	Copies of all plans and policies mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au Images sourced from Council's Image Library © 2022 Broken Hill City Council					
NOTES	by visiting Council's website www.b Images sourced from Council's Ima	rokenhill.nsw.gov.a				

Acknowledgement of Country

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

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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ABOUT BROKEN HILL

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

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

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

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

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

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

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

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

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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INTRODUCTION

EXECUTIVE SUMMARY

This document is Broken Hill City Council's combined Draft Delivery Program 2022-2026 and Operational Plan 2024/2025.

MESSAGE FROM YOUR MAYOR

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

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

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

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

The next step is working to realise the community's aspirations and this combined 2022-2026 Delivery Program and 2024/2025 Operational Plan, outlines the activities that Council will undertake over the next 12 months to help the community reach the goals identified in the CSP.

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



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

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

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

Mayor Tom Kennedy

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

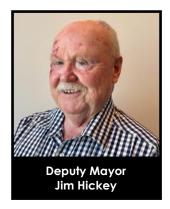
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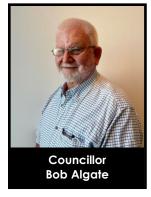
OUR COUNCIL ORGANISATION

YOUR COUNCILLORS

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

















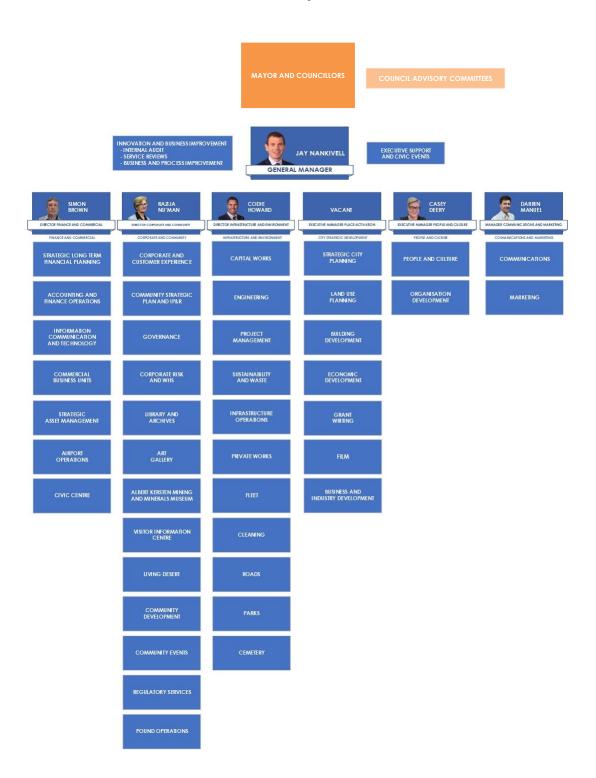




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BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE

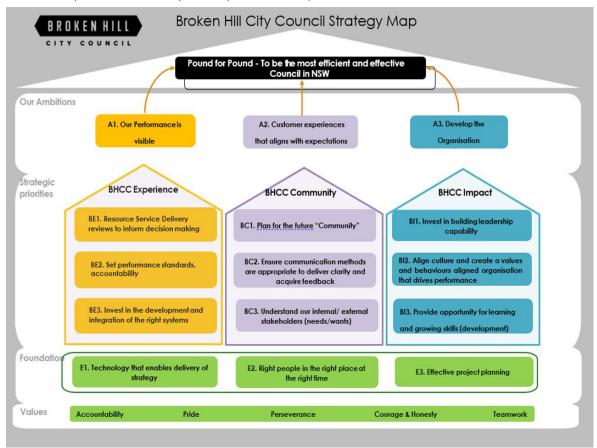


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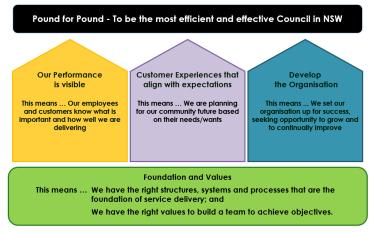
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COMMUNICATING OUR STRATEGY MAP

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



Theme Definitions



DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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FINANCIAL - BALANCED SCENARIOS

LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

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

S '000	2023	2024	2025	2026
5 000	Actual	Revised Budget Q2	Proposed Budget	Forecast
Income from Continuing Operations				
Revenue:				
Rates & annual charges	19,678	20,950	21,814	22,359
User charges & fees	4,454	4,335	4,795	5,263
Interest & investment revenue	1,303	1,383	1,470	1,029
Other revenues	4,873	1,025	685	709
Grants & contributions for operating purposes	10,617	7,136	7,977	8,13
Grants & contributions for capital purposes	3,134	26,264	18,364	4,000
Other Income:				
Net gains from disposal of assets	-	-	-	-
Net share of interests in joint ventures	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	44,059	61,093	55,105	41,497
Expenses from Continuing Operations				
Employee benefits & costs	15,492	15,485	16,488	16,90
Borrowing costs	842	745	693	62
Materials & contracts	12,346	10,893	11,593	11,78
Depreciation & amortisation	6,675	6,700	6,809	6,93
Impairment	-	-		-
Other expenses	1,032	980	1,154	1,01
Net losses from disposal of assets	395	-	-	-
Net share of interests in joint ventures	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,782	34,803	36,737	37,261
OPERATING RESULT FOR THE YEAR	7,277	26,290	18,368	4,236
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &				
CONTRIBUTIONS FOR CAPITAL PURPOSES	4.143	26	4	236
CONTRIBUTIONS FOR CALIFICATION OSES	4,140	20	-	230
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS SEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4,143	26	4	23
Assumptions Rate Peg	2.30%	3.70%	4.50%	2.5
General Index	2.50%	7.80%	4.10%	3.5
Employee Cost Index Grant Index	4.00% 2.00%	3.25% 2.00%	3.25% 2.00%	2.5 2.0
nv estment Interest rate	1.50%	5.00%	5.00%	5.0 8.0
Overdue rates interest rate Efficiency gain on Materials & Contracts	6.00% -2.00%	9.00% -2.00%	9.00% -2.00%	8.

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

DELIVERY PROGRAM - 2822-2826 STATEMENT OF FINANCIAL POSITION				
\$ '000	2023	2024	2025	2026
	Actual	Revised Budget Q2	Proposed Budget	Forecast
Assets				
Current Assets:				
Cash & cash equivalents	15,399	1,691	6,778	1,955
Investments	22,328	10,328	10,328	10,328
Receivables	3,911	5,222	5,067	5,067
Inventories	134	158	164	170
Other	1,068	545	567	587
Non-current assets classified as 'held for sale'	-	-	-	608
TOTAL CURRENT ASSETS	42,840	17,944	22,905	18,715
Non-Current Assets:				
Investments	_	_	_	
	-		-	
Receivables Inventories	-	-	-	-
	222.015		396,175	385.949
Infrastructure, property, plant & equipment	332,915	384,239		
Investments accounted for using the equity method	866	866	866	866
Investment property	-	-	-	-
Intangible assets	-	-	-	
TOTAL NON-CURRENT ASSETS	333,781	385,105	397,041	386,815
TOTAL ASSETS	376,621	403,049	419,946	405,530
Liabilities				
Current Liabilities:				
Payables	4,683	2,080	4,941	4,941
Income Received in Advance	-	-	-	-
Contract Liabilities	10,264			
Borrowings	1,803	2,452	2,467	2,452
Provisions	4,768	4,004	4,534	4,534
TOTAL CURRENT LIABILITIES	21,518	8,536	11,942	11,927
Non-Current Liabilities:				
Payables	-	-	-	-
Borrowings	17,875	17,687	15,813	13,883
Provisions	9,980	12,906	13,249	13,249
TOTAL NON-CURRENT LIABILITIES	27,855	30,593	29,062	27,132
TOTAL LIABILITIES	49,373	39,130	41,004	39,059
NET ASSETS	327,248	363,920	378,942	366,472
Equity				
Retained earnings	120,987	157,659	172,681	160,211
Revaluation reserves	206,261	206,261	206,261	206,261
Council equity interest	327,248	363,920	378,942	366,472
Non-controlling interest	-	-	-	-
TOTAL EQUITY	327,248	363,920	378,942	366,472
Assumptions General Index No impact from revaluation of assets No restricted cash	2.50%	7.80%	4.10%	3.509

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

DELIVERY PROGRAM - 2822-2826 STATEMENT OF CASH FLOWS				
\$ '000	2023	2024	2025	2026
	Actual	Revised Budget Q2	Proposed Budget	Forecast
Cash Flows from Operating Activities				
Receipts:				
Rates & annual charges	20,453	20,322	21,160	21,689
User charges & fees	4,201	4,205	4,652	5,105
Investment & interest revenue received	874	1,942	1,942	650
Grants & contributions	21,987	33,400	26,341	12,13
Bonds, deposits & retention amounts received	339	-	-	-
Other	7,457	994	664	688
Payments:				
Employee benefits & costs	(15,226)	(15,020)	(15,994)	(16,393
Materials & contracts	(14,386)	(10,566)	(11,245)	(11,431
Borrowing costs	(677)	(745)	(693)	(629
Bonds, deposits & retention amounts refunded	(0,,)	(, .5)	(3,3)	- (02)
Other	(890)	(951)	(1,120)	(984
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	24,132	33,580	25,707	10,831
(- 1,10-	50,000	20,7 01	,
Cash Flows from Investing Activities Receipts:				
•	4 000	12,000	_	
Sale of investment securities	6,000	12,000		-
Sale of infrastructure, property, plant & equipment	123	320	-	-
Deferred debtors receipts	-	-	-	-
Other investing activity receipts	-	-	-	-
Payments:				
Purchase of investment securities	(19,510)	-	-	-
Purchase of infrastructure, property, plant & equipment	(9,966)	(58,344)	(18,745)	(8,644
Deferred debtors & advances made	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(23,353)	(46,024)	(18,745)	(8,644)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from borrowings & advances	1,141	-	-	
Payments:				
Repayment of borrowings & advances	(1,686)	(1,264)	(1,874)	(1,924
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(545)	(1,264)	(1,874)	(1,924)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	234	(13,708)	5,087	264
olus: CASH & CASH EQUIVALENTS - beginning of year	15,165	15,399	1,691	1,691
CASH & CASH EQUIVALENTS - end of year	15,399	1,691	6,778	1,955
	13,377	1,071	0,770	1,733
Additional Information	00 200	10 200	10 200	10 200
plus: Investments on hand - end of year	22,328	10,328	10,328	10,328
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	37,727	12,019	17,106	12,283
Assumptions Rates & charges recovery rate	07 000	97.00%	07.00	97.00
	97.00%	97.00%	97.00% 97.00%	97.00
Debtor recovery rate	97.00%	77.00%	77.00%	//.00
	97.00% 2.50% 1.50%	7.80% 5.00%	4.10% 5.00%	3.50 5.00

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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and Draft Schedule of Fees and
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DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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FINANCIAL ESTIMATES

ANNUAL ESTIMATES

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

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

Council has reviewed its Long Term Financial Plan and proposed a model to allow for a breakeven result for the 2024/2025 financial year, while maintaining its capital works program and agreed asset renewal ratio of 110%.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2024/2025 financial year are contained within the Revenue Policy on page 61.

Where is Council's budget spent?

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

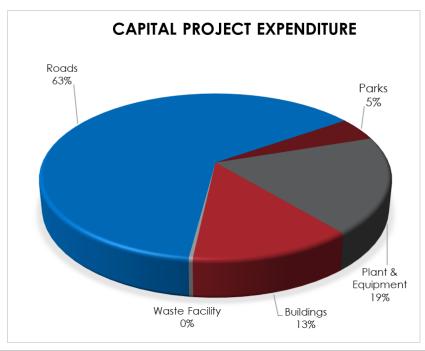
AIRPORT \$-0.40M	ART GALLERY \$0.83M	AQUATIC CENTRE \$1.51M	CIVIC CENTRE \$1.06M	GEOCENTRE \$0.28M
+	33	<u></u>	⊗ .⊗	
LIBRARY \$0.68M	PARKS AND OPEN SPACES \$1.91M	ROADS, FOOTPATHS AND TRANSPORT \$2.04M	SPORTING FIELDS \$0.78M	VISITOR INFORMATION CENTRE \$0.58M
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DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

CAPITAL PROJECTS



OPERATIO	VAL PLAN	- 2824-	-2825		
	OME STA				
\$ '000	2025	2025	2025	2025	2025
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget
Income from Continuing Operations					
Revenue:					
Rates & annual charges	21,814	18,223	(7)	-	3,598
User charges & fees	4,795	448	322	1,570	2,455
Interest & investment revenue	1,470	1,430	-	-	40
Other revenues	685	248	279	148	10
Grants & contributions for operating purposes	7,977	6,062	1,569	346	-
Grants & contributions for capital purposes	18,364	-	14,364	4,000	-
Other Income:			-	-	-
Net gains from disposal of assets	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	55,105	26,411	16,527	6,064	6, 103
Expenses from Continuing Operations					
Employee benefits & costs	16,488	8,716	3,801	1,591	2,380
Borrowing costs	693	80	451	-	162
Materials & contracts	11,593	7,444	2,948	803	397
Depreciation & amortisation	6,809	3,867	2,134	373	435
Impairment	-	-	-	-	-
Other expenses	1,154	989	21	144	-
Net losses from disposal of assets	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36, 737	21,096	9,356	2,911	3, 375
OPERATING RESULT FOR THE YEAR	18,368	5,315	7,171	3, 153	2,729
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4	5,315	(7, 193)	(847)	2,729

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INTEGRATED PLANNING & REPORTING

THE FRAMEWORK

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

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

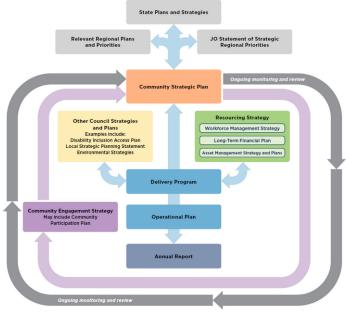
Although considered long term, our Community Strategic Plan will remain current through a review in line with Local Government Elections.

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

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

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

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



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

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

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

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

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Broken Hill City Council

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OUR KEY THEMES

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

- Key Theme 1: Our Community
- Key Theme 2: Our Economy
- Key Theme 3: Our Environment
- Key Theme 4: Our Leadership

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

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

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

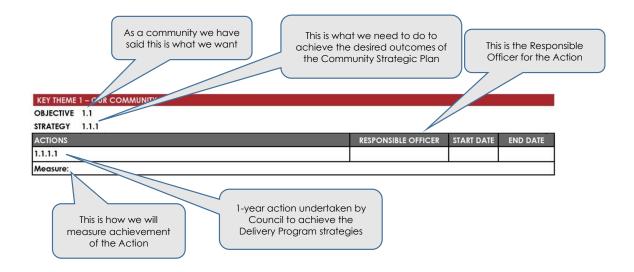
HOW TO READ THIS PLAN

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

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

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

EXAMPLE



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KEY THEME 1 - OUR COMMUNITY



ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

KEY THEME 1 - OUR COMMUNITY

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

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

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

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

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

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

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

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

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

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

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

OUR COMMUNITY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

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

2024/2025

KEY THEME 1 – OUR COMMUNITY

Our community spirit is our strength **OBJECTIVE 1.1**

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.1.1 Create opportunity for open dialogue with community agencies about homelessness in the City	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Homelessness discussions meetings held			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.2.1 Develop and implement Mulga Creek Wetlands concept design to open for public use	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Prioritised actions completed			
1.1.2.2 Ensure regular maintenance of undesirable weeds within the Mulga Creek and Mulga Creek Wetlands	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Weeding maintenance completed			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.3.1 Maintain asset condition scores above index of 3 through scheduled maintenance	Strategic Asset Management Coordinator		30-Jun-2025
Measure: Scheduled maintenance tasks developed and implemented across all asset types			

STRATEGY 1.1.4 Facilitate the celebration of community and cultural events

ACTIONS	RESPONSIBLE OFFICER START DATE END DATE
1.1.4.1 Support the annual Miners' Memorial Ceremony	Community Development 01-Jul-2024 30-Jun-2025 Coordinator
Measure: Miners' Memorial Ceremony supported	
1.1.4.2 Deliver a program of community events	Community Development 01-Jul-2024 30-Jun-2025 Coordinator
Measure: Delivery of budgeted community events achieved	·

2024/2025

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.5.1 Host volunteer awards	Community Development Coordinator	01-Jul-2024	30-Jun-2025
Measure: Volunteer awards and event delivered			
1.1.5.2 Maintain Heritage Walk Tour program	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025
Measure: Heritage Walk Tour program maintained and supported			
1.1.5.3 Maintain City Ambassador program	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025
Measure: City Ambassador program maintained and supported			
1.1.5.4 Support volunteering opportunities within the Library	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Library volunteering supported		•	•
1.1.5.5 Support volunteering opportunities within the Gallery	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Gallery volunteering supported	•		
1.1.5.6 Support Council's Section 355 committees in undertaking their duties	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Section 355 committees supported			

STRATEGY 1.1.6 Support youth events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.6.1 Plan and budget for youth events and ongoing consultation with young people	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: At least one youth event held			
1.1.6.2 Provide co-curricular youth programs at the Gallery	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Young primary, middle primary and teen programs facilitated			
1.1.6.3 Provide youth inclusive spaces within the Library	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Youth inclusive spaces facilitated		•	

OBJECTIVE 1.2 People in our community are in safe hands

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.1.1 Install CCTV on new lighting and banner poles in Argent Street	Projects Engineer	01-Jul-2024	30-Jun-2025
Measure: Installation of CCTV on new lighting and banner poles achieved			
1.2.1.2 Install CCTV as part of the Town Square Redevelopment Project	Projects Engineer	01-Jul-2024	30-Jun-2025
Measure: Installation of Town Square CCTV achieved			
1.2.1.3 Purchase and integrate use of mobile CCTV device to support community safety	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Mobile CCTV device in use			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.2.1 Continue to provide a comprehensive companion animal management service in accordance with objectives in the Companion Animal Management Plan	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Provision of Companion Animal Management service achieved			
1.2.2.2 Establish and implement an annual inspection schedule for the mandatory inspection of dangerous, menacing or restricted breed dogs	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Annual inspection schedule developed and implemented			
1.2.2.3 Develop and implement an annual plan for community education programs on responsible pet ownership and legislative requirements	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Community education programs developed	_		

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.3.1 Actively participate and support the Local Regional State Emergency Management committees	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Local Emergency Management Committees supported	and Environment	1	l

2024/2025

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.4.1 Work with social service providers to identify resourcing gaps	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Identified social service provider meetings attended			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.5.1 Collaborate with industry to deliver affordable and efficient utilities inclusive of renewable and smart technology and investment	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Water and utilities advocacy achieved			

OBJECTIVE 1.3 Our community works together

STRATEGY 1.3.1 Provide programs at Cultural Facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.1.1 Present a varied, diverse and engaging Artistic Program across the Gallery and Museum sites	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Exhibition rounds held in Gallery and Museum facilitated			
1.3.1.2 Present a varied, diverse and engaging Public Program across the Gallery and Museum sites	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Public programs in Gallery and Museum facilitated			
1.3.1.3 Provide inclusive Library services	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Provision of Library services achieved			
1.3.1.4 Provide inclusive cultural and educational Library programs	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Provision of Library programs achieved			
1.3.1.5 Provide inclusive Library outreach programs and activities	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Provision of Library outreach programs/activities achieved	1		
1.3.1.6 Undertake assessment of Archive donations for formal accessioning	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: 50 % of Archive donations assessed	•		•

2024/2025

STRATEGY 1.3.2 Participate and collaborate in external consultation activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.2.1 Actively engage and participate in various community and agency meetings as well as major project consultations	General Manager	01-Jul-2024	30-Jun-2025
Measure: Identified external major project meetings attended			

STRATEGY 1.3.3 Ensure Community Engagement Strategy remains relevant

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.3.1 Provide information to community as per Community Engagement Strategy	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025
Measure: Community kept informed			

STRATEGY 1.3.4 Advocate for access to affordable social and health services

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.4.1 Work with key stakeholders to identify health service gaps	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Identified health service meetings attended			

STRATEGY 1.3.5 Provide appropriate infrastructure to maintain and enhance sustainable transport

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.5.1 Upgrade the City's bus stops to meet Australian standards and disability inclusion requirements	Projects Engineer	01-Jul-2024	30-Jun-2025
Measure: Upgrade of City bus stops achieved			
1.3.5.2 Carry out high priority action items within the annual CASA Surveillance Safety Audit	Manager Airport	01-Jul-2024	30-Jun-2025
Measure: High risk/urgent matters completed			
1.3.5.3 Increase car parking in the Broken Hill Regional Airport precinct	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Car park extension completed			

2024/2025

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.6.1 Maintain collaboration with key stakeholders to identify workplace opportunities for young people	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Workforce collaboration achieved			

1.3.7 Provide opportunities for collaboration and sharing of public resources

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.7.1 Maintain community contacts databases	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Community contacts database updated			
1.3.7.2 Continue the Commission/Residency program within the Gallery	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Gallery commission programs facilitated			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.8.1 Continue to undertake Customer Service telephone evaluations for business improvement	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Customer Service evaluations completed and improvement implemented			
1.3.8.2 Identify training opportunities for Call Centre Agents to better manage customers and build lasting relationships	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Training implemented			
1.3.8.3 Continue to identify online capabilities for customers seeking self-service options	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: New improvements and initiatives identified and implemented			

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

STRATEGY 1.4.1 Facilitate the promotion of community events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.1.1 Promote Council community events to the community	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025
Measure: Community informed of Council events			

STRATEGY 1.4.2 Support the reconciliation movement

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.2.1 Maintain communication with First Nations community to work collaboratively	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Collaboration with First Nations community achieved			
1.4.2.2 Advocate, celebrate and champion the inclusion of local First Nations Artists throughout the Gallery and Museum artistic program	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: First Nations Artists' work included in Gallery and Museum program			
1.4.2.3 Work with local community groups to develop and launch cultural history project	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Cultural histories project established			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.3.1 Advocate for tri-partisan government approach to management of the National Heritage assets	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Tri-partisan advocacy achieved			
1.4.3.2 Advocate for recognition and financial support for the continuity of Broken Hill Heritage and its importance to the nation	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Heritage advocacy achieved	_		

STRATEGY 1.4.4 Advocate for funding and investment in community development projects

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.4.1 Work with third parties to seek funding to celebrate history, culture and diversity	Economic Development Officer	01-Jul-2024	30-Jun-2025
Measure: Grants opportunities achieved			

STRATEGY 1.4.5 Support events that celebrate history, culture and diversity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.5.1 Provide support and advice to event planners to deliver events within the region	Community Development Coordinator	01-Jul-2024	30-Jun-2025
Measure: Support/advice provided to event planners			

OBJECTIVE 1.5 Our built environment supports our quality of life

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.5.1.1 Review environmental planning instruments and policies to ensure legislative compliance	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025	
Measure: Review of prioritised environmental planning instruments and polices complete	Measure: Review of prioritised environmental planning instruments and polices completed			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.2.1 Manage delivery of infrastructure projects associated with the Library and Archives project	Projects Engineer	01-Jul-2024	30-Jun-2025
Measure: Prioritised Library/Archives infrastructure projects delivered			
1.5.2.2 Manage delivery of infrastructure projects associated with Town Square Redevelopment project	Projects Engineer	01-Jul-2024	30-Jun-2025
Measure: Prioritised Town Square infrastructure projects delivered			
1.5.2.3 Manage delivery of infrastructure projects associated with Argent Street Redevelopment project	Projects Engineer	01-Jul-2024	30-Jun-2025
Measure: Prioritised Argent Street infrastructure projects delivered			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.3.1 Implement actions and recommendations from Asset optimisation project	Strategic Asset Management Coordinator		30-Jun-2025
Measure: Prioritised Asset optimisation project actions and recommendations implemented			
1.5.3.2 Develop and Implement Asset Management Plan - Roads and Footpaths	Strategic Asset Management Coordinator		30-Jun-2025
Measure: Prioritised Roads and Footpath Asset Management Plan outcomes implemented			

1.5.3.3 Develop and Implement Asset Management Plan - Parks and Open Spaces	Strategic Asset Management Coordinator	01-Jul-2024	30-Jun-2025	
Measure: Prioritised Parks and Opens Spaces Asset Management Plan outcomes implemented				
1.5.3.4 Develop and Implement Asset Management Plan - Buildings	Strategic Asset Management Coordinator	01-Jul-2024	30-Jun-2025	
Measure: Prioritised Buildings Asset Management Plan outcomes implemented				

STRATEGY 1.5.4 Manage ongoing delivery of the Active Transport Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.5.4.1 Implement the approved Active Transport Plan actions, as per five-year plan	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025	
Measure: Prioritised Active Transport Plan actions implemented				
1.5.4.2 Develop annual capital works plan for Active Transport Plan	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025	
Measure: Active Transport Plan annual works schedule submitted				

STRATEGY 1.5.5 Collaborate with key stakeholders to advocate for affordable housing

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.5.1 Implement recommendations from Liveability Strategy	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Prioritised Liveability Strategy recommendations implemented			
1.5.5.2 Continue to liaise and collaborate with the established Regional Housing Committee	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Collaboration with Regional Housing Committee achieved			

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

	ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
	1.5.6.1 Reestablish Bill Renfrew Oval as a green space for community use	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
l	Measure: Oval available for community use			

2024/2025

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.7.1 Work with Department of Planning to progress Landcare Broken Hill proposal to rezone the land at Imperial Lakes to allow community access and environmental and recreational activities	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Rezoning consultations achieved			
Measure: Rezoning consultations achieved 1.5.7.2 Continue to support and advocate for the establishment of Imperial Lakes	General Manager	01-Jul-2024	30-Jun-2025

STRATEGY 1.5.8 Investigate and advocate for land expansion opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.8.1 Collaborate with relevant agencies and key stakeholders to identify land for further development	Strategic Land Use Planner	01-Jul-2024	30-Jun-2025
Measure: Land expansion collaborations achieved			
1.5.8.2 Investigate opportunities to expand the Broken Hill LGA boundaries	Strategic Land Use Planner	01-Jul-2024	30-Jun-2025
Measure: Broken Hill LGA boundaries expansion investigations completed			

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

STRATEGY 1.6.1 Active participation in interagency meetings

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.1.1 Actively engage in identified social interagency meetings	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Identified social interagency meetings attended			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.2.1 Ensure compliance with <i>Disability Inclusion Act 2014</i> requirements for inclusion planning for capital projects	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Disability Inclusion Act compliance maintained			

2024/2025

1.6.2.2 Continue to implement Stage 1 of E.P. O'Neill Memorial Park Redevelopment project	Projects Officer	01-Jul-2024	30-Jun-2025
Measure: Prioritised actions from E.P. O'Neill Memorial Park redevelopment project com	pleted		
1.6.2.3 Manage delivery of infrastructure project to upgrade the Norm Fox Oval changeroom facility	Projects Officer	01-Jul-2024	30-Jun-2025
Measure: New changeroom installed at Norm Fox Oval			
1.6.2.4 Manage delivery of infrastructure project to upgrade the Alma Oval changeroom facility	Projects Officer	01-Jul-2024	30-Jun-2025
Measure: New changeroom installed at Alma Oval			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.3.1 Attend and support identified health interagency meetings	Community Development Officer	01-Jul-2024	30-Jun-2025
Measure: Identified health interagency meetings attended			

OPERATIONAL PLAN - 2024-2025 INCOME STATEMENT - OUR COMMUNITY								
\$ '000	2025	2025	2025	2025	2025	2025	2025	2025
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
Income from Continuing Operations								
Revenue:								
Rates & annual charges	(7)	-	-	(2)	(5)	-	-	-
User charges & fees	322	-	(5)	26	179	-	122	-
Interest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	279	200	-	15	2	-	62	-
Grants & contributions for operating purposes	1,569	-	941	12	-	112	504	-
Grants & contributions for capital purposes	14,364	-	1,883	2,103	10,378	-	-	-
Other Income:								-
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	16,527	200	2,819	2,154	10,554	112	687	-
Expenses from Continuing Operations								
Employee benefits & costs	3,801	298	695	1,174	191	-	1,443	-
Borrowing costs	451	-	451	-	-	-	-	-
Materials & contracts	2,948	56	192	347	1,290	325	738	-
Depreciation & amortisation	2,134	10	2,036	8	26	47	7	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	21	-	-	-	-	-	21	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	9,356	365	3, 374	1,529	1,507	372	2,209	-
OPERATING RESULT FOR THE YEAR	7,171	(165)	(555)	625	9,047	(260)	(1,522)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(7, 193)	(165)	(2,438)	(1,478)	(1,331)	(260)	(1,522)	-

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

				Operating					
		Capital	Capital	Grant		Reserve	Working	Net Cost to	New, Renew
Description	Total Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
SES Building Power Upgrade	13,000						13,000	13,000	Upgrade
Airconditioning Fred Jobson South Community Centre & Play Time Preschool	150,000						150,000	150,000	Upgrade
BIU Band Hall Roof Replacement	120,000						120,000	120,000	Renewal
Library Car Park	843,870						843,870	843,870	Upgrade
Library AV Equipment	219,860						219,860	219,860	Renewal
Library Furniture	590,366						590,366	590,366	Renewal
Geo Centre Touch Screens	11,900	-	-	-	-	-	11,900	11,900	Renewal
Telephone Coverage Living Desert	30,000	-	-	-	-	-	30,000	30,000	New
Annual Fleet Acquistion/Replacement	423,331						423,331	423,331	Renewal
Reseal Annual Program 24/25	800,000	-	-	-	-	-	800,000	800,000	Renewal
Crack Sealing and Linemarking	200,000						200,000	200,000	Renewal
Skate Rink Roof Replacement	350,000	-	-	=	=	-	350,000	350,000	Renewal
Concrete Footpath Defects	100,000	-	-	=	=	-	100,000	100,000	Renewal
Survey and design for future years infrastructure (excluding roads)	100,000	=	-	=	=	_	100,000	100,000	Renewal
Future Road Project Planning Fund	50,000	-	-	=	-	-	50,000	50,000	Renewal
Willyama Common Fencing Replacement	50,000	-	-	-	-	-	50,000	50,000	Renewal
Hebbard Street from Bonanza Street to Rainbow Avenue	343,697	-	-	-	-	-	343,697	343,697	Renewal
Wolfram Street from Oxide Street to lodide Street	965,183	-	-	-	-	-	965,183	965,183	Renewal
Public Art Preservation	157,000	-	-	-	-	-	157,000	157,000	Renewal
Riddiford Arboretum Irrigation Replacement	25,000	-	-	-	-	-	25,000	25,000	Renewal
Bill Renfrew lighting and irrigation	100,000	-	-	-	-	-	100,000	100,000	Renewal
Queen Elizabeth Park Train Shelters	110,000	110,000	-	-	-	-	-	-	Renewal
Kanandah Road Reconstruction	341,000	-	-	341,000			-	-	Renewal
Thomas Street from Sulphide to Bromide Street	830,000	830,000					=	=	Renewal
Capitalise Project Delivery Salaries	771,000						771,000	771,000	Renewal
	\$ 7,695,207	\$ 940,000	\$ -	\$ 341,000	\$ -	\$ -	\$ 6,414,207	\$ 6,414,207	

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

KEY THEME 2 - OUR ECONOMY



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KEY THEME 2 - OUR ECONOMY

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

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

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

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

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

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

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

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

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

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

KEY THEME 1 – OUR ECONOMY OBJECTIVE 2.1 Our business

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

STRATEGY 2.1.1 Activate the Broken Hill Business Support Policy

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
2.1.1.1 Provide up-to-date business support information on Council's website	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Business support information updated			
2.1.1.2 Participate in business and industry association meetings to discuss issues relevant to local businesses and economic development	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Business and industry meetings attended			

STRATEGY 2.1.2 Advocate and plan for industrial land expansion

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.2.1 Investigate opportunities for future industrial zoned land	Strategic Land Use Planner	01-Jul-2024	30-Jun-2025
Measure: Industrial zoned land investigation completed			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.3.1 Advocate for improved air and rail services	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Transport advocacy achieved via submissions arant applications and meeting	s s		

STRATEGY 2.1.4 Advocate for outcomes aligned to the Regional Transport Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.4.1 Liaise with stakeholders to attract Government investment in identified actions in the Far South West Joint Organisation Transport Plan	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Investment opportunities identified			

STRATEGY 2.1.5 Develop and implement the Economic Development Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.5.1 Continue to implement the Economic Development Strategy in collaboration with key stakeholders	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Prioritised Economic Development Strategy outcomes implemented			

STRATEGY 2.1.6 Develop the Airport as a commercial and industrial precinct

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.6.1 Implement actions from the Airport Master Plan	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Investment opportunities identified			
2.1.6.2 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Master Plan	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Airport advocacy achieved via submissions, grant applications and meetings			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.7.1 Collaborate with stakeholders to investigate incentives to grow business and industry opportunity	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Business and industry collaboration achieved			

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

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.1.1 Liaise with key stakeholders to ensure that the development of regionally significant infrastructure meets the needs of business and industry	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Business and industry support acquired for significant projects			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.2.1 Continue to participate on committees and working parties associated with education and training	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Education and training collaboration achieved			

2024/2025

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.3.1 Continue to investigate partnerships with tertiary institutions	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Tertiary institution partnerships established			

STRATEGY 2.2.4 Advocate for funding opportunities for apprenticeships and traineeships

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.4.1 Continue to source eligible funding opportunities for apprenticeships and traineeships	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Funding opportunities identified			

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

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.1.1 Support staff to identify and attend opportunities that contribute to the economic growth of Broken Hill	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Attendance at identified conferences and workshops achieved			
2.3.1.2 Participate in tourism and other industry events that further networking and professional development	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025
Measure: Attendance at tourism and industry events achieved			
2.3.1.3 Participate in Library conferences and networking events	Library Coordinator	01-Jul-2024	30-Jun-2025
Measure: Attendance at identified Library conferences and networking events achieved			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.2.1 Meet with Federal and State Ministers to promote Council's Renewable Energy Action Plan	General Manager	01-Jul-2024	30-Jun-2025
Measure: Renewable Energy Action Plan promoted			
2.3.2.2 Support major renewable energy projects within the Far West Area	General Manager	01-Jul-2024	30-Jun-2025
Measure: Renewable energy projects supported		•	

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.3.1 Provide open data to community via Internet of Things (IoT) platform	Manager Information and Communications Technology	01-Jul-2024	30-Jun-2025
Measure: IOT data sources provided to community			
2.3.3.2 Increase City coverage of City Smart Devices	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: City Smart Devices implemented			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.4.1 Participate in State and Regional Planning initiatives	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Participation in state/regional planning initiatives achieved			
2.3.4.2 Develop working tourism relationships with regional tourism associations and village committees	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025
Measure: Working relationships developed and maintained			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
2.3.5.1 Provide pertinent long-term financial information in relevant media releases	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025		
Measure: Community informed of long-term sustainability					
2.3.5.2 Provide budget information to the community with support from Finance	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025		
Measure: Budget information provided to community via relevant communication channels					
2.3.5.3 Provide a summary of key outcomes from Economic Development Strategy to community and key stakeholders	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025		
Measure: Economic Development Strategy key outcomes communicated		-			

OBJECTIVE 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation STRATEGY 2.4.1 Engage government, business and community stakeholders in supporting the management of tourism

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.1.1 Collaborate with industry and government to expand experiences, products and destination marketing	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Industry and government collaboration achieved			
2.4.1.2 Support the development of cultural tourism experiences through the delivery of the Destination Management Plans	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Destination Management Plans prioritised actions delivered			
2.4.1.3 Maintain visitor related content on digital platforms	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025
Measure: Tourism digital platforms maintained			
2.4.1.4 Conduct audit of Broken Hill tourism product and experiences	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025
Measure: Audit completed and submitted to Executive Leadership Team		-	-

STRATEGY 2.4.2 Activate Business Plans from Council owned facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
2.4.2.1 Review and update Visitor Services Business Plan	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025		
Measure: Visitor Services Business Plan updated					
2.4.2.2 Review and update Broken Hill City Art Gallery Business Plan	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025		
Measure: Art Gallery Business Plan updated					
2.4.2.3 Review and update Albert Kersten Mining and Minerals Museum Business Plan	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025		
Measure: Museum Business Plan updated					
2.4.2.4 Activate Civic Centre Business Plan	Civic Centre Coordinator	01-Jul-2024	30-Jun-2025		
Measure: Prioritised Civic Centre Business Plan actions activated					
2.4.2.5 Review Library Business Plan for the opening of the new Library facility	Library Coordinator	01-Jul-2024	30-Jun-2025		
Measure: Library Business Plan reviewed	•				

2024/2025

STRATEGY 2.4.3 Activate Destination Management Plans

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.3.1 Activate actions within the Destination Management Plans	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Prioritised Destination Management Plans actions activated			

STRATEGY 2.4.4 Operate Council owned facilities supporting the visitor economy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
2.4.4.1 Operate Visitor Services to support the visitor economy	Visitor Services Coordinator	01-Jul-2024	30-Jun-2025	
Measure: Visitors to Visitor Information Centre supported Measure: Visitor Information Centre accreditation maintained				
2.4.4.2 Operate the Living Desert to support the visitor economy	Living Desert Ranger	01-Jul-2024	30-Jun-2025	
Measure: Visitors to Living Desert supported				
2.4.4.3 Operate the Broken Hill City Art Gallery to support the visitor economy	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025	
Measure: Visitors to Gallery supported				
2.4.4.4 Operate the Albert Kersten Mining and Minerals Museum to support the visitor economy	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025	
Measure: Visitors to Museum supported				
2.4.4.5 Operate the Civic Centre to support the visitor economy	Civic Centre Coordinator	01-Jul-2024	30-Jun-2025	
Measure: Conference and business events hosted				
2.4.4.6 Operate the Airport to support the visitor economy	Manager Airport	01-Jul-2024	30-Jun-2025	
Measure: Airport availability maintained 365 days per year	•			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.5.1 Collaborate with the film industry and government to ensure Broken Hill and region is a destination of choice for film makers	Economic Development Officer	01-Jul-2024	30-Jun-2025
Measure: Conversion from enquiry to production and film permits processed			

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025 STRATEGY 2.4.6 Develop the Civic Centre Business to be a self-sufficient profit-making enterprise

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.6.1 Implement Civic Centre Business Plan to grow business opportunities	Civic Centre Coordinator	01-Jul-2024	30-Jun-2025
Measure: Priority recommendations from the Civic Centre Business Plan implemented			

STRATEGY 2.4.7 Activate the Cultural Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.7.1 Investigate options for art and cultural activities to support health and well-being in the community	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Art and cultural activities identified to support health and well-being			
2.4.7.2 Utilise the Gallery and Museum spaces for events and cultural activities	Gallery and Museum Manager	01-Jul-2024	30-Jun-2025
Measure: Events and cultural activities held in Gallery and Museum			

STRATEGY 2.4.8 Support Aboriginal economic enterprise and cultural practice

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.8.1 Invite First Nations businesses and artisans to participate in community events	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Opportunities shared with identified businesses/artisans			

		- OUR ECON		1	
\$ '000	2025	2025	2025	2025	2025
	Our		611	.	F11
	Economy Proposed Budget	Economic Development	Strategic Transport	Tourism Development	Film Promotion
Income from Continuing Operations					
Revenue:					
Rates & annual charges	-	-	-	-	-
User charges & fees	1,570	214	1,176	180	-
Interest & investment revenue	-	-	-	-	-
Other revenues	148	47	70	31	-
Grants & contributions for operating purposes	346	-	334	12	-
Grants & contributions for capital purposes	4,000	-	4,000	-	-
Other Income:	-				
Net gains from disposal of assets	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	6,064	261	5,580	223	-
Expenses from Continuing Operations					
Employee benefits & costs	1,591	744	376	471	-
Borrowing costs	-	-	-	-	-
Materials & contracts	803	511	197	95	-
Depreciation & amortisation	373	119	252	1	-
Impairment	-	-	-	-	-
Other expenses	144	132	-	12	-
Net losses from disposal of assets	_	-			_
TOTAL EXPENSES FROM CONTINUING OPERATIONS	2,911	1,507	825	579	-
OPERATING RESULT FOR THE YEAR	3,153	(1,245)	4,754	(356)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(847)	(1,245)	754	(356)	_

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

Attachment 1 Draft Delivery Program 2022-2026 incorporating Operational Plan 2024-2025, Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024-2025

CAPITAL BUDGET - OUR ECONOMY Operating Capital Working Capital Net Cost to New, Renewal, Reserve Description Total Cost Contribution (untied roads) Loan Funds Transfers Capital Council Upgrade 107,900 Airport -Rental Carpark Footpath & Solar Lights 107,900 107,900 Upgrade 107,900 107,900 \$ - \$ \$ 107,900 Total for Our Economy

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

KEY THEME 3 - OUR ENVIRONMENT



KEY THEME 3 - OUR ENVIRONMENT

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

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

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

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

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

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

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

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

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

KEY THEME 1 – OUR ENVIRONMENT

OBJECTIVE 3.1 Our environmental footprint is minimised

STRATEGY 3.1.1 Ensure delivery of relevant environmental strategies and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.1.1.1 Develop Waste and Resource Recovery Strategy	Waste and Sustainability Manager	01-Jul-2024	30-Jun-2025
Measure: Waste and Resource Recovery Strategy developed			

STRATEGY 3.1.2 Provide awareness of environmental impacts of human activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.1.2.1 Promote the Waste and Resource Recovery Strategy	Waste and Sustainability Manager	01-Jul-2024	30-Jun-2025
Measure: Promotion of Waste and Resource Recovery Strategy achieved			

STRATEGY 3.1.3 Collaborate with key stakeholders on environmental issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.3.1 Investigate opportunities to collaborate with community groups on environmental issues	Waste and Sustainability Manager	01-Jul-2024	30-Jun-2025
Measure: Collaboration opportunities identified for environmental issues			
3.1.3.2 Actively participate in Lead Response Group and associated work stream group meetings	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Identified meetings attended			

STRATEGY 3.1.4 Investigate alternate sustainable energy options

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.4.1 Continue the implementation of the Renewable Energy Action Plan	Waste and Sustainability Manager	01-Jul-2024	30-Jun-2025
Measure: Prioritised Renewable Energy Action Plan recommendations commenced			

2024/2025

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

STRATEGY 3.2.1 Ensure delivery of relevant environmental management plans and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.2.1.1 Maintain the Living Desert as per the Operational Management Plan	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Living Desert fencing repaired/replaced			
Measure: Living Desert noxious weeds eradication control measures implemented			
Measure: Living Desert feral animal eradication measures implemented			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.2.2.1 Investigate the development of a Climate Action Plan	Waste and Sustainability Manager	01-Jul-2024	30-Jun-2025
Measure: Draft Climate Action Plan developed			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.2.3.1 Undertake feral animal eradication in regeneration/common areas accordance with governing Acts	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Regeneration/common areas feral animal eradication measures implemented	d		
3.2.3.2 Replace damaged and vandalised fencing in regeneration/common areas	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Regeneration/common areas fencing repaired/replaced			
3.2.3.3 Undertake annual assessment of identified noxious weeds and pests in regeneration/common areas	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Regeneration/common areas annual assessment of weeds/pests completed			
3.2.3.4 Implement control measure to ensure noxious weeds and pests are controlled in an appropriate manner in regeneration/common areas	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Regeneration/common areas noxious weeds and pest control measure imple	mented		
3.2.3.5 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Living Desert Reserve	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Volunteers supported at Living Desert	_		

3.2.3.6 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Regeneration Area	Living Desert Ranger	01-Jul-2024	30-Jun-2025
Measure: Volunteers supported at Regeneration areas			

STRATEGY 3.2.4 Support the advocacy of key water stakeholders

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.2.4.1 Support the advocacy for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system and maintaining the health of the Darling Baaka River	General Manager	01-Jul-2024	30-Jun-2025
Measure: Water and river connectivity advocacy achieved			

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

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.3.1.1 Continue to work on draft Plans of Management for Crown Reserves in preparation for adoption	Strategic Land Use Planner	01-Jul-2024	30-Jun-2025
Measure: Crown Reserves draft Plans of Management reviewed and developed			
3.3.1.2 Continue to progress update of Living Desert Reserve Plan of Management	Strategic Land Use Planner	01-Jul-2024	30-Jun-2025
Measure: Living Desert Reserve Plan of Management update progressed		•	

STRATEGY 3.3.2 Increase canopy cover within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.3.2.1 Ensure outcomes are conducted in compliance with the Tree Management Plan	Strategic Asset Management Coordinator		30-Jun-2025
Measure: Tree Management Plan compliance maintained			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.3.3.1 Provide education and guidance when required for new development proposals to encourage sustainable landscaping, vegetation and water management practices	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Provision of education/auidance for sustainable landscapina, vegetation and water management achieved			

STRATEGY 3.3.4 Advocate for improved storm water management within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.3.4.1 Develop Storm Water Management Strategy	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: Storm Water Management Strategy developed			
3.3.4.2 Complete Flood Study for the City	Director Infrastructure and Environment	01-Jul-2024	30-Jun-2025
Measure: City Flood Study completed			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
3.3.5.1 Continue to implement the recommendations of the adopted Broken Hill Heritage Strategy	Town Planner	01-Jul-2024	30-Jun-2025
Measure: Implementation of Heritage Strategy recommendations achieved			
3.3.5.2 Raise awareness of heritage related issues and management	Town Planner	01-Jul-2024	30-Jun-2025
Measure: Heritage awareness facilitated			

Charges 2024-2025

OPERATIONAL PLAN - 2824-2825 <u>income statement – our environment</u> 2025 2025 2025 2025 2025 2025 2025 \$ '000 Our Environment Waste Sustainability Natural Stormwater Public Health | Public Order Proposed Management After Mining **Environment** Management **Budget Income from Continuing Operations** Revenue: Rates & annual charges 3,598 3,598 _ _ _ _ _ User charges & fees 2,455 1,820 455 15 165 Interest & investment revenue 40 40 -_ -_ 10 10 Other revenues _ _ _ _ Grants & contributions for operating purposes _ _ _ _ _ Grants & contributions for capital purposes _ _ _ _ Other Income: _ Net gains from disposal of assets _ _ --_ _ Net share of interests in joint ventures _ _ _ _ TOTAL INCOME FROM CONTINUING OPERATIONS 6,103 5,468 455 15 165 -**Expenses from Continuing Operations** Employee benefits & costs 2,380 1,607 271 137 365 Borrowing costs 162 162 _ _ .5 Materials & contracts 397 177 163 53 Depreciation & amortisation 435 235 200 **Impairment** Other expenses Net losses from disposal of assets 434 TOTAL EXPENSES FROM CONTINUING OPERATIONS 3.375 2.180 142 418 200 OPERATING RESULT FOR THE YEAR 2.729 3.288 21 (127)(252)(200)NET OPERATING RESULT FOR THE YEAR BEFORE **GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES** 2,729 3,288 21 (127)(252) (200)

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025

		CAF	ITAL BUDG	ET- OUR EI	NVIRONMENT					
			Capital	Capital	Operating Grant		Reser∨e	Working	Net Cost to	New, Renewal,
Description	To [.]	tal Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
Extend fibre run to include Waste Facility		10,000	-	-	-	-	10,000	-	10,000	Upgrade
Waste Facility - Concrete Pad for Water Bay		11,921	-	-	-	-	11,921	-	11,921	Upgrade
Total for Our Environment	\$	21,921	\$ -	\$ -	\$ -	\$ -	\$ 21,921	\$ -	\$ 21,921	

KEY THEME 4 - OUR LEADERSHIP



Attachment 1 Draft Delivery Program 2022-2026 incorporating Operational Plan 2024-ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

KEY THEME 4 - OUR LEADERSHIP

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

We value collaboration and working together for the greater good.

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

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

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

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

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

OUR LEADERSHIP - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

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

KEY THEME 4 – OUR LEADERSHIP

OBJECTIVE 4.1 Openness and transparency in decision making

STRATEGY 4.1.1 Foster relationships with key community sector leaders

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.1.1.1 Invite key community sector leaders to civic events and functions	General Manager	01-Jul-2024	30-Jun-2025
Measure: Civic event and function invitations provided	•		
4.1.1.2 Invite key community sector leaders to participate in various working groups/meetings regarding major issues facing the City	General Manager	01-Jul-2024	30-Jun-2025
Measure: Meeting invitations provided	•		<u>, </u>

STRATEGY 4.1.2 Activate the Community Engagement Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.1.2.1 Implement communications processes as outlined in Community Engagement Strategy	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025
Measure: Community Engagement Strategy processes implemented			·

STRATEGY 4.1.3 Facilitate public forum at each Council meeting

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.1.3.1 Ordinary and Extraordinary Council Meetings are conducted in accordance with Council's adopted Code of Meeting Practice Policy	Executive Officer	01-Jul-2024	30-Jun-2025
Measure: Public forum sessions held each meeting achieved			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.1.4.1 Reports to Council present the social, environmental, cultural and economic sustainability considerations to enable Council to make informed decisions	Director Corporate and Community	01-Jul-2024	30-Jun-2025
Measure: Council report format includes quadruple bottom line reporting			

STRATEGY 4.1.5 Support the organisation to operate within its legal framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.1.5.1 Review Section 355 Community Committee manuals and constitutions in accordance with the new term of Council	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: \$355 manuals and constitutions reviewed and adopted by new Council			
4.1.5.2 Review Community Strategic Plan in accordance with legislative compliance and new term of Council	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Community Strategic Plan endorsed prior to 30/06/2025			
4.1.5.3 Review of Delegations and Authorisations completed with new term of Council and recruitment of new staff	Executive Officer	01-Jul-2024	30-Jun-2025
Measure: Delegations and authorisations assigned to staff			
4.1.5.4 Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act 1993	Executive Officer	01-Jul-2024	30-Jun-2025
Measure: Disclosures of Interest Returns completed and reported to Council by 31/10			
4.1.5.5 Review Council Policies for compliance with relevant legislation	Executive Officer	01-Jul-2024	30-Jun-2025
Measure: Prioritised policies reviewed			
4.1.5.6 Identify and implement reporting frameworks within Council's reporting database to increase Operational Plan reporting focus and outcomes	Manager Corporate and Customer Experience	01-Jul-2024	30-Jun-2025
Measure: Reports developed and schedule for circulation implemented			
4.1.5.7 Work with NSW Electoral Commission to carry out Local Government Elections	Director Corporate and Community	01-Jul-2024	30-Jun-2025
Measure: Local Government Elections held			

STRATEGY 4.1.6 Implement and embed an Enterprise Risk Management system

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.1.6.1 Initiate Stage 1 of the Enterprise Risk Improvement Management Plan	Manager Corporate Risk	01-Jul-2024	30-Jun-2025
Measure: 100% of employees inducted in use of Enterprise Risk Management software Measure: Corporate Risk Register reviewed by Executive Leadership Team quarterly Measure: Operational Risk Register reviewed by Senior Leadership Team quarterly Measure: Control effectiveness audits completed quarterly			

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025

4.1.6.2 Embed the principles of the Enterprise Risk Management Framework (ERM) across the organisation	Manager Corporate Risk	01-Jul-2024	30-Jun-2025
Measure: 100% of Senior Leadership Team inducted in use of ERM Framework Measure: Senior Leadership Team upskill workshops held for ERM Framework			
4.1.6.3 Undertake full review and testing of Council's Business Continuity Plan (BCP)	Manager Corporate Risk	01-Jul-2024	30-Jun-2025
Measure: BCP review completed Measure: BCP Sub Plans completed Measure: BCP test exercise completed Measure: Independent assessment published on Council intranet			

OBJECTIVE 4.2 Our leaders make smart decisions

STRATEGY 4.2.1 Strengthen staff capacity through workforce development and planning activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.2.1.1 Learning and development plans are completed for all employees including succession and career options	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Staff learning/development plans completed			

STRATEGY 4.2.2 Provide learning and networking opportunities for elected members

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS		
4.2.2.1 Provide Councillor professional development training sessions	Executive Officer	01-Jul-2024	30-Jun-2025		
Measure: Councillor professional development scheduled	•				
4.2.2.2 Offer opportunities for Councillors to attend conferences and seminars that provide information, ideas and solutions that add value to our community	Executive Officer	01-Jul-2024	30-Jun-2025		
Measure: Prioritised conferences/seminars attended by Councillors					
4.2.2.3 Develop and deliver a Councillor Induction training program	Executive Officer	01-Jul-2024	30-Jun-2025		
Measure: Councillor Induction training facilitated	l	L	1		

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025 STRATEGY 4.2.3 Build on the leadership values and culture of the organisation

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.2.3.1 Implement actions from Organisation Culture Inventory survey	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Prioritised actions implemented			
4.2.3.2 Investigate further leadership training opportunities	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: Training opportunities identified			
4.2.3.3 Implement and deliver internal Leadership Education and Development (L.E.A.D) program	Executive Manager People and Culture	01-Jul-2024	30-Jun-2025
Measure: 80% staff completed L.E.A.D program		•	•

STRATEGY 4.2.4 Implement the Service Review Framework

ACTIONS	RESPONSIBLE OFFICER START DATE ACTION
4.2.4.1 Undertake Parks and Open Spaces service review	Leader Innovation and Business Improvement 01-Jul-2024 30-Jun-2
Measure: Parks and Open Spaces service review completed	
4.2.4.2 Undertake Visitor Information Centre service review	Leader Innovation and Business Improvement 01-Jul-2024 30-Jun-2
Measure: Visitor Information Centre service review completed	

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.2.5.1 Make relevant submissions to Government agencies on all matters that will affect Broken Hill or Local Government in a broader context	General Manager	01-Jul-2024	30-Jun-2025
Measure: Submissions to Government completed			

STRATEGY 4.2.6 Ensure Council has robust Information Communications Technology Platform

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.2.6.1 Continue to implement the agreed Information and Communication Technology Strategy/Roadmap	Manager Information and Communications Technology	01-Jul-2024	30-Jun-2025
Measure: Prioritised Communications Technology Strategy/Roadmap outcomes implem	ented		
4.2.6.2 Continue to implement the Cyber Security Framework	Manager Information and Communications Technology	01-Jul-2024	30-Jun-2025
Measure: Prioritised Cyber Security Framework outcomes implemented			
4.2.6.3 Develop a framework for the implementation and use of Artificial Intelligence across Council	Manager Information and Communications Technology	01-Jul-2024	30-Jun-2025
Measure: Artificial Intelligence framework developed		•	-

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.2.7.1 Achieve financial results in accordance with Council's Long Term Financial Plan	Director Finance and Commercial	01-Jul-2024	30-Jun-2025
Measure: Operational result achieved as per Long Term Financial Plan			

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

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.3.1.1 Meet regularly with key stakeholders for ongoing alignment of Community Strategic Plan (CSP)	General Manager	01-Jul-2024	30-Jun-2025
Measure: Regular meetings with key CSP stakeholders facilitated			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.3.2.1 Develop working parties where necessary to progress major projects and issues	General Manager	01-Jul-2024	30-Jun-2025
Measure: Identified working parties developed			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.3.3.1 Engage with the local State and Federal Members on key issues relating to Council and the City	General Manager	01-Jul-2024	30-Jun-2025
Measure: Engagement with local State and Federal Members achieved			

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.3.4.1 Engage with the Minister for Local Government and other Ministers on key issues relating to Council and the City	General Manager	01-Jul-2024	30-Jun-2025
Measure: Engagement with Ministers achieved			

OBJECTIVE 4.4 Our community is engaged and informed

STRATEGY 4.4.1 Update Community Engagement Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.4.1.1 Update Community Engagement Strategy for adoption by Council	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025
Measure: Updated Community Engagement Strategy adopted			

STRATEGY 4.4.2 Facilitate meetings between community and elected representatives

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.4.2.1 Provide support for community meetings between Councillors and the public as required	Executive Officer	01-Jul-2024	30-Jun-2025
Measure: Community meetings with Councillors achieved			
4.4.2.2 Facilitate community engagement sessions regarding major projects and initiatives as required	Manager Communications and Marketing	01-Jul-2024	30-Jun-2025
Measure: Major project community engagement sessions facilitated			

STRATEGY 4.4.3 Maintain an Advocacy Strategy for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
4.4.3.1 Review and update Advocacy Strategy to align with Council and community priorities	Executive Manager Place Activation	01-Jul-2024	30-Jun-2025
Measure: Advocacy Strategy reviewed and updated			

\$ '000 2025 2025 2025 2025 2025 2025 2025 Our Leadership Leadership & **Financial** Corporate Asset **Operations Buildings &** Management Management Proposed Governance Management Support Property **Budget Income from Continuing Operations** Revenue: Rates & annual charges 18,223 18.301 (78)User charges & fees 448 115 319 40 (26)1,430 1,430 Interest & investment revenue 248 200 48 Other revenues Grants & contributions for operating purposes 6,062 6,054 8 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 26,411 26,101 327 88 (104)**Expenses from Continuing Operations** 8,716 1,135 2,110 2,105 1,413 630 1,322 Employee benefits & costs Borrowing costs 80 80 Materials & contracts 7,444 797 2.752 1,212 222 622 1,840 Depreciation & amortisation 3,867 130 7 898 2,833 _ Impairment _ 989 20 Other expenses 894 30 46 Net losses from disposal of assets TOTAL EXPENSES FROM CONTINUING OPERATIONS 21,096 2,826 4,971 3,493 2,149 1,662 5,996 OPERATING RESULT FOR THE YEAR 5,315 (2,826)21.129 (3,493)(1,335)(2,062)(6, 100)NET OPERATING RESULT FOR THE YEAR BEFORE **GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES** 5,315 (2,826)21,129 (3,493)(1,335)(2,062)(6, 100)

OPERATIONAL PLAN - 2024-2025

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

Attachment 1
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CAPITAL BUDGET - OUR LEADERSHIP									
				Operating					
			Capital	Grant			Working		New, Renewal,
Description	Total Cost	Capital Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
ICT and AV replacement program	72,000	-	-	-	-	-	72,000	72,000	Renewal
Replacement UPS for Administration Centre server core	10,000	-	-	-	-	-	10,000	10,000	Renewal
Total for Our Leadership	\$ 82,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,000	\$ 82,000	

REVENUE

REVENUE POLICY

INTRODUCTION

Council's 2024/2025 Revenue Policy has been prepared in accordance with the provisions of the *Local Government Act* 1993 and the Local Government (General) Regulation 2005.

The revenue policy includes the following required elements:

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

In addition to preparing this revenue policy, Council has also recently undertaken a review of its 10-year Long Term Financial Plan (LTFP). The 2024/2025 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

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

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

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2024/2025 FINANCIAL ESTIMATES

S '000	2024	2025
4 000	Revised Budget Q2	Proposed Budget
Income from Continuing Operations		
Revenue:		
Rates & annual charges	20,950	21,81
User charges & fees	4,335	4,79
Interest & investment revenue	1,383	1,470
Other revenues	1,025	68.
Grants & contributions for operating purposes	7,136	7,97
Grants & contributions for capital purposes	26,264	18,364
Other Income:		
Net gains from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	61,093	55,105
Expenses from Continuing Operations		
Employee benefits & costs	15,485	16,488
Borrowing costs	745	693
Materials & contracts	10,893	11,593
Depreciation & amortisation	6,700	6,809
Impairment	-	
Other expenses	980	1,154
Net losses from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	34,803	36,737
OPERATING RESULT FOR THE YEAR	26,290	18,368
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	26	4
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	26	
Assumptions Rate Peg	3.70%	4.5
General Index	7.80%	4.10
Employee Cost Index Grant Index	3.25% 2.00%	3.2 2.0
nv estment Interest rate	5.00%	5.0
Overdue rates interest rate Efficiency gain on Materials & Contracts	9.00% -2.00%	9.0 -2.0

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STATEMENT OF FINANCIAL POSITIONS 1000	2024	2025
4 444	Revised Budget Q2	Proposed Budget
Assets		
Current Assets:		
Cash & cash equivalents	1,691	6,778
Investments	10,328	10,328
Receivables	5,222	5,06
Inventories	158	16
Other	545	56
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	17,944	22,905
Non-Current Assets:		
Investments	_	
Receivables	_	
Inventories	<u> </u>	
Infrastructure, property, plant & equipment	384,239	396,17
Investments accounted for using the equity method	866	86
Investment property	-	-
Intangible assets	-	
TOTAL NON-CURRENT ASSETS	385,105	397,041
TOTAL ASSETS	403,049	419,946
Liabilities		
Current Liabilities:		
Payables	2,080	4,94
Income Received in Advance	-	-
Contract Liabilities		
Borrowings	2,452	2,46
Provisions	4,004	4,53
TOTAL CURRENT LIABILITIES	8,536	11,942
Non-Current Liabilities:		
Payables	-	-
Borrowings	17,687	15,813
Provisions	12,906	13,249
TOTAL NON-CURRENT LIABILITIES	30,593	29,062
TOTAL LIABILITIES	39,130	41,004
NET ASSETS	363,920	378,942
Equity		
Retained earnings	157,659	172,68
Revaluation reserves	206,261	206,26
Council equity interest	363,920	378,942
Non-controlling interest	303,720	3/0,742
	2/2 020	270 04
TOTAL EQUITY	363,920	378,942
Assumptions General Index No impact from revaluation of assets	7.80%	4.

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OPERATIONAL PLAN - 2024-2 Statement of Cash Flows		
\$ '000	2024	2025
	Revised Budget Q2	Proposed Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	20,322	21,160
User charges & fees	4,205	4,65
Investment & interest revenue received	1,942	1,94
Grants & contributions	33,400	26,34
Bonds, deposits & retention amounts received	-	-
Other	994	66
Payments:		
Employee benefits & costs	(15,020)	(15,994
Materials & contracts	(10,566)	(11,245
Borrowing costs	(745)	(693
Bonds, deposits & retention amounts refunded		
Other	(951)	(1,120
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	33,580	25,70
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	12,000	-
Sale of infrastructure, property, plant & equipment	320	-
Deferred debtors receipts	-	-
Other investing activity receipts	-	_
Payments:		
Purchase of investment securities	-	_
Purchase of infrastructure, property, plant & equipment	(58,344)	(18,745
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(46,024)	(18,745
, , , , , , , , , , , , , , , , , , , ,	(1,71	
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	_
Payments:		
Repayment of borrowings & advances	(1,264)	(1,874
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,264)	(1,874
	(1,201)	(1,01.)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(13,708)	5,087
plus: CASH & CASH EQUIVALENTS - beginning of year	15,399	1,69
CASH & CASH EQUIVALENTS - end of year	1,691	6,778
Additional Information		
plus: Investments on hand - end of year	10,328	10,328
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	12,019	17,10
A		
Assumptions Rates & charges recovery rate	97.00%	97.0
Debtor recov ery rate	97.00%	97.00
General Index nv estment Interest rate	7.80% 5.00%	4.10 5.00
Ov erdue rates interest rate	9.00%	9.00

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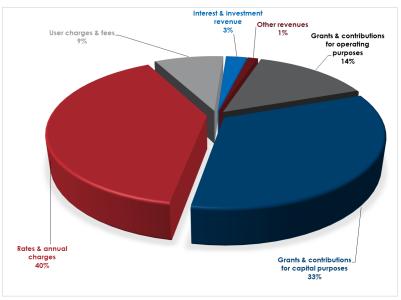
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SOURCES OF REVENUE

Council's revenue is mainly sourced from Rates and Annual Charges (40%), with Operating Grants (14%) and User Charges and Fees (9%) being other key revenue items.



RATE REVENUE

Rates are budgeted to increase by 4.5% in the 2024/25 year, which is 0.4% below the rate peg amount. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

Council is proposing to increase rates by the full amount of the rate peg, which will increase total rate revenue by approximately \$697,000.

The rate structure has been left as per the structure reviewed and adopted for the 2023/24 financial year.

In July 2022 the Valuer General completed a revaluation of Broken Hill.

Land revaluations do not increase Council's overall rate revenue however, the amount of rates paid for individual properties are directly linked to land values

As a result of the revaluation property values changed ranging from an increase of 464%, through to some properties reducing in value by 26%.

Such large variations in land value caused further inequality in rates paid by each household, and as result the Valuer General has agreed with Councils request to conduct an independent review of land values in Broken Hill.

The review will not be conducted in time to amend rates for 2024/25 financial year but will be considered in subsequent years.

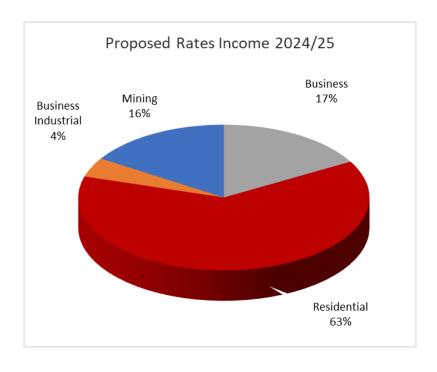
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		Total Dunas auto	2024/25 Financial Year		2024/25 Financial Ye	0/ -5T-4-1	% of Base		
Rating Category	Land Value 2023/24	Total Property Count	Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	Rate Income
Business	\$37,882,020	534	\$864	\$461,376	0.06900207	\$2,613,938	\$3,075,314	16.69%	15.00%
Business Industrial	\$11,101,000	71	\$1,678	\$119,138	0.06080771	\$675,026	\$794,164	4.31%	15.00%
Residential	\$331,848,310	9406	\$602	\$5,662,412	0.01774576	\$5,888,902	\$11,551,314	62.69%	49.00%
Residential 1(a)	\$827,610	11	\$410	\$4,510	0.00568268	\$4,703	\$9,213	0.05%	49.00%
Residential Rural	\$1,549,000	11	\$575	\$6,325	0.00424355	\$6,573	\$12,898	0.07%	49.00%
Mining	\$24,600,000	2	\$0	\$0	0.12006918	\$2,953,702	\$2,953,702	16.03%	0.00%
MD Business	\$234,513	5.4	\$864	\$4,700	0.07424369	\$17,411	\$22,111	0.12%	21.26%
MD Residual	\$239,687	5.6	\$602	\$3,347	0.01678573	\$4,023	\$7,370	0.04%	45.41%
Totals	\$408,282,140	10,046		\$6,261,808		\$12,164,279	\$18,426,087	100.0%	



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CHARGES – WASTE MANAGEMENT

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

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

The domestic waste management charge comprises two components:

- Domestic waste usage charge
- Domestic waste administration fee

In 2024/2025, the proposed charge is \$339 per service and the administration fee is \$60 per each serviceable property. The domestic waste user charge is expected to generate \$3.20M and the administration fee \$0.56M, for a combined total of \$3.76M.

Charge	2023/24	2024/25	Increase %	Total Income
Domestic waste usage charge	\$325	\$339	4.3%	\$3.20M
Domestic waste administration fee	\$57	\$60	5.0%	\$0.56M

Council also levies charges under sections 501 and 502 of the *Local Government Act 1993* for the provision of waste management services to commercial customers. In 2024/2025, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$500 or one x 600 litre bin will be set at \$459 per property per annum, which is expected to generate \$225,000. An additional MGB service will be charged at \$177 per annum and an additional 600 litre bin at \$459.

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

OTHER SERVICES

Fees and charges set by Council for the provision of a range of other goods and services are set out in the Schedule Fees and Charges 2024/2025.

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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DEBT

DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2025 is expected to be \$18.28M.

Council has borrowed funds for the following key projects:

•	Road Projects	\$1.5M
•	Regional Aquatic Centre	\$2.5M
•	Broken Hill Airport	\$0.5M
•	Information Technology	\$1.0M
•	Art Gallery Storage	\$0.6M
•	Infrastructure Renewal	\$10.0M
•	Economic Stimulus Community Infrastructure (proposed)	\$10.0M
•	Waste Collection Vehicles	\$1.5M

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

ANNEXURE 1

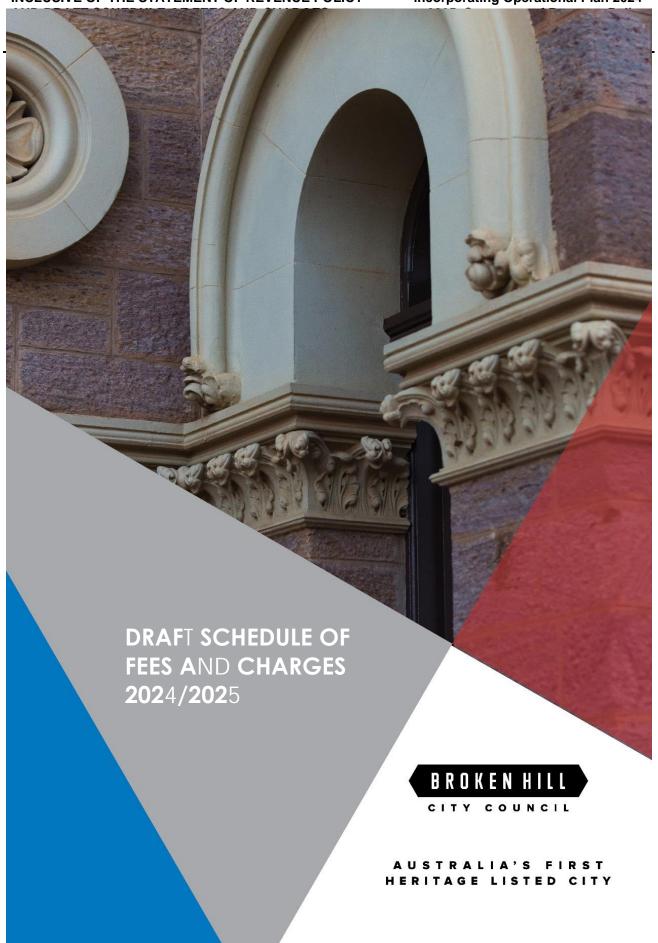
SCHEDULE OF FEES AND CHARGES 2024/2025

DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2024/2025

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ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 2024-



Broken Hill City Council Page 299

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

QUALITY CONTROL				
FILE REFERENCES				
KEY THEME	4. Our Leadership			
OBJECTIVE	4.1 Openness and transparency in decision making			
STRATEGY	4.1.1 Support the organisation to within its legal framework	o operate		
RESPONSIBLE OFFICER	General Manager			
REVIEW DATE	July 2025			
ORGANISATION	Broken Hill City Council			
TELEPHONE NUMBER	08 8080 3300			
EMAIL ADDRESS FOR ENQUIRIES ONLY	Council@brokenhill.nsw.gov.au			
DATE	ACTION	MINUTE NO.		
	Public Exhibition			
	Adopted by Council			
NOTES	Images sourced from Council's I	mage Library		
NO1E2	© Copyright Broken Hill City Cou	ncil 2018		
	Community Strategic Plan Your Broken Hill 2040			
	Long Term Financial Plan 2025-2034 Delivery Program 2022-2026 incorporating Operational Plan 2024/2025			
ASSOCIATED DOCUMENTS				
	Disability Inclusion Action Plan 20	022-2026		

Schedule of Fees and Charges 2024/2025

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

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Schedule of Fees and Charges 2024/2025

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
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GST Disclaimer

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

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

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

Schedule of Fees and Charges 2024/2025

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

Pricing Policy

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

Pricing Principles and Basis Used by Council

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

Application of Pricing Principles to Goods and Services				
Service	Principle	Basis of Cost		
Access to Information - Government Information (Public Access) Act 2009 (GIPA)	Statutory	Statutory		
Admission Fees:		Doubled Cost Document Joycopt in		
Broken Hill City Art Gallery; Broken Hill Regional Aquatic Centre; Albert Kersten Mining & Minerals Museum; Living Desert: The John Simons Flora and Fauna Sanctuary and Sculpture Site	Community Services	Partial Cost Recovery (except in Broken Hill Regional Aquatic Centre which is set by YMCA)		
Airport Landing and Passenger Charges	Cost Recovery	100% (except RFDS and Aero Club, Emergency Services)		
Animal Control	Statutory	Statutory (Except fees for Broken Hill Veterinary Clinic)		
Carnivals – Swimming Pools	Third Party	Set by YMCA		
Cemetery Fees	Cost Recovery	100%		
Certificates For Construction/Development Work	Market Price	100%		
Chemical Toilet Charges	Cost Recovery	100%		
Civic Centre	Cost Recovery	100%		
Construction Consents, etc.	Market Price	100%		
Contaminated Waste Charges	Cost Recovery	100%		
Development Applications	Statutory	Statutory		
Driveways	Cost Recovery	100%		
Inspections of Premises	Cost Recovery	100%		

Schedule of Fees and Charges 2024/2025

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

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

Schedule of Fees and Charges 2024/2025

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DOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026
ICORPORATING DRAFT OPERATIONAL PLAN 2024/2025 ,
NCLUSIVE OF THE STATEMENT OF REVENUE POLICY
IND DRAFT SCHEDULE OF FEES AND CHARGES
024/2025

202		KEY THEME 1 - OUR	COMMUNITY				
		LIBRARY SER	VICES				
1	em No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
-		Charles Rasp Memorial Library					
	- 1	Public computers	Community services	Each	No	\$ -	No Charge
	- 2	Internet usage	Community services	Each	No	\$ -	No Charge
	- 3	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	Yes	\$ 2.27	\$25.00
	- 4	Photographic reproductions - black and white (various sizes)	Cost recovery	Each	Yes	10%	POA
	- 5	Visitor membership - refundable deposit	Cost recovery	Each	Yes	\$ 1.82	\$20.00
\prod	- 6	Visitor membership - administration fee	Cost recovery	Each	Yes	\$ 0.45	\$5.00
	- 7	Replacement of lost library resource	Cost recovery	Each	Yes	10%	Actual Cost
	- 8	Replacement DVD/CD case	Cost recovery	Each	Yes	\$ 0.45	\$5.00
ľ	- 9	Replacement talking book case	Cost recovery	Each	Yes	\$ 0.91	\$10.00
Ι	- 10	Replacement Library card	Cost recovery	Each	Yes	\$ 0.27	\$3.00
	- 11	Historical booklets	Cost recovery	Each	Yes	10%	Upon Applicat
\prod_{i}	- 12	Sale of books	Cost recovery	Each	Yes	10%	\$0.20 - \$20.0
\prod	- 13	Computer printout - cemetery record	Cost recovery	Per page	Yes	\$ 0.02	\$0.20
	- 14	Printing/Photocopying (A4 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.02	\$0.20
Ľ	- 15	Printing/Photocopying (A4 - colour) - self service	Cost recovery	Per page	Yes	\$ 0.14	\$1.50
Ľ	- 16	Printing/Photocopying (A3 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.04	\$0.40
Ĺ	- 17	Printing/Photocopying - (A3 - colour) - self service	Cost recovery	Per page	Yes	\$ 0.27	\$3.00
Ŀ	- 18	Scanning - self service	Cost recovery	Per page	No	\$ -	No Charge
Ш	- 19	Microfiche/film reader - printout	Cost recovery	Per page	Yes	\$ 0.02	\$0.20
Ш	- 20	Microfiche/film reader - printout (Not self/serve) - A4/A3	Cost recovery	Per page	Yes	\$ 0.09	\$1.00
	- 21	Inter Library Loans (ILL) - fees charged by other Library plus actual postage - except for special needs services of State Library which are free eg foreign languages boxes.	Cost recovery	Per item	Yes	10%	POA

₁ 2025							
2		KEY THEME 1 - OUR	COMMUNITY				
S		LIBRARY SER\					
Sparae	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
	1 - 2	2 Meeting room hire	Community services	Per day	Yes	\$ 5.00	\$55.00
	1 - 2	3 Events and workshops	Community services	Per event	Yes	10%	POA
	1 - 2	4 3-D printing - 1 hour (60 minutes) - includes setup costs and first hour of printing	Cost recovery	Per 60 Minutes	Yes	\$ 0.91	\$10.00
	1 - 2	5 3-D printing - each additional hour	Cost recovery	Per 60 Minutes	Yes	\$ 0.45	\$5.00

202		KEY THEME 1 - OUR	COMMUNITY				
		ROADS					
	ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Ļ	2	Permits – Road / Footpath				•	
	2 - 1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	No	\$ -	\$117.63 plus restoration fee
Ц	2 - 2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	No	\$ -	\$78.08
	2 - 3	Permit fee - conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration fee)	Statutory	Each	No	\$ -	\$28.11 plus restoration fee
	2 - 4	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	Yes	\$ 29.05	\$319.59
I	2 - 5	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	Yes	10%	\$150.95 plus restoration fee
I	2 - 6	Administration fee - cost recovery street closures	Cost recovery	Each	Yes	\$ 25.46	\$280.03
Ц	2 - 7	Install road closures for cost recovery functions	Cost recovery	Each	Yes	10%	By Quotation
	2 - 8	Heavy vehicle/over size limit permit - Reinstatement of infrastructure	Cost recovery	Each	Yes	10%	By Quotation
Ι	2 - 9	Deposit materials on footpaths	Cost recovery	Sq m	Yes	10%	By Quotation
	2 - 10	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m ²	Private	Each	Yes	\$ 9.65	\$106.18
	2 - 11	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m ²	Private	Each plus m²	Yes	10%	\$106.18 plus \$10 pe additional m2
	2 - 12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	Yes	\$ 10.22	\$112.43
	2 - 13	Application for suspension of alcohol free zone	Community Service	Each	Yes	\$ 12.78	\$140.54
	2	Restoration Bond Fees (in addition to Permit Fee)					
Ц		Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation
\prod	2 - 15	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation
	2 - 16	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq m	Yes	10%	By quotation
II	2 - 17	Footpath/nature strip (min 1m²) - asphalt/hot mix	Cost recovery	Sq m	Yes	10%	By quotation

024-2025		KEY THEME 1 - OUR	COMMUNITY				
3		ROADS	;				
arge	ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
41	2 - 1	Footpath/nature strip (min 1m²) - plain concrete up to 100mm	Cost recovery	Sq m	Yes	10%	By quotation
	2 - 1	Footpath/nature strip (min 1 m²) - plain concrete over 100mm	Cost recovery	m^2	Yes	10%	By quotation
П	2 - 2	Footpath/nature strip (min 1 m²) - pavers on concrete base	Cost recovery	m^2	Yes	10%	By quotation
П	2 - 2	Footpath/nature strip (min 1 m ²) - pavers on all other bases	Cost recovery	m^2	Yes	10%	By quotation
\prod	2 - 2	2 Footpath/nature strip (min 1 m²) - grass/earth	Cost recovery	m^2	Yes	10%	By quotation
	2 - 2	Footpath/nature strip (min 1 m²) - turf	Cost recovery	m^2	Yes	10%	By quotation
	2 - 2	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m²	Yes	10%	By quotation
	2 - 2	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only	Cost recovery	m^2	Yes	10%	By quotation
П	2 - 2	6 Driveways - concrete 120mm	Cost recovery	m^2	Yes	10%	By quotation
П	2 - 2	7 Driveways - concrete 200mm	Cost recovery	m^2	Yes	10%	By quotation
\prod	2 - 2	8 Kerb and gutter including laybacks	Cost recovery	m^2	Yes	10%	By quotation
	2 - 2	9 Saw cutting (road or footpath)	Cost recovery	m^2	Yes	10%	By quotation
\prod	2 - 3	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq m	Yes	10%	By quotation
Ц	2 - 3	Road carriageway and shoulders - asphalt seal and road base	Cost recovery	Sq m	Yes	10%	By quotation
Ц	2 - 3	2 Road carriageway and shoulders - bitumen seal	Cost recovery	Sq m	Yes	10%	By quotation
Ц	2 - 3	Road carriageway and shoulders - bitumen seal and road base pavement	Cost recovery	Sq m	Yes	10%	By quotation
	2 - 3	Road carriageway and shoulders - road base pavement with no seal	Cost recovery	Sq m	Yes	10%	By quotation
Ц	2 - 3	Road surfacing (reinstatements only) jet patching (min 1m²)	Cost recovery	m^2	Yes	10%	By quotation
	2 - 3	Road surfacing (reinstatements only) emulsion spraying - hand lance (min10m²)	Cost recovery	m²	Yes	10%	By quotation
	2 - 3	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m²)	Cost recovery	m²	Yes	10%	By quotation
	2 - 3	8 Unsealed road grading and maintenance	Cost recovery	m^2	Yes	10%	By quotation
П	2 - 3	Road - Line marking	Cost recovery	m^2	Yes	10%	By quotation

Schedule of Fees and Charges 2024/2025

2025			KEY THEME 1 - OUR	COMMUNITY				
3			ROAD	S				
ggze	Item	No.	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
ئا	2		Traffic Control					
	2 -	- 40	Abandoned vehicles - towing	Market price	Each	Yes	10%	Actual Cost plus 30%
	2 -	- 41	Abandoned vehicles - storage/impoundment fees	Cost recovery	Day	No	\$ -	\$16.66
П	2 -	- 42	Abandoned vehicles - administration fee	Cost recovery	Each	Yes	\$ 28.01	\$308.14
	2 -	- 43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	Yes	\$11.73	\$129.08
	2 -	- 44	Equipment for public functions/events - erection and removal of traffic control devices	Cost recovery	Each	Yes	10%	By Quotation
	2 -	- 45	Design of traffic control plans - consultation, site inspection and drafting	Cost recovery	Plan	Yes	\$ 41.07	\$451.79
П	2 -	- 46	Hire of traffic controllers	Cost recovery	Hour	Yes	\$ 7.10	\$78.08
	2 -	- 47	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	Yes	\$ 1.64	\$22.90 plus \$50 refundable bond
П	2 -	- 48	Replacement of damaged traffic signs/equipment (per item)	Cost recovery	Each	Yes	10%	By Quotation

		KEY THEME 1 - OUR	COMMUNITY				
		BUILDINGS AND	PROPERTY				
L	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
	3	Hire Fees – Parks					
	3 - 1	Event Application Fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 1 (minor events and gatherings)	Cost recovery	Event	Yes	\$ 9.55	\$105.00
	3 - 2	Event Application Fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 2 (medium events and activities)	Cost recovery	Event	Yes	10%	\$261.00
	3 - 3	Event Application Fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 3 (major events)	Cost recovery	Event	Yes	10%	\$521.00
	3 - 4	Waste Services - Additional MGB / Yellow Recycling	Cost recovery	Bin	Yes	10%	\$32.00
	3 - 5	Amusement Device (inflatable/mechanical ride)	Cost recovery	Event	Yes	10%	\$57.00
	3 - 6	Sturt Park Rotunda - casual community hire eg wedding ceremonies (exclusive use)	Cost recovery	Event	Yes	\$ 16.91	\$186.00
	3 - 7	Sturt Park Rotunda - business and private function hire no entry fees (exclusive use)	Cost recovery	Event	Yes	\$ 28.18	\$310.00
	3 - 8	Park - key replacement	Cost recovery	Each	No	\$ -	\$37.00
	3 - 9	Duke of Cornwall Park - basketball court - night rate per court	Cost recovery	Hour	Yes	\$ 1.55	\$17.00
	3 - 10	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	Yes	\$ 1.55	\$17.00
	3	Hire Fees - Town Square					
	3 - 11	Power - key replacement	Cost recovery	Each	No	\$ -	\$37.00
	3 - 12	Town Square hire fee	Cost recovery	Per day	Yes	\$ 8.09	\$89.00
	3	Hire Fees - Halls					
	3 - 13	Building - key replacement	Cost recovery	Each	No	\$ -	\$37.00
	3 - 14	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	Yes	\$ 8.00	\$88.00
	3 - 15	Aged Persons Rest Centre hire - full day	Cost recovery	Day	Yes	\$ 15.82	\$174.00
	3 - 16	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	Yes	\$ 2.45	\$27.00
Ī	3 - 17	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	Yes	\$ 5.36	\$59.00

onal Plan 2024- Revenue Policy ule of Fees and	cz0z						
lan 20 ue Po Fees		KEY THEME 1 - OUR	COMMUNITY				
of of		BUILDINGS AND	PROPERTY				
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
rating Operati Statement of d Draft Sched	3 - 18	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	Yes	\$ 10.64	\$117.00
g (em aft	3	Casual Hiring - Risk Assessment Administrative Fee					
porating (5, Statem and Draft		Casual hiring risk assessment administrative fee	Cost recovery	Each	Yes		By Quotation
ora , S nd	3	Cemetery			_		
incorporating 2025, Stater and Draf	3 - 20	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	Yes	\$ 85.18	\$937.00
<u>ء</u> َ.		Exclusive right and work permit (spare)	Cost recovery	Each	Yes	\$ 85.18	\$937.00
	3 - 22	Exclusive Right for restoration of old graves (includes Work Permit) – interment prior to 1971	Cost recovery	Each	Yes	\$ 32.09	\$353.00
	3 - 23	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$130.64	\$1,437.00
LICY	3 - 24	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 41.18	\$453.00
VENUE PO CHARGES		Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Subsequent after the first	Yes	\$ 20.64	\$227.00
Π̈́Ξ	3 - 26	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 41.18	\$453.00
C	3 - 27	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 56.82	\$625.00
ENT OF RE FEES AND	3 - 28	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 28.45	\$313.00
┝띪	3 - 29	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$194.09	\$2,135.00
LEMEI OF FE	3 - 30	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 56.82	\$625.00
-USIVE OF THE STATEMENT OF REVENUE POLICY • DRAFT SCHEDULE OF FEES AND CHARGES •/2025	3 - 31	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - existing grave or plot	Cost recovery	Subsequent after the first	Yes	\$ 28.45	\$313.00
뿔핖	3 - 32	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 56.82	\$625.00
F 100	3 - 33	Saturday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 79.55	\$875.00
USIVE O DRAFT (/2025	3 - 34	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 39.82	\$438.00
-USIVI DRAF 1/2025	3 - 35	Outside interment hours interment of casket - additional fee	Cost recovery	Each	Yes	\$ 97.55	\$1,073.00

₺			KEY THEME 1 - OUR	COMMUNITY				
			BUILDINGS AND	PROPERTY				
ľ	tem	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
包	3 -	36	Outside interment hours interment of ashes - additional fee	Cost recovery	Each	Yes	\$ 54.45	\$599.00
	3 -	37	Oversize plot requested - additional fee	Cost recovery	Each	Yes	\$ 24.64	\$271.00
	3 -	38	Pre-selected spare grave - additional fee	Cost recovery	Each	Yes	\$ 16.64	\$183.00
	3 -	39	Pre-selected spare niche - additional fee	Cost recovery	Each	Yes	\$ 16.64	\$183.00
	3 -	40	Reopen - slab removal for casket	Cost recovery	Each	Yes	\$ 41.82	\$460.00
	3 -	41	Reopen - slab removal for ashes	Cost recovery	Each	Yes	\$ 20.55	\$226.00
	3 -		Reopen for interment of ashes at the head end or foot end of a grave if feasible	Cost recovery	Each	Yes	\$ 20.55	\$226.00
	3 -	43	Vault reopen	Cost recovery	Each	Yes	\$ 40.27	\$443.00
	3 -		Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	Yes	\$ 20.64	\$227.00
	3 -	45	Relocation within cemetery/exhumation	Cost recovery	Hour or part thereof	Yes	\$ 50.64	\$557.00
	3 -	46	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour or part thereof	Yes	\$ 50.64	\$557.00
	3 -	47	Late interment notice for next day interment (Monday – Friday after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	Yes	\$ 23.55	\$259.00
	3 -	48	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	Yes	\$ 6.82	\$75.00

IDOPTION OF THE DRAFT DELIVERY PROGRAM 2022-202	NCORPORATING DRAFT OPERATIONAL PLAN 2024/2025,	NCLUSIVE OF THE STATEMENT OF REVENUE POLICY	AND DRAFT SCHEDULE OF FEES AND CHARGES	
ADOPTION OF THE	NCORPORATING	NCLUSIVE OF THE	IND DRAFT SCHE	3000/700

	KEY THEME 1	- OUR COMMUNITY				
	PARKS AND RECF	REATIONAL FACILITIES				
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fe (inc GST)
4	Alma Oval					
4 - 1	Alma Oval - with canteen	Third party	Day	Yes	\$ 25.64	\$282.00
4 - 2	Alma Oval - without canteen	Third party	Day	Yes	\$ 21.82	\$240.00
4 - 3	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	Yes	\$ 6.64	\$73.00
4 - 4	Alma Oval Floodlights	Third party	Hour	Yes	10%	\$35.00
4 - 5	Alma Public School	Third party	Year	Yes	\$ 53.00	\$583.00
4 - 6	Broken Hill Football League	Third party	Year	Yes	\$ 94.64	\$1,041.0
4 - 7	Broken Hill Cricket League	Third party	Game	Yes	\$ 6.18	\$68.00
4 - 8	South Football Club	Third party	Year	Yes	\$ 188.36	\$2,072.0
4	Bill Renfrew Sportsground					
4 - 9	West Football Club	Third party	Year	Yes	\$ 77.64	\$854.00
4 - 10	Broken Hill All Breeds Obedience Dog Club	Third party	Year	Yes	\$ 46.91	\$516.00
4 - 11	West Cricket Club	Third party	Year	Yes	\$ 39.36	\$433.00
4 - 12	Other organisations/groups	Third party	Day	Yes	\$ 7.18	\$79.00
4	E.T. Lamb Memorial Oval					
4 - 13	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	Yes	\$ 22.09	\$243.00
4 - 14	Softball club - training (once per week)	Third party	Season	Yes	\$ 9.55	\$105.00
4 - 15	Soccer club – training (once per week)	Third party	Season	Yes	\$ 9.55	\$105.00
4 - 16	Primary hardball cricket	Third party	Game	Yes	\$ 1.55	\$17.00
4 - 17	Country Rugby League - junior training	Third party	Season	Yes	\$ 30.36	\$334.00
4 - 18	Country Rugby League - senior training	Third party	Season	Yes	\$ 36.45	\$401.00
4 - 19	Country Rugby League - juniors competition	Third party	Game	Yes	\$ 1.64	\$18.00
4 - 20	Country Rugby League - seniors competition	Third party	Game	Yes	\$ 3.64	\$40.00

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025,
INCLUSIVE OF THE STATEMENT OF REVENUE POLICY
INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES

		KEY THEME 1 -	OUR COMMUNITY				
		PARKS AND RECRE	ATIONAL FACILITIES				
ľ	tem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee: (inc GST)
4	1	Memorial Oval					
4	4 - 21	Broken Hill Harness Racing Club - bar canteen rental	Third party	Month	Yes	\$ 36.45	\$401.00
4	4 - 22	Broken Hill Harness Racing Club - race meetings	Third party	Night	Yes	\$111.27	\$1,224.00
4	4 - 23	Trials - day	Third party	Each	Yes	\$ 13.27	\$146.00
ļ	1 - 24	Trials - night	Third party	Each	Yes	\$ 30.36	\$334.00
4	4 - 25	Broken Hill Football League	Third party	Year	Yes	\$ 91.82	\$1,010.00
4	4 - 26	Central Football Club (power additional)	Third party	Year	Yes	\$ 283.91	\$3,123.00
4	4 - 27	Combined dog clubs	Third party	Day	Yes	\$ 23.73	\$261.00
4	4 - 28	SCPAA - Silver City Show - pre-show days (4) (power additional)	Third party	Day	Yes	\$ 19.91	\$219.00
ļ	1 - 29	SCPAA - Silver City Show - show days (4) (power additional)	Third party	Day	Yes	\$ 99.45	\$1,094.00
$ \ $	1	SCPAA to be responsible for cleaning of showgro	unds (including cost of	additional bins)			
4	4 - 30	Casual hire	Third party	Each	Yes	10%	Set by \$355 Committee
4	4 - 31	School carnivals - full day	Third party	Day	Yes	\$ 22.73	\$250.00
4	4 - 32	School carnivals - half day (9am-12pm or 12pm-3pm)	Third party	Day	Yes	\$ 15.64	\$172.00
4	4 - 33	Community events hire (no tickets or entry fees)	Third party	Day	Yes	\$ 37.45	\$412.00
4	1 - 34	Commercial events hire (tickets and entry fees applicable)	Third party	Day	Yes	\$ 85.36	\$978 Hire fee p ticket sale
4	4 - 35	Events bond (applicable to both community and commercial events)	Cost recovery	event	No	\$ -	By quotation
4	4 - 36	Memorial Oval - advertising	Cost recovery	Each/per year	Yes	\$ 72.00	\$792.00
4	1	Norm Fox Sporting Complex					
4	4 - 37	Barrier District Cricket League	Third party	Year	Yes	\$ 142.00	\$1,562.00
Ц		Schools hire fee	Third party	Person	Yes	\$ 0.36	\$4.00
\coprod		Special events – oval hire	Third party	Day	Yes	\$ 9.18	\$101.00
Ц	4 - 39	Special events – oval and clubrooms	Third party	Day	Yes	\$ 26.18	\$288.00
4 f	1 - 40	Special events – juniors	Third party	Person	Yes	\$ 0.36	\$4.00

1 1 1 2 2 4 - icy	2025						
Attachment am 2022-202 an 2022-202 al Plan 2024 avenue Police es an establication of Fees and Establication of Es	Ņ	KEY THEME 1 - C	OUR COMMUNITY				
ttac n 20 n 20 i Pli enu of F		PARKS AND RECREA	TIONAL FACILITIES				
Attachment 1 Draft Delivery Program 2022-2026 orporating Operational Plan 2024- 025, Statement of Revenue Policy and Draft Schedule of Fees and	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
ver y O ime	4 - 41	Teams training on oval (two hours one day/week/season)	Third party	Season	Yes	\$ 43.45	\$478.00
eli ting ate Dra	4 - 42	Bond - all organisations (refundable)	Third party	Season	Yes	\$ 11.91	\$131.00
of Tal	4	Picton Sportsground					
Draft Deliv incorporating 2025, Stater and Draf	4 - 43	Oval - day hire (set by \$355 Committee)	Third party	Day	Yes	10%	Set by \$355 Committee
Ë,	4 - 44	Season hire (set by S355 Committee)	Third party	Season	Yes	10%	Set by \$355 Committee
, 56	4	BIU Band Hall					
203	4 - 45	BIU Band Inc	Third party	Year	Yes	\$ 66.82	\$735.00
720- CY	4 - 46	Broken Hill Civic Orchestra	Third party	Night	Yes	\$ 3.55	\$39.00
20 24 27 27	4 - 47	Hire fee (9am-12pm)	Third party	Each	Yes	\$ 35.00	\$385.00
PC PC ES	4 - 48	Hire fee (9am-12pm) Small music functions-Less than 35 People	Third party	Each	Yes	\$ 7.73	\$85.00
PROGRAM AL PLAN 20 SVENUE PC CHARGES	4 - 49	Deposit (refundable)	Third party	Each	No	\$ -	\$120.00
S L N F	4 - 50	Hire fee - prior day access (minimum two hours)	Third party	Hour	Yes	\$ 3.00	\$33.00
훘긕쭕유	4	Broken Hill Tennis Association - O'Neil Park					
ERY FIONA TIONA OF RE AND	4 - 51	Seniors	Third party	Year	Yes	\$ 10.00	\$110.00
문문문	4 - 52	Concessions	Third party	Year	Yes	\$ 7.00	\$77.00
Z \ ES = C	4 - 53	Family (2 Adults & 2 Children)	Third party	Year	Yes	\$ 22.73	\$250.00
FT DELIVE F OPERAT FEMENT C OF FEES	4 - 54	Juniors	Third party	Year	Yes	\$ 3.00	\$33.00
다유필구	4 - 55	Associate Members	Third party	Year	Yes	\$ 3.00	\$33.00
DRAFT DELIVERY PROGRAM 2022- RAFT OPERATIONAL PLAN 2024/20 STATEMENT OF REVENUE POLICY ULE OF FEES AND CHARGES	4 - 56	Court Hire	Third party	Per Player	Yes	\$ 0.73	\$8.00
RA ST, UL	4 - 57	Hall Hire exc public liability (Non-Members)	Third party	Per Day	Yes	\$ 40.91	\$450.00
	4 - 58	Hall Hire exc public liability (Members)	Third party	Per Day	Yes	\$ 15.45	\$170.00
OF THE ATING D OF THE I SCHED	4 - 59	Lights (Non-Members)	Third party	Hour	Yes	\$ 3.64	\$40.00
FE FO	4 - 60	Lights (Members)	Third party	Hour	Yes	\$ 2.73	\$30.00
IION OF THE DRA PORATING DRAF SIVE OF THE STA' RAFT SCHEDULE	4 - 61	Barbecue Hire (Non-Members)	Third party	Per Day	Yes	\$ 13.64	\$150.00
TION OF THE DRAFT DELIVERY PROGRAM 2022-2026 RPORATING DRAFT OPERATIONAL PLAN 2024/2025, SIVE OF THE STATEMENT OF REVENUE POLICY BRAFT SCHEDULE OF FEES AND CHARGES 025	4 - 62	Barbecue Hire (Members)	Third party	Per Day	No	\$ -	No Charge

Schedule of Fees and Charges 2024/2025

7		KEY THEME 2 - OL	IR ECONOMY				
1		ECONOMIC DEVELOR	MENT & TOURISM				
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
₫	5	Visitor Information Centre					
L	5 - 1	Vehicle wash bay	Market price	Each	Yes	\$ 1.36	\$15.00
L	5 - 2	Showers (per shower)	Market price	Person	Yes	\$ 0.45	\$5.00
	5 - 3	Signage - display board (per sign) - large	Market price	Year	Yes	\$ 68.18	\$750.00
	5 - 4	Signage - display board (per sign) - small	Market price	Year	Yes	\$ 25.00	\$275.00
	5 - 5	Sales commission (accommodations, tours and attractions)	Market price	Sales	Yes	10%	12% commission on sales
	5 - 6	Signage - display of pull up banner or digital banner (per banner)	Market price	Year	Yes	\$ 43.18	\$475.00
		Film Broken Hill					
	5 - 7	Film permit - processing fee (Not for profit/students)	Community service	Each	No	\$ -	No Charge
	5 - 8	Film permit - processing fee (Commercial Films)	Cost recovery	Each	Yes	\$ 18.18	\$200.00
	5 - 9	Film permit – road closures	Cost recovery	Each	Yes	10%	By Quotation
	5 - 10	Traffic management plan (per plan per location)	Cost recovery	Each	Yes	10%	By Quotation
	5 - 11	Film Administration Fee	Cost recovery	Each	Yes	\$ 10.91	\$120.00
	5 - 12	Use of Council assets deposit (refundable)	Cost recovery	Each	Yes	\$ 90.91	\$1,000.00
		Banner Poles					
	5 - 13	Banner Pole Flag Installation	Cost recovery	Each	Yes	10%	By Quotation
		Grant Application Assistance					
	5 - 14	Grant application assistance fee	Cost recovery	Each	Yes	10%	By Quotation
Γ	5 - 15	Grant application success fee	Cost recovery	5% of grant	Yes	10%	By Quotation

	KEY THEME 2 - OU	R ECONOMY				
	EVENTS AND CO	NFERENCES				
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
6	Civic Centre					
6 - 1	Conference/Wedding Bookings	Market price	Each	Yes	10%	POA
6 - 2	Full Civic Centre hire	Market price	8 hours	Yes	\$ 216.36	\$2,380.00
6 - 3	Auditorium per day - 8 hours	Market price	8 hours	Yes	\$ 129.55	\$1,425.00
6 - 4	Auditorium half hall per day - 8 hours	Market price	8 hours	Yes	\$ 81.82	\$900.00
6 - 5	Auditorium per hour	Market price	Hour	Yes	\$ 25.00	\$275.00
6 - 6	Auditorium half hall per hour	Market price	Hour	Yes	\$ 22.73	\$250.00
6 - 7	Plaza Hire	Market price	Hour	Yes	10%	\$440.00
6 - 8	Community, charity and not for profit	Market price	Per hire fee	Yes	10%	25% Discour
6 - 9	Government incl Schools	Market price	Per hire fee	Yes	10%	10% Discour
6 - 10	Chips Rafferty Function Room (Ground Floor) per day - 8 hours	Market price	8 hours	Yes	\$ 36.36	\$400.00
6 - 11	Chips Rafferty Function Room (Ground Floor) half day - 4 hours	Market price	4 hours	Yes	\$ 31.82	\$350.00
6 - 12	Function room 2 or 3 per day - 8 hours	Market price	8 hours	Yes	\$ 40.91	\$450.00
6 - 13	Function room 2 or 3 half day - 4 hours	Market price	4 hours	Yes	\$ 36.36	\$400.00
6 - 14	Function rooms 2 and 3 per day - 8 hours	Market price	8 hours	Yes	\$ 59.09	\$650.00
6 - 15	Function room 2 and 3 half day - 4 hours	Market price	4 hours	Yes	\$ 50.00	\$550.00
6 - 16	Function room hourly rate (outside of standard hire duration)	Market price	Hour	Yes	\$ 8.00	\$88.00
6 - 17	Change rooms	Market price	Per room	Yes	\$ 1.82	\$20.00
6 - 18	Kitchen usage	Market price	Per day	Yes	\$ 25.00	\$275.00
6 - 19	Public holiday/weekend/night (6pm - 12am) surcharge	Market price	Per hire fee	Yes	10%	25% Surchar
6 - 20	Surcharge Catered booking (per day)	Market price	Per day	Yes	\$ 12.27	\$135.00
6 - 21	Deposit to secure booking	Market price	Each	Yes	10%	25% of Quot
6 - 22	Functions extending beyond contracted finishing time (hourly fee plus labour cost)	Market price	Hour	Yes	\$ 30.00	\$330.00
6 - 23	Additional staff (per staff member)	Market price	Hour	Yes	\$ 5.18	\$57.00
6 - 24	Additional staff (per staff member) Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 7.27	\$80.00
6 - 25	Excess cleaning charge - Monday to Friday - 8am-6pm	Market price	Hour	Yes	\$ 7.27	\$80.00
6 - 26	Excess cleaning charge Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 10.45	\$115.00

Schedule of Fees and Charges 2024/2025

n 2 n 2 PC	CZOZ	KEY THEME 2 - OU	R FCONOMY				
II Flan 2024 II Plan 2024 Tenue Policy of Fees and		EVENTS AND CO					
gran iona Rev Iule	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Operation of Sched	6 - 27	Additional technical staff - Monday to Friday	Market price	Hour	Yes	\$ 8.18	\$90.00
Scenario	6 - 28	Additional technical staff Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 11.36	\$125.00
an Delive porating (5, Statem and Draft	6 - 29	Setup outside venue	Market price	Hour	Yes	\$ 5.18	\$57.00
	6 - 30	Setup outside venue (outside business hours)	Market price	Hour	Yes	\$ 7.27	\$80.00
ora ora nd	6 - 31	Merchandise sales	Market price	Event	Yes	10%	10% Gross
Drait Delly incorporating 2025, Stater and Draf	6 - 32	Follow Spot	Cost recovery	Booking	Yes	10%	\$90 + operator hourly cost
.⊑	6 - 33	Dancefloor	Cost recovery	Booking	Yes	\$ 10.36	\$114.00
<u>.</u>	6 - 34	Civic Centre bar - commercial	Market price	Per event	Yes	10%	100% sales to Civic Centre
USIVE OF THE STATEMENT OF REVENUE POLICY DRAFT SCHEDULE OF FEES AND CHARGES	6 - 35	Civic Centre bar - not-for-profit	Cost recovery	Per event	Yes	10%	50% profit to Civic Centre 50% profit to not-for-profit organisation
3 11 13	6 - 36	Portable bar set-up fee	Cost recovery	Per event	Yes	10%	\$114.00
A B B	6 - 37	Civic Centre Liquor Licence (off premise)	Market price	Each	Yes	10%	\$206.00
구 교 당	6 - 38	Breakages	Market price	Each	Yes	10%	Actual Cost
	6 - 39	Three phase power - external connection only	Market price	Per day	Yes	10%	Actual Cost + 15%
FERA IIONAL FLAN ZE ENT OF REVENUE PC FEES AND CHARGES	6 - 40	In-house AV System (Function Room 2 and 3) includes data projector and screen, laser pointer, mouse, keyboard	Market price	Per day	Yes	\$ 10.00	\$110.00
	6 - 41	Special external equipment hire (includes administration fee)	Market price	Per event	Yes	10%	Actual Cost + 15%
	6 - 42	Streaming/data upload	Market price	Per day	Yes	\$ 9.09	\$100.00
	6 - 43	Portable Conferencing Unit	Market price	Hour	Yes	\$ 5.00	\$55.00
Ļ `	6 - 44	Smoke machine	Market price	Session	Yes	\$ 4.09	\$45.00
ING DRAF SCHEDULE	6 - 45	Isolation of fire system (for stage productions using smoke and hazer)	Cost recovery	Booking	Yes		Actual Cost + 15%
Z Ė IJ	6 - 46	Steinway piano	Market price	Booking	Yes	\$ 25.00	\$275.00
E O.S.	6 - 47	Tea and coffee service per person (minimum 10 people)	Cost recovery	Booking	Yes	\$ 0.32	\$3.50
USIVE C DRAFT 2025	6 - 48	Biscuits per person (minimum 10 people)	Cost recovery	Booking	Yes	\$ 0.14	\$1.50
USIVI DRAF 2025	6 - 49	Juice per person (minimum 10 people)	Cost recovery	Booking	Yes	10%	\$1.50

Draft Delivery Program 2022-2026 incorporating Operational Plan 2024-

2025, Statement of Revenue Policy and Draft Schedule of Fees and

2024,2025 **EVENTS AND CONFERENCES** 2024/25 Fees GST Item No **Particulars Pricing Policy ID Basis GST** Y/N (inc GST) 50 Crockery and cutlery Cost recovery Booking Yes 10% \$1.50 51 Box Office Set Up Yes 10.36 \$114.00 Cost recovery Cost recovery 52 Ticket commission Council venue **Ticket** Yes 10% 10% of ticket price Market price 53 10% Ticket commission non Council venue **Ticket** Yes 12% of ticket price Market price 54 10% Ticket commission Not for Profit Organisation **Ticket** Yes 5% of ticket price Market price 55 Ticket printing fee Cost recovery **Ticket** Yes 10% \$2.00 Set Up & Design Window Projection - standard still images - Civic Market Display Display Yes 10% \$180.00 Centre Only Set up & Design Window Projection - standard still images - Civic Market Display Display Yes 10% \$270.00 Centre and THF Set Up & Design Window Projection - video/moving images - Civic Yes 58 Market Display Display 10% \$360.00 Running Cost Window Projection - Civic Centre Only 10% \$285.00 59 Market Display Display Yes 60 Running Cost Window Projection - Civic Centre & THF Yes 10% \$342.00 Market Display Display 10% 6 61 Stage risers Cost recovery Booking Yes \$20.00 62 Cost recovery Booking Yes 10% 6 Catering Actual Cost plus 15% Cost recovery Booking Yes 10% Actual Cost plus 15% 6 63 Security 64 Complimentary ticket fee Cost recovery **Ticket** Yes 10% \$2.50

KEY THEME 2 - OUR ECONOMY

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026
INCORPORATING DRAFT OFFICIAL PLAN 2024/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY
AND DRAFT SCHEDULE OF FEES AND CHARGES
2024/2025

22		KEY THEME 2 - OUR	RECONOMY				
2		AIRPOR	rT .				
arge	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2023/24 Fees (inc GST)
ป็	7	Airport Operations					
	7 - 1	Landing and Passenger Charges: Regular Passenger Transport (RPT) or more than twice in one week and where Airport facilities are made avbaggage handling facilities.	•		_	-	-
	7 - 2	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost Recovery	Person	Yes	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)
	7 - 3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	per landing	Yes	\$ 1.91	\$21.00
ı	7 - 4	2501kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	per tonne	Yes	\$ 1.91	\$21.00
ı	7 - 5	5001kg to 15000kg MTOW - account	Cost recovery	per tonne	Yes	\$ 3.27	\$36.00
ı	7 - 6	15001kg plus MTOW	Cost recovery	per tonne	Yes	\$ 4.91	\$54.00
ı	7 - 7	Military aircraft	Cost recovery	per tonne	Yes	10%	Set by AAA
١	7 - 8	Military helicopters	Cost recovery	per tonne	Yes	10%	Set by AAA
	7 - 9	Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)	Community service	per tonne	Yes	10%	33% of Fee
	7 - 10	Operator offering pilot training as major part of operation	Community service	per tonne	Yes	10%	33% of Fee

			KEY THEME 2 - OUR	ECONOMY				
			AIRPOR	ſ				
Ite	em N	lo	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2023/24 Fees (inc GST)
7	-		Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day	Community service	Three landings	Yes	10%	Aircraft performing circuits – one landing fee per three touchdown or part thereof. Landings must be of the same day
7	-	12	Aircraft deployed by Emergency Services (excl RFDS) responding to emergency	Community service	per tonne	No	\$ -	No Charge
7	-	13	Aircraft deployed by Little Wings for medical patient transport	Community service	per tonne	No	\$ -	No Charge
7	-	14	Aircraft deployed by Angel Flight for medical patient transport	Community service	per tonne	No	\$ -	No Charge
7	-	15	Hire of pilots meeting room (minimum for two hours)	Community service	per hour	Yes	\$ 3.64	\$40.00
7	-	16	Airport Reporting Officer supervision airside	Cost recovery	per hour	Yes	\$ 12.73	\$140.00
7	-	17	Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays	Cost recovery	per hour	Yes	\$ 25.45	\$280.00
7	-	18	Royal Flying Doctor Service	Community service	per tonne	Yes	10%	50% of Fee
7	-	19	Annual Landing Fee for GA Aircraft under 2500kg MTOW for Broken Hill LGA Residents. Unlimited Landings (Private Use Only)	Cost recovery	Year	Yes	\$ 20.00	\$220.00
7			Aircraft Parking Area					
7	-	20	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	Yes	\$ 4.82	\$53.00
7	-	21	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	Yes	\$ 8.18	\$90.00

2022-2026 Plan 2024- nue Policy Fees and	6707						
		KEY THEME 2 - OUR	ECONOMY				
		AIRPOR					
yra yra on Ne ule	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2023/24 Fees (inc GST)
ery Prog Operation nent of I t Sched	7	Car Parking Hire (Secure car park)					
T() =	7 - 22	Permanent space (per space)	Cost recovery	Month	Yes	\$ 6.55	\$72.00
ive ng (err	7 - 23	Casual space (per space)	Cost recovery	Day	Yes	\$ 1.00	\$11.00
Draft Delivery incorporating Op 2025, Statemer and Draft S	7	Car Parking (Unsecured parking in Public car park)					
aft pora 5, S and	7 - 24	First Three Hours	Cost recovery	Per Period	No	\$ -	Free
Draft orpora 025, S and	7 - 25	Three to Five Hours	Cost recovery	Per Period	Yes	\$ 0.59	\$6.50
7 20 7	7 - 26	Five plus hours	Cost recovery	Per Day	Yes	\$ 0.95	\$10.50
	7 - 27	Two plus Days	Cost recovery	Per Period	Yes	10%	\$10 first day \$6 for each subsequent day
Ř 2 ≻	7 - 28	Long Term Permit	Cost recovery	Per annum	Yes	\$ 52.27	\$575.00
N <i>2024/202</i> 5, E POLICY 3 ES	7	Airport Terminal Building Advertising - External (Must be tourism linked)					
G ES	7 - 29	Signage 2.4m x 1.2m	Market price	Year	Yes	10%	POA

2025		KEY THEME 3 - OUR E	NVIRONMENT				
Š		LIVING DES					
or or	ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
4	8	General Admission					
L	8 - 1	Adult (each)	Cost recovery	Per visit	Yes	\$ 0.91	\$10.00
	8 - 2	(1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-	Cost recovery	Per visit	Yes	\$ 0.64	\$7.00
Ц	8 - 3	Child under 12 years	Cost recovery	Per visit	No	\$ -	No Charge
Ц	8 - 4	Family with children	Cost recovery	Per visit	Yes	\$ 2.27	\$25.00
	8	Annual Passes					
	8 - 5	Residents annual multi pass for Living Desert and Geocentre (each adult)	Cost recovery	Per person per year	Yes	\$ 2.27	\$25.00
	8 - 6	Residents annual multi pass for Living Desert and Geocentre - Concessions	Cost recovery	Per person per year	Yes	\$ 1.82	\$20.00
	8	Primitive Camping					
	8 - 7	Caravan Site Fee - per night up to two people	Cost recovery	Site	Yes	\$ 2.27	\$25.00
	8 - 8	Additional people	Cost recovery	Person	Yes	10%	\$12.00
	8 - 9	Camping Site Fee	Cost recovery	Site	Yes	10%	\$12.00
	8	Function Hire					
	8 - 9	Up to 100 persons	Cost recovery	Function	Yes	10%	\$120 plus entry fee for each attendee
	8 - 1	101 - 250 persons	Cost recovery	Function	Yes	10%	\$295 plus entry fee for each attendee
	8 - 1	251 persons and above	Cost recovery	Function	Yes	10%	\$580 plus entry fee for each attendee
	8 - 1	Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations	Cost recovery	Function	Yes	10%	By Quotation
	8	WILLYAMA COMMO	N				
	8	Pounding and Impounding					
	8 - 1	Driving fee	Cost recovery	Beast	No	\$ -	\$20.00
	8 - 1	Impoundment fee	Cost recovery	Beast	No	\$ -	\$30.00
	8 - 1	Release fee	Cost recovery	Beast	No	\$ -	\$30.00
П	8 - 1	Deterrent fee	Cost recovery	Beast	No	\$ -	\$40.00

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2 INCORPORATING DRAFT OPERATIONAL PLAN 2024/202 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025	
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ď		LIVING DES	ERT				
Ite	em No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee: (inc GST)
8		Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	No	\$ -	\$110.00
8	- 18	Sustenance fee	Cost recovery	Beast	Yes	10%	Actual Cos

262				KEY THEME 3 - OUR EN PLANNING,DEVELOPMENT A					
9	Ite	m l	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
1	10			Fees for development applications—other than State significant devel	opment				
9	10 -	-	1	All fees relating to Development Applications, Applications for modification of a development consent, reviews and appeals	Statutory	Each	No	\$ -	As specified b Part 13 and Schedule 4 of t Environmento Planning and Assessment Regulation 20:
	10 -	-	2	Lodgement of building plans at Essential Water for proponent	Cost recovery	Each	Yes	10%	\$96.20 plus Essential Wate fee
	10 -	-	3	Amendment of Local Environmental Plan (LEP) (including rezoning)	Cost Recovery	Each	No	\$ -	\$5,314.00 plus 3 party charge
	10			FEES FOR CERTIFICATION WORK					
	10			Certification Work Category 1: Class 10 building up to 120m2 floor area and up to 8m in height, with no internal dividers/walls, not involving any performance solutions					
	10 -	-	4	Category 1 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 2 critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 67.09	\$738.00
	10 -	-	5	Category 1 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 2 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 83.36	\$917.00
	10 -		6	Application for a Construction Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 42.45	\$467.00
Г	10 -		7	Application for a Complying Development Certificate relating to a	Market price	Each	Yes	\$ 60.45	\$665.00

2024.			KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
	Ite	m No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
allu Dialt Schedule Charpo	10 -	. 8	Appointment of Council as Principal Certifier for development relating to a Category 1 building	Market price	Each	Yes	\$ 13.45	\$148.00
) 	10 -	9	Application for an Occupation Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 12.18	\$134.00
	10 -	10	Critical Stage inspection of Category 1 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00
	10 -	11	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00
	10 -	12	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00
	10		Certification Work Category 2: A new class 1 building not involving any performance solutions					
	10 -	13	Category 2 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 130.45	\$1,435.00
	10 -	14	Category 2 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 150.82	\$1,659.00
	10 -	15	Application for a Construction Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 69.45	\$764.00
	10 -	16	Application for a Complying Development Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 92.00	\$1,012.00
	10 -	17	Appointment of Council as Principal Certifier for development relating to a Category 2 building	Market price	Each	Yes	\$ 13.45	\$148.00
	10 -	18	Application for an Occupation Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 21.18	\$233.00
	10 -	19	Critical Stage inspection of Category 2 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00

70.00			KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
9	Item	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
	10 -	20	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00
	10 -	21	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00
	10		Certification Work Category 3: Alteration or additions to an existing class 1 building that is NOT BASIX affected and does not involve any performance solutions OR Any Class 10 building not in Category 1 that does not involve any performance solutions					
	10 -	22	Category 3 CC Package-Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 82.82	\$911.00
	10 -	23	Category 3 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 95.00	\$1,045.00
	10 -	24	Application for a Construction Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 42.45	\$467.00
	10 -	25	Application for a Complying Development Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 56.00	\$616.00
	10 -	26	Appointment of Council as Principal Certifier for development relating to a Category 3 building	Market price	Each	Yes	\$ 13.45	\$148.00
	10 -	27	Application for an Occupation Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 21.18	\$233.00
	10 -	28	Critical Stage inspection of Category 3 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00
Γ	10 -	29	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE GST 1 2024/21										
	ltem	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)			
10	-	30	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00			
10			Certification Work Category 4: Additions or alterations to an existing Class 1 dwelling that is BASIX affected development, but does not involve any performance solutions.								
10	-	31	Category 4 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 95.00	\$1,045.00			
10	-	32	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 111.18	\$1,223.00			
10	-	33	Application for a Construction Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 56.00	\$616.00			
10	-	34	Application for a Complying Development Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 74.00	\$814.00			
10	-	35	Appointment of Council as Principal Certifier for development relating to a Category 4 building	Market price	Each	Yes	\$ 13.45	\$148.00			
10	-	36	Application for an Occupation Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 25.73	\$283.00			
10	-	37	Critical Stage inspection of Category 4 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00			
10	-	38	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00			
10	-	39	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00			

2024 2025			KEY THEME 3 - OUR EN PLANNING, DEVELOPMENT A					
٦	Iten	n No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 F (inc GS
Charace	0		Certification Work Category 5: A new Class 1 dwelling AND a detached Class 10a shed/garage/carport patio, neither involving any performance solutions					
	O -	40	Category 5 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	\$ 192.00	\$2,112
1	0 -	41	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	\$ 221.91	\$2,441
h	O -	42	Additional critical Stage inspection of Category 5 development where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.
1	0		Certification Work Category 6: New domestic swimming pool that is NOT BASIX affected development.					
) -	43	Category 6 CC Package- Includes: 1 Construction Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$978.

	KEY THEME 3 - OUR ENV PLANNING, DEVELOPMENT AN					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fe (inc GST)
10 - 44	Category 6 CDC Package- Includes: 1 Complying Development Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$1,067.00
10 - 45	Application for a Construction Certificate relating to a Category 6 building	Market price	Each	Yes	10%	\$517.00
10 - 46	Application for a Complying Development Certificate relating to a Category 6 building	Market price	Each	Yes	10%	\$616.00
10 - 47	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	10%	\$247.00
10 - 48	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	10%	\$283.00
10 - 49	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
10 - 50	Additional CC/CDC fee - Performance Solution relating to Performance Requirement other than H2P4	Market price	Each	Yes	10%	\$792.00
10	Certification Work Category 7: New domestic swimming pool that is BASIX affected development.					
10 - 51	Category 7 CC Package- Includes: 1 Construction Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$1,022.00

	KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee: (inc GST)
10 - 52	Category 7 CDC Package- Includes: 1 Complying Development Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$1,111.00
10 - 53	Application for a Construction Certificate relating to a Category 7 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$566.00
10 - 54	Application for a Complying Development Certificate relating to a Category 7 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$665.00
10 - 55	Appointment of Council as Principal Certifier for development relating to a Category 7 building	Market price	Each	Yes	10%	\$247.00
10 - 56	Application for an Occupation Certificate relating to a Category 7 development	Market price	Each	Yes	10%	\$283.00
10 - 57	Critical Stage inspection of Category 7 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
10 - 58	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00
10	Certification Work Category 8: Alterations to existing Class 5, 6, 7 or 8 building with a total floor area less than 200m2 (no additional floor area proposed)					
10 - 59	Application for a Construction Certificate relating to a Category 8 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$467.00
10 - 60	Application for a Complying Development Certificate relating to a Category 8 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$566.00
10 - 61	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	10%	\$247.00
10 - 62	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	10%	\$283.00

Fees		_		KEY THEME 3 - OUR ENV PLANNING, DEVELOPMENT AN					
le of Fo	Ite	m N	lo	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Schedule Charge	10 -	-	63	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
ſ	10 -	-	64	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00
ľ	10 -		65	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00
-	10 -	-	66	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00
	10			Certification Work Category 9: Alterations and/or additions to existing Class 5, 6, 7 or 8 building with a total final floor area less than 200m2					
	10 -		67	Application for a Construction Certificate relating to a Category 9 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$467 OR 0.124% of the estimated development cost (where estimated development cost includes Grand is rounded up to the next \$1000)

Attachment 1 gram 2022-2026 onal Plan 2024- Revenue Policy ule of Fees and		KEY THEME 3 - OUR ENV PLANNING, DEVELOPMENT AN					
Attacram 2 nal Pl	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Draft Delivery Progincorporating Operati 2025, Statement of and Draft Sched	10 - 68	Application for a Complying Development Certificate relating to a Category 9 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$665 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)
2022- 24/20 LICY	10 - 69	Appointment of Council as Principal Certifier for development relating to a Category 10 building	Market price	Each	Yes	10%	\$247.00
AM 20 N 20 E PO GES	10 - 70	Application for an Occupation Certificate relating to a Category 10 development	Market price	Each	Yes	10%	\$283.00
PROGRA AL PLAN EVENUE CHARGE	10 - 71	Critical Stage inspection of Category 10 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
ERY PR FIONAL OF REV AND C	10 - 72	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00
IVER ATIC T OF	10 - 73	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00
T DELIVERY PROGRAM 2022-2026 OPERATIONAL PLAN 2024/2025, EMENT OF REVENUE POLICY OF FEES AND CHARGES	10 - 74	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00

or rees		KEY THEME 3 - OUR EN' PLANNING,DEVELOPMENT A					
Charge of	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee: (inc GST)
2 cho	10	Certification Work Category 10: NEW Class 5, 6, 7 or 8 building with a total final floor area less than 500m2 OR Alteration/additions to class 5, 6, 7 or 8 building with final total floor area between 200m2 and 500m2					
	10 - 75	Application for a Construction Certificate relating to a Category 10 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$665 OR 0.124% of the estimated development cost (where estimated development cost includes of and is rounded up to the new \$1000)
	10 - 76	Application for a Complying Development Certificate relating to a Category 10 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$864 OR 0.124% of the estimated developmer cost (where estimated developmer cost includes of and is rounded up to the ne
		Appointment of Council as Principal Certifier for development	1				\$1000)

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2020 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025,	INCLUSIVE OF THE STATEMENT OF REVENUE POLICY	AND DRAFT SCHEDULE OF FEES AND CHARGES
INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES	AND DRAFT SCHEDULE OF FEES AND CHARGES	

8			_	KEY THEME 3 - OUR ENV PLANNING.DEVELOPMENT AN					
عقق	Ite	em	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
Char	10	-	78	Application for an Occupation Certificate relating to a Category 10 development	Market price	Each	Yes	10%	\$283.00
	10	-	79	Critical Stage inspection of Category 10 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
	10	-	80	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00
	10	-	81	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00
П	10	-	82	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00
1	10			Certification Work Category 11: NEW or alterations/additions to Class 5, 6, 7 or 8 building with a total final floor area between 500m2 and 2000m2					
	10	-	83	Application for a Construction Certificate relating to a Category 11 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater \$764 OR 0.124% of the estimated developme cost (where estimated developme cost includes and is rounded up to the net \$1000)

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025
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2024 2025		_	KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
	Item No	0	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Charpo	10 - 8	34	Application for a Complying Development Certificate relating to a Category 11 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$962 OR 0.124% of the estimated developmen cost (where estimated developmen cost includes of and is rounded up to the next
H	10 - 8	35	Appointment of Council as Principal Certifier for development	Market price	Each	Yes	10%	\$1000) \$247.00
	10 - 8	36	relating to a Category 11 building Application for an Occupation Certificate relating to a Category 11 development	Market price	Each	Yes	10%	\$283.00
I	10 - 8	37	Critical Stage inspection of Category 11 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
	10 - 8	88	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00
	10 - 8	39	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00
	10 - 9	0	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00
	10		Certification Work Category 12: New or Alterations/additions to a Class 2, 3, or 9 building, less than 2000m2 OR other work not listed in any other category					
	10 - 9	1	All certification work Note: Quotations to be based on the hours of work estimated to be required, plus on-costs with reference to other categories of fees in this schedule.	Market price	Each	Yes	10%	РОА

		KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
ltem I	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
10		Certification Work Category X: Certification work on: a. an unclassified building, or b. a class 2-9 building having- i. a floor area of more than 2000m2, or ii. A rise in storeys of more than- (A) 3 storeys, or (B) 4 storeys but only if the ground floor or basement level is a class 7a building and the other 3 storeys are a class 2 building, or c. Subdivision work, such as: i. Appointment as Principal Certifier for subdivision development, or ii. Subdivision Works Certificates					
10 -	92	All certification work Note: Council currently does not have any employee registered certifiers that can perform this work. As a result, the fees for such services will be the actual cost to Council plus a 10% administration and handling fee.	Market price	Each	Yes	10%	Actual cost +1
10		Other Certification work fees					
10 -		Site inspection for CC or CDC where Council is not certifier with application (buildings within the scope of Building Surveyor - Restricted (all classes of building) only) (s16 EP&A(DC&FS) Reg 2021 or s139 EP&A Reg 2021)	Market price	Each	Yes	10%	\$134 per hour part there o (minumum 2 hours)
10 -	94	Critical Stage inspection where Council is not Principal Certifier - Class 1 and 10 buildings only	Market price	Each	Yes	10%	\$269.00
10 -	95	Critical Stage inspection where Council is not Principal Certifier - buildings within the scope of Building Surveyor - Restricted (all classes of building), other than class 1 and 10.	Market price	Each	Yes	10%	\$362.00, plus \$ per hour after first hour (or p hour) travelling on site

<u>ş</u> –			KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
آوق	Iten	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Char	0 -	96	Application for modified Construction Certificate or Complying Development Certificate (minor/insubstanial changes only)	Market price	Each	Yes	10%	The greater of either 25% of the original application fee OR \$270
1	0 -	97	Application for modified Construction Certificate or Complying Development Certificate other than minor	Market price	Each	Yes	10%	60% of the original application fee
]	0 -	98	Administration fee (if application or appointment is withdrawn prior to work being carried out) Note: Where a fee package was used, the manager in charge of the certification work shall determine the amount to be refunded with reference to the proportion of work carried out, and subtract this administration fee from the amount remaining.	Cost Recovery	Each	Yes	10%	\$143.00
1	_		OTHER - PLANNING, BUILDING AND COMPLIANCE					
1		00	Subdivision Certificate (SC)			l v	4.110 /	#105.00
 - -		99 100	Subdivision Certificate (LGA Act) - 1 - 10 lots Subdivision Certificate (LGA Act) - more than 10 lots	Market price Market price	Each Each	Yes	\$ 11.36 \$ 15.73	\$125.00 \$173.00
_	0	100	Registration of Certificate by private certifier	Market price	Eden	103	ψ 15.75	φ173.00
T	-	101	Certificate registration fee	Statutory	Each	Yes	\$ 3.27	\$36.00
1	0		Planning Certificates - Section 10.7 (formerly Section 149)					
h	0 -	102	Application for planning certificate under the Act, section 10.7(1) (formerly Section 149 (2))	Statutory	Each	No	\$ -	As per item 9.7 Sch 4, EP&A Reg 2021
1	0 -	103	Additional fee if planning certificate includes advice under the Act, section 10.7(5) (formerly Section 149 (5))	Statutory	Each	No	\$ -	As per item 9.8, Sch 4, EP&A reg 2021
1	0 -	104	Additional fee if Planning Certificate required urgently	Cost recovery	Each	Yes	\$ 8.55	\$94.00
11	0 -	105	Planning certificate administration charge upon cancellation of	Cost recovery	Each	Yes	10%	50% of

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025,	INCLUSIVE OF THE STATEMENT OF REVENUE POLICY	AND DRAFT SCHEDULE OF FEES AND CHARGES
INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES	AND DRAFT SCHEDULE OF FEES AND CHARGES	

		KEY THEME 3 - OUR ENV					
Item N	lo	PLANNING, DEVELOPMENT AN Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
10 - 1	06	Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	Statutory	Each	No	\$ -	As per item 9 Sch 4, EP&A F 2021
10		Building Information Certificate Fees		•			
10 - 1	07	Application for Building Information Certificate relating to a Class 1 building or a class 10 building	Statutory	Each	No	\$ -	\$425.00
10 - 1	08	Application for Building Information Certificate relating to part of a building that consists of an external wall only or does not otherwise have a floor area	Statutory	Each	No	\$ -	\$425.00
10 - 1	09	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part does not exceed 200 square metres	Statutory	Each	No	\$ -	\$425.00
10 - 1	10	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part is between 200m ² and 2,000 m ²	Statutory	Each	No	\$ -	\$425.00, plu \$0.50 for ea square mete part squar meter, by wh the floor are exceeds 20 square mete
10 - 1	11	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part exceeds 2,000 square metres	Statutory	Each	No	\$ -	\$1325.00, p \$0.10 per squ meter, or po square mete which the flo area excee 2,000 squal meters
10 - 1	12	Additional fee for Building Information Certificate where more than one inspection is necessary	Statutory	Each application	No	\$ -	\$100.00
10		Certificates as to Notices / Orders		1			
10 - 1	13	Application for a certificate as to whether there are any outstanding notices issued by the Council in respect of land	Cost recovery	Each	No	\$ -	\$83.00

Fees 2024-2		KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
21	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
즃	10	Fees for Applications under section 68 of the Local Government Act 19	93				
Schedule Charge	10 - 114	Application to install manufactured home, or other moveable dwelling (includes two inspections)	Cost recovery	Each	No	\$ -	\$1,069.00
and Draft	10 - 115	Additional Inspection for manufactured home, moveable dwelling or associated structure	Cost recovery	Each	No	\$ -	\$136.00
5	10 - 116	Part C2 or C3 - Place waste/waste storage container in a public place other than a road	Cost recovery	\$100 per application and \$20 per week or part thereof	No	\$ -	\$104 per application an \$21 per week of part thereof
	10 - 117	Part E1 - Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Cost recovery	\$50 per annum	No	\$ -	\$52.00
DRAFT SCHEDULE OF FEES AND CHARGES /2025	10 - 118	Part E2 - Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Cost recovery	\$50 per annum	No	\$ -	\$52.00
	10 - 119	Part F2 and 3 - Operate a caravan park/camping ground or manufactured home estate	Cost recovery	\$250 per application (approval valid for 5 years)	No	\$ -	\$416.00
	10 - 120	Amusement devices - small devices	Statutory	Each	No	\$ -	Exempt under cl75 Local Government (General) Regulation 202
	10 - 121	Amusement devices - application fee for approval	Cost recovery	Each	No	\$ -	\$56.00
	10 - 122	Application to install septic system (includes registration)	Cost recovery	Each	No	\$ -	\$300.00
	10 - 123	Application to install aerated wastewater treatment system (includes registration)	Cost recovery	Each	No	\$ -	\$390.00
J.	10 - 124	Amended application to install septic or AWTS	Cost recovery	Each	No	\$ -	\$100.00
	10 - 125	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	No	\$ -	\$130.00

			KEY THEME 3 - OUR ENV PLANNING, DEVELOPMENT AN					
	Iter	n No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
	0 -	126	Application to register a septic tank, AWTS, or onsite water treatment	Cost recovery	Each	No	\$ -	\$47.00
1	0		Swimming Pools					
1	0 -	127	First inspection since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$150.00
1	0 -	128	Any or all subsequent inspections since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$100.00
h	0 -	129	Application for exemption - S22 Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$250.00
1	0 -	130	Registration - S30B Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$10.00
1	0 -	131	Public pool registration fee - S35(2) Public Health Act 2010	Statutory	Each	No	\$ -	\$100.00
1	0 -	132	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	No	\$ -	\$100.00
1	0 -	133	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	Yes	\$ 2.73	\$30.00
1	0		Registered Premises					
1	0 -	134	Food premises inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00
1	0 -	135	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	Yes	\$ 10.91	\$120.00
þ	0 -	136	Inspection - boarding and lodging house	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00
1	0 -	137	Inspection - hawkers, street vendors	Cost recovery	Each	Yes	\$ 5.18	\$57.00
1	0 -	138	Inspection - skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00
1	0 -	139	Inspection - jamboree, pop festival etc	Cost recovery	Hour or part thereof	Yes	\$ 5.18	\$57.00
1	0 -	140	Inspection - caravan park	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00
h	0 -	141	Inspection fee - construction for food premises (where no DA required) (hourly rate - minimum fee - pro rata thereafter)	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00
h	0 -	142	Cooling tower inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00
\prod_{i}	0 -	143	Inspection - mortuary and crematorium	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00

-T OPERATIONAL PLAN 2024/2025,	Draft Delivery F
TEMENT OF REVENUE POLICY	incorporating Oper
E OF FEES AND CHARGES	2025, Statement
	and Draft Sch

hment 1 122-2026 an 2024- e Policy ees and	6707						
achment 2022-203 Plan 202 nue Polii f Fees ar		KEY THEME 3 - OUR ENV PLANNING, DEVELOPMENT AN					
Attannal nal even	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
Progratic ratic of R	10 - 144	Inspection - Underground Petroleum Storage System (UPSS)	Cost recovery	Hour or part thereof	Yes	10%	\$156.00
op Op Sen	10 - 144	Inspection - footpath restaurants (includes administration charges for public liability follow ups) (annual charge per setting)	Cost recovery	Year	Yes	\$ 10.91	\$120.00
t De rati Sta od D	10	Administration Charges					
Draft orpora (025, S and	10 - 145	Search of building/development records (minimum fee $lac{1}{2}$ hour)	Cost recovery	Hour	Yes	\$ 9.55	\$105.00
ing 2	10 - 146	Copy of building plans (architect consent required)	Cost recovery	Each	Yes	10%	\$125 plus copying charges
2022-2026 124/2025, ILICY	10 - 147	Permanent road closure application	Cost recovery	Each	Yes	\$ 208.18	\$2,290.00
2-2 203 :Y	10 - 148	Local Environmental Plan (LEP) (bound copies)	Cost recovery	Each	Yes	10%	POA
202 24/: LIC	10 - 149	Local Environmental Plan maps	Cost recovery	Each	Yes	10%	POA

Draft Delivery Program 2022-2026 incorporating Operational Plan 2024-

2025, Statement of Revenue Policy and Draft Schedule of Fees and

42025

PLANNING, DEVELOPMENT AND COMPLIANCE 2024/25 Fees **GST** Item No **Particulars Pricing Policy ID Basis GST** (inc GST) Companion animals registration and permit fees as per the Companion Animals Regulation 2021 10 150 \$75.00 Registration Fee - Dog - desexed Statutory Each No Registration Fee - Dog - not desexed or not desexed before 6 mths of 10 151 Statutory Each \$ \$252.00 No \$ 152 Registration Fee - Dog owned by an eligible pensioner - desexed Statutory Each \$32.00 No Registration Fee - Dog kept by a recognised breeder for breeding 153 \$ 10 Statutory Each \$75.00 No purposes Registration Fee - Animal kept at the premises of an accredited 154 research establishment under the Animal Research Act 1985 for the \$ Statutory Each No Free purposes of animal research in accordance with the Act Registration Fee - greyhound formerly registered under the \$ 10 155 Greyhound Racing Act 2002 Statutory Each No Free Retired/pet greyhounds - same as dogs) Reaistration Fee - animals classified as assistance animal (fees 10 156 Statutory Each \$ Free No payable on declassification) 10 157 Reaistration Fee - animals in service of State instrumentality Statutory Each No \$ Free \$ 10 158 Registration Fee - Desexed dog sold by eligible pound or shelter Statutory Each No Free 10 159 Annual Permit Fee - restricted breed \$ Statutory Each No \$221.00 10 160 Annual Permit Fee - declared dangerous \$ Statutory \$221.00 Each No As per 10 161 Dog offences and penalties Statutory Each \$ No Regulations \$ 162 \$150.00 10 Compliance check on a Dangerous/Restricted dog enclosure Statutory Each No 10 163 Reaistration Fee - Cat - not desexed or not desexed Statutory Each No \$ \$65.00 \$ \$32.00 10 164 Reaistration Fee - Cat owned by an eliaible pensioner Statutory Each No 10 165 Registration Fee - Desexed cat sold by eligible pound or shelter Statutory Each No \$ Free Registration Fee - cat desexed or not desexed kept by a recognised \$ 10 166 Statutory Each No \$65.00 breeder Annual Permit Fee - cat not desexed or not desexed before 4 mths of 167 \$ 10 Statutory Each No \$92.00 168 Late Fee for all companion animal permits and registrations Statutory Each No \$21.00

KEY THEME 3 - OUR ENVIRONMENT

	KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
10	Broken Hill Animal Shelter					
10 - 169	Daily sustenance fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$26.00
10 - 170	Release fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$20.00
10 - 171	Daily sustenance fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$33.00
10 - 172	Release fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$33.00
10 - 173	Impound fee - (administration charge)	Cost recovery	Each	No	\$ -	\$31.00
10 - 174	Surrender fee - Chipped & Vaccinated	Cost recovery	Each or litter	No	\$ -	\$105.00
10 - 175	Surrender fee - Non-Chipped	Cost recovery	Each or litter	No	\$ -	\$165.00
10 - 176	Surrender fee - Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	\$135.00
10 - 177	Surrender fee - Non-Chipped & Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	\$195.00
10 - 178	Microchipping fee - external agent	Cost recovery	Each	No	\$ -	\$21.00
10 - 179	Micro-chipping of companion animal by Council ranger	Community services	Each	No	\$ -	\$13.50
10 - 180	Veterinary Fees	Cost recovery	Each	No	\$ -	Externa veterinariar
10 - 181	Adoption fee	Cost recovery	Each	No	\$ -	\$21.00 plu registration of desexing vaccination an externagency
10 - 182	Release to rescue	Community services	Each	No	\$ -	No Charç
10 - 183	Call out fee for dog attacks after hours to be charged to owner, or complainant, in the event of false dog attack claim	Cost recovery	Each	No	\$ -	\$322.00

s and -2025							
of Fees		KEY THEME 3 - OUR	ENVIRONMENT				
_ อ		CULTURAL SE	RVICES				
Schedule of Fees Charage 2024.2	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
ຊູ້ ປີ	11	Albert Kersten Mining & Minerals Museum					
allu Diali ol	11 - 1	Adult (each)	Cost recovery	Each	Yes	10%	\$10.00
ı,	11 - 2	Concession (pensioners, student, seniors card, groups)	Cost recovery	Each	Yes	10%	\$5.00
	11 - 3	Child under 12 years	Cost recovery	Each	Yes	10%	Free
L	11 - 4	Family with children	Cost recovery	Each	Yes	10%	\$20.00
	11 - 5	Residents annual multi pass for Living Desert and Geocentre (each adult)	Cost recovery	Each	Yes	10%	\$25.00
	11 - 6	Residents annual multi pass for Living Desert and Geocentre - Concessions	Cost recovery	Each	Yes	10%	\$20.00
	11 - 7	Hire Fee - Albert Kersten Mining & Minerals Museum - Exhibition Hall	Cost recovery	Day	Yes	10%	POA
	11	Broken Hill Regional Art Gallery					
	11 - 8	Entry by donation	Community Service	Each	No	\$ -	Entry by donation
	11 - 9	Membership - One year adult	Cost recovery	Each	Yes	\$ 3.82	\$42.00
	11 - 10	Membership - Two year adult	Cost recovery	Each	Yes	\$ 6.82	\$75.00
	11 - 11	Membership - One year family with children under 18 years	Cost recovery	Year	Yes	\$ 7.27	\$80.00
	11 - 12	Membership - Two year family with children under 18 years	Cost recovery	Year	Yes	\$ 12.73	\$140.00
	11 - 13	Membership - Student and concession	Cost recovery	Year	Yes	\$ 2.91	\$32.00
	11 - 14	Membership - Two year student and concession	Cost recovery	Year	Yes	\$ 5.45	\$60.00
[11 - 15	Membership - Sponsorship Package	Cost recovery	Each	Yes	10%	POA
	11 - 16	The Pro Hart Outback Art Prize - Entry fee	Community Service	Entry	Yes	\$ 4.09	\$45.00
ſ	11 - 17	Hire Fees - Gallery photographic	Cost recovery	Each	Yes	10%	POA
ſ	11 - 18	Hire Fees - Piano hire (Kawai GL20 Grand Piano)	Cost recovery	Each	Yes	\$ 5.91	\$65.00
ľ	11 - 19	Hire Fees - Artist shed - community groups by application	Cost recovery	Hour	Yes	\$ 1.82	\$20.00
ľ		Hire Fees - Artist shed - commercial by application	Cost recovery	Hour	Yes	\$ 3.64	\$40.00
ľ	11 - 21	Hire Fees - Artist shed package	Cost recovery	Hour	Yes	10%	POA
	11 - 22	Chair hire - Per chair	Cost recovery	Each	Yes	\$ 0.18	\$2.00
ľ	11 - 23	Hire Fees - Urn, crockery and cutlery	Cost recovery	Each	Yes	10%	POA

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan 20242025, Statement of Revenue Policy
and Draft Schedule of Fees and
Charges 2024-2025

1		KEY THEME 3 - OUR ENVIRONMENT											
3		CULTURAL SERVICES											
ď	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)						
5		Gallery hire - Minimum 3 hours during business hours, includes one casual staff member	Cost recovery	Per hour	Yes	10%	POA						
	11 - 25	Gallery hire - Minimum 3 hours outside of business hours, includes one casual staff member	Cost recovery	Per hour	Yes	10%	POA						
	11 - 26	Gallery hire package	Cost recovery	Event	Yes	10%	POA						
	11 - 27	Sale of artwork on commission	Market price	Artwork	Yes	10%	\$0.33						
	11 - 28	Postage on artwork freight	Cost recovery	Artwork	Yes	10%	Actual Cost						
	11 - 29	Hire Fees - Use of audio visual equipment	Cost recovery	Each	Yes	\$ 8.64	\$95.00						

		KEY THEME 3 - OU WASTE MAN					
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee: (inc GST)
0	12	Waste Delivered to Broken Hill Waste Management Facility					
Φ		Radioactive material cannot be disposed of in Broken Hill					
		Mixed waste, household waste, builders waste, mining waste exclud	ing specific category v	waste listed belo	w (miniı	mum \$10 cl	narge):
	2 - 1	Car/Station Wagon/MGB	Cost recovery	Per Load	Yes	\$ 1.00	\$11.00
	2 - 2	Van/Ute/Trailer up to 7ft by 5ft, Level Load	Cost recovery	Per Load	Yes	\$ 1.45	\$16.00
	2 - 3	Van/Ute/Trailer up to 7ft by 5ft, Heaped Load	Cost recovery	Per Load	Yes	\$ 1.91	\$21.00
	2 - 4	Vehicle/Trailer greater than 1 Tonne Capacity (Excl Skip Bins)	Cost recovery	Per Tonne	Yes	\$ 6.09	\$67.00
	2 - 5	Mixed waste from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 17.27	\$190.00
		Specific Category Waste	-			_	
L	2 - 6	Commingled Recyclables	Cost recovery	Per Load	No	\$ -	Free
	2 - 7	E-Waste	Cost recovery	Per Load	No	\$ -	Free
	2 - 8	Ferrous (iron or steel)	Cost recovery	Per Load	No	\$ -	Free
	2 - 9	Greenwaste (Up to 1 Tonne)	Cost recovery	Per Load	No	\$ -	Free
	2 - 10	Greenwaste (Greater Than 1 Tonne)	Cost recovery	Per Tonne	Yes	\$ 1.91	\$21.00
	2 - 11	Wood, trees or timber	Cost recovery	Per Tonne	Yes	\$ 1.91	\$21.00
	2 - 12	Bricks or concrete	Cost recovery	Per Tonne	Yes	\$ 3.91	\$43.00
	2 - 13	Unsorted construction and demolition waste	Cost recovery	Per Tonne	Yes	\$ 22.09	\$243.00
	2 - 14	Mattresses	Cost recovery	Each	Yes	\$ 1.45	\$16.00
	2 - 15	Mattresses / Mattress Base Double/Queen King	Cost recovery	Each	Yes	\$ 1.91	\$21.00
L	2 - 16	Oil	Cost recovery	Per Tonne	Yes	\$ 3.55	\$39.00
L	2 - 17	Soil (not contaminated or VENM)	Cost recovery	Per Tonne	No	\$ -	Free
L	2 - 18	Soil Contaminated	Cost recovery	Per Tonne	Yes	10%	POA
L	2 - 19	Asbestos (N220)	Cost recovery	Per Tonne	Yes	\$ 45.45	\$500.00
L	2 - 20	Asbestos (N220) from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 54.09	\$595.00
L	2 - 21	Tyre - Passenger Vehicle/Motorcycle/Scooter	Cost recovery	Each	Yes	\$ 1.00	\$11.00
	2 - 22	Tyre - Truck	Cost recovery	Each	Yes	\$ 1.45	\$16.00
	2 - 23	Tyre - Truck	Cost recovery	Each	Yes	\$ 2.45	\$27.00
E	2 - 24	Tyres - Bulk	Cost recovery	Per Tonne	Yes	\$ 40.45	\$445.00

\$		KEY THEME 3 - OUR E WASTE MANA					
	ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
B	2 - 25	Offal/meat products/bones	Cost recovery	Per Tonne	Yes	\$ 7.82	\$86.00
क्	2 - 26	Dead animals - large	Cost recovery	Per animal	Yes	\$ 5.73	\$63.00
	2 - 27	Dead animals - medium	Cost recovery	Per animal	Yes	\$ 2.64	\$29.00
	2 - 28	Dead animals - Small	Cost recovery	Per animal	Yes	\$ 0.73	\$8.00
Е	2 - 29	Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags	Cost recovery	Week	Yes	\$ 31.82	\$350.00
	2 - 30	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	Yes	\$ 7.18	\$79.00
	2 - 31	Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only) - Broken Hill resident	Cost recovery	Tonne	Yes	\$ 2.27	\$25.00
Γ	2 - 32	Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only) - Non Broken Hill resident	Cost recovery	Tonne	Yes	10%	\$45.00
Г	2 - 33	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	Yes	\$ 2.27	\$25.00
•	12	Waste Services					
Г	2 - 34	Garbage removal - Domestic Administration S496	Cost recovery	Year	No	\$ -	\$60.00
	2 - 35	Garbage removal - Domestic per bin S502	Cost recovery	Year	No	\$ -	\$339.00
	2 - 36	Garbage removal - Commercial three MGBs	Cost recovery	Year	No	\$ -	\$500.00
	2 - 37	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	No	\$ -	\$459.00
	2 - 38	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	No	\$ -	\$459.00
	2 - 39	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	No	\$ -	\$177.00
L	2 - 40	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	Yes	\$ 68.64	\$755.00
L	2 - 41	Trade Waste - Trade Waste Service (Single Bin) – 1.5m³	Cost recovery	Service	Yes	\$ 5.73	\$63.00
	2 - 42	Trade Waste - Trade Waste Service (Single Bin) – 2m³	Cost recovery	Service	Yes	\$ 6.18	\$68.00
	2 - 43	Trade Waste - Trade Waste Service (Single Bin) – 3m³	Cost recovery	Service	Yes	\$ 6.55	\$72.00
	2 - 44	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m³	Cost recovery	Service	Yes	\$ 5.27	\$58.00
	2 - 45	Trade Waste - Trade Waste Service (Multiple Bins) – 2m³	Cost recovery	Service	Yes	\$ 5.82	\$64.00
	2 - 46	Trade Waste - Trade Waste Service (Multiple Bins) – 3m³	Cost recovery	Service	Yes	\$ 6.18	\$68.00
	2 - 47	Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option - Collection is weekly only	Cost recovery	Service	Yes	\$ 0.82	\$9.00

1		KEY THEME 3 - OUR					
4		WASTE MANA	WASTE MANAGEMENT		GST GST		2024/25 Fee
l	Item No	Particulars	Pricing Policy ID	Basis	Y/N	GST	(inc GST)
Charge 2025	2 - 48	Special Trade Waste Service - single bin hire rate per week or part thereof	Cost recovery	Service	Yes	\$ 21.82	\$240.00
	2 - 49	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Service	Yes	\$ 28.45	\$313.00
	2 - 50	Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	Yes	\$ 6.64	\$73.00
	2 - 51	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	Yes	\$ 7.82	\$86.00
	2 - 52	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	Yes	\$ 3.55	\$39.00
	2 - 53	Trade Waste - service fee (cardboard collection) - 2m ³	Cost recovery	Service	Yes	\$ 4.82	\$53.00
	2 - 54	Trade Waste - service fee (cardboard collection) - 3m ³	Cost recovery	Service	Yes	\$ 5.27	\$58.00
Г	2 - 55	Paper shredding - hourly rate	Cost recovery	Service	Yes	\$ 12.36	\$136.00
	2 - 56	Major - community events (St Pats, Ag-Fair, etc) including supply and servicing of up to 10 dumper bins and up to 100 MGBs	Cost recovery	Service	Yes	\$ 363.64	\$4,000.0
	2 - 57	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	Yes	\$ 217.73	\$2,395.0
	2 - 58	Other community events including provision of MGBs and dumper bins	Cost recovery	Service	Yes	10%	By Quotat
	2 - 59	Chemical toilet - \$502 annual fee (domestic entitled to one pump service/month)	Cost recovery	Year	Yes	\$ 155.27	\$1,708.0
	2 - 60	Chemical toilet - special pump out services	Cost recovery	Each	Yes	\$ 13.27	\$146.00
	2 - 61	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	Yes	\$ 196.91	\$2,166.0
	2 - 62	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	Yes	\$ 39.82	\$438.00
	2 - 63	MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 7.91	\$87.00
	2 - 64	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 7.55	\$83.00
Г	2 - 65	MGB Additional Service Charge	Cost recovery	Service	Yes	\$ 2.91	\$32.00

ADOPTION OF THE DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES
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2025											
		KEY THEME 4 - OL	IR LEADERSHIP								
		POLICY, PLANNING AN	D ADMINISTRATION								
Ite	m No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)				
13		Access to Information - Government Information (Public Access) Act									
3	- 1	Access to Information - Application Fee	Statutory	Each	No	\$ -	\$30.00				
3	- 2	Access to Information - Processing Fee	Statutory	Hour	No	\$ -	\$30.00				
3	- 3	Access to Information - Processing Fee (non personal information after the first 20 hours)	Statutory	Hour	No	\$ -	\$30.00				
3	- 4	Access to Information - Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant)	Statutory	Each	No	\$ -	Up to 50% of estimated processing fee				
3	- 5	Access to Information - Internal Review	Statutory	Each	No	\$ -	\$40.00				
3	- 6	Amendment of Records	Statutory	Each	No	\$ -	No charge				
		Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act									
13		Facsimile, Photocopier, Printer and Scanner Fees									
3	- 7	Fax Received	Cost recovery	Page	Yes	\$ 0.09	\$1.00				
3	- 8	Photocopying Fee: A4 - Black and White	Cost recovery	Page	Yes	\$ 0.09	\$1.00				
3	- 9	Photocopying Fee: A4 - Colour	Cost recovery	Page	Yes	\$ 0.18	\$2.00				
3	- 10	Photocopying Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$3.00				
3	- 11	Photocopying Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$4.00				
3	- 12	Printing Fee: A4 - Black and White	Cost recovery	Page	Yes	\$ 0.09	\$1.00				
3	- 13	Printing Fee: A4 - Colour	Cost recovery	Page	Yes	\$ 0.18	\$2.00				
3	- 14	Printing Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$3.00				
3	- 15	Printing Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$4.00				
3		Printing Fee: Microfilm	Cost recovery	Page	Yes	\$ 0.18	\$2.00				
3	- 17	Scanning Fee	Cost recovery	Page	Yes	\$ 0.09	\$1.00				

72025		KEY THEME 4 - OUR	R LEADERSHIP.					
-		POLICY, PLANNING AND						
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
•	13	FINANCIAL SERVICES						
	3 - 18	Supply copy Tax Invoice/Rates Notice	Cost recovery	Each	Yes	\$ 1.09	\$12.00	
ľ	13	Rates (Properties)						
	3 - 19	Section 603 Certificate	Statutory	Each	No	\$ -	\$100.00	
•	3 - 20	Section 603 Certificate - Urgent Fee (additional to normal fee)	Cost recovery	Each	Yes	\$ 5.73	\$63.00	
	3 - 21	Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)	Cost recovery	Hour	Yes	\$ 8.09	\$89.00	
	3 - 22	Enquiry - Search of Rights of Way (and ownership of old records and additional to Search Fee)	Cost recovery	Each	Yes	10%	\$89 plus LPI Search Fee	
	3 - 23	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	No	\$ -	\$73.00	
	3 - 24	Interest on Unpaid Rates and Charges	Statutory	Year	No	\$ -	\$0.11	
	3 - 25	Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)	Cost recovery	Each	No	\$ -	\$21.00	
	3 - 26	Payment Dishonour Fee - direct debit	Cost recovery	Each	No	\$ -	\$21.00	
	3 - 27	Payment Dishonour Fee - Australia Post	Cost recovery	Each	No	\$ -	\$32.00	
	3 - 28	Payment Dishonour Fee - cheque	Cost recovery	Each	No	\$ -	\$27.00	
	3 - 29	Administration Fee for Sale of Land for Unpaid Rates	Cost recovery	Each	Yes	10%	Actual Cost	
	3 - 30	Debt Recovery	Cost recovery	Each	No	\$ -	Actual Cost	
	13	Hire Fees						
•	3 - 31	Council Chambers - Full Day	Cost recovery	Day	Yes	\$ 38.36	\$422.00	
	3 - 32	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	Yes	\$ 5.64	\$62.00	
•	13	Subpoenas and Summons						
	3 - 33	Subpoenas - research and supply of information	Cost Recovery	Each	Yes	10%	Actual Cost	
Г	3 - 34	Summons	Cost Recovery	Each	Yes	10%	Actual Cost	

Admission Fees

		BROKEN HILL REGION	IAL AQUATIC CENTRE				
			on Fees				
	Pof	Recreations er to YMCA Broken Hill Regional Aquatic Centre website: http://www		tres/broken hill regi	onal c	gauatic co	entre/join now/
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fee (inc GST)
	4 - 1	Persons aged 4 years and over	Third Party	Each	Yes	\$ 0.53	\$5.80
	4 - 2	Aqua Aerobics Casual Visit	Third Party	Each	Yes	\$ 0.85	\$9.30
		Aqua Aerobics Pensioner	Third Party	Each	Yes	\$ 0.68	\$7.50
	4 - 4	Children aged 3 years and under (must be accompanied by a responsible adult)	Third Party	Each	No	\$ -	No chang
	4 - 5	Family Swim	Third Party	Five members of the family	Yes	\$ 2.09	\$23.00
	4 - 6	School Carnival Entry	Third Party	Each	Yes	\$ 0.53	\$5.80
	4 - 7	Spectator	Third Party	Each	Yes	\$ 0.27	\$3.00
	4 - 8	School PE Casual Visit	Third Party	Each	Yes	\$ 0.53	\$5.80
	4 - 9	YMCA Swimming Lessons (Group)	Third Party	Each	Yes	\$ 1.64	\$18.00
	4 - 10	YMCA Swimming Lessons (Cost Recovery)	Third Party	Each	Yes	\$ 4.95	\$54.50
	4 - 11	Health Club Adult Visit	Third Party	Each	Yes	\$ 1.28	\$14.10
_		Health Club Pensioner Visit	Third Party	Each	Yes	\$ 1.08	\$11.90
		Water Slide/Inflatable (Public Use)	Third Party	Each	No	\$ -	No charg
		Multi x 10	Third Party	10	Yes	\$ 4.77	\$52.50
_		Multi x 20	Third Party	20	Yes	\$ 8.68	\$95.50
		Multi x 10 - Concession	Third Party	10	Yes	\$ 4.55	\$50.00
		Multi x 20 - Concession	Third Party	20	Yes	\$ 8.18	\$90.00
_	4 - 18	Free Day - Australia Day	Third Party	Each	No	\$ -	No charg
	4 - 19	Swimming Club Exclusive Use - Lane allocation approved by prior arrangement	Third Party	Month	Yes	\$ 5.00	7
Ľ		Lane Hire 25m or 50m Pool (plus Entry Fee)	Third Party	Hour	Yes	\$ 3.18	
	4 - 21	School Programs (by prior arrangement during school hours)	Third Party	Additional lane hire fee after the first	Yes	10%	No charge for Lane. Fee app additional land

			BROKEN HILL REGIONAL	AQUATIC CENTRE				
79	4 -	- 22	Water slide - Public Use	Third Party	Each	No	\$ -	No charge
ाजा तेट	4 -	- 23	Water Slide - Exclusive Use - by prior arrangement, minimum hire of two hours	Third Party	Hour	Yes	10%	\$285.00 first had and \$170.00 ed additional ho
	4 -		Buccaneer	Third Party	Hour	Yes	10%	\$285.00 first he and \$170.00 ee additional he
			Carnivals - Swimming Club (25m or 50m pool) - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge
	4 -	- 26	Carnivals - Schools (25m or 50m pool) during school hours - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge

Attachment 1 Draft Delivery Program 2022-2026 incorporating Operational Plan 2024-



Broken Hill City Council Page 354

Attachment 2 Public Submission

Subject:	FW: Broken Hill A	irport land	ing fees
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From:

Sent: Saturday, May 11, 2024 1:07:34 PM

To:

Subject: Broken Hill Airport landing fees

Good Morning Jay

I hope you have been well.

Mate I just wanted to touch base over the landing fees at the airport. You may not be aware that there is a Helicopter company that works out of the airport now. They have been operational for about 2 years now I think. This company provides arial mustering to graziers around the far west of NSW and north East of SA. I work closely with them and they also dry hire my R22 from me when I am not using it. I was wondering if there would be a possibility that we could get a reduction in landing fees for helicopters? The reason I ask this is because other than landing on the apron directly outside our hangar and occasionally get fuel from the bowser, we do not use any of the facilities eg. Taxi ways, runway or lighting. We create no damage (due to the size of our aircraft) to any surfaces as the aircraft are very light and are seldom in contact with the ground.

I am not asking for no landing fees however as we still do use some facilities eg apron outside our hangar, apron in front of fuel and the AWIS. However if we were about to reduce the cost by 50% this would be a significant benefit to our operations as we are unable to pass the cost on to our customers due to the nature of our work. Kind regards

Chief Pilot	Managing	Director
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Email: Phone Website:

Facebook

ORDINARY MEETING OF THE COUNCIL

June 11, 2024

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 94/24

SUBJECT: ADOPTION OF THE DRAFT LONG TERM FINANCIAL PLAN 2025-2034 D24/28547

Recommendation

- 1. That Broken Hill City Council Report No. 94/24 dated June 11, 2024, be received.
- 2. That Council notes that the Draft Long Term Financial Plan 2025-2034 was placed on public exhibition closing 29 May 2024 during which time Council received nil submissions from the public.
- 3. That Council notes that no material amendments have been made to the Draft Long Term Financial Plan 2025-2034.
- 4. That Council adopts the Draft Long Term Financial Plan 2025-2034.

Executive Summary:

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

Based on Council's most recent economic and data information (as it is now), Council is estimating that between 2024 and 2046, the population for Broken Hill City is forecast to increase by 197 persons (1.10% growth), at an average annual change of 0.10%. A start contracts the declines that were predicted and occurring previously.

Whilst this is information is based on the current state of play, with the looming commencement of major mining and renewable industries along with Councils economic growth plan. Council is boldly predicting and planning for City growth much larger.

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

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

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

Another key focus of this year's review has been the commitment to continue growing the workforce. Council has been working for a number of years to increase the capacity to deliver capital works in-house. This investment in our plant and our people has allowed us to increase the amount of capital works completed by our staff as well as increasing RMS contract work and private works which frees up operational funding to grow the workforce. An example of this strategy coming to fruition is the inclusion of two extra labourer positions in this year's budget, allowing Council to increase service levels.

Council achieved an improved financial determination from the Office of Local Government and Treasury Corporation (T-Corp in 2020 as a result of meeting T-Corp's strict lending criteria focused on long term financial and asset sustainability. This was a result of strong decisions and hard work in achieving the outcomes and strategies identified in the Long Term Financial Plan. However, as highlighted in the Long Term Financial Plan, this hard work needs to continue to ensure Council's long term financial sustainability and a balanced budget is achieved in 2024/2025 as well as maintaining a healthy cash reserve.

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

Key points Included in the Proposed Long Term Financial Plan

- Breakeven projected for 2025
- asset renewals projected at a rate greater than 110% over the planning period
- expectation of continued efficiencies
- Expenditure reductions though efficiencies despite rising costs
- Asset service level reviews to continue with a view of asset and service rationalisation

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

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

Council considered the Draft Long Term Financial Plan at its meeting held 24 April 2024 and endorsed the Draft Plan for the purpose of public exhibition (Minute No. 47518). The Draft Plan was placed on public exhibition for a period of 28 days closing on 29 May 2024 during which time Council received nil submission from the public.

Report:

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

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

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

- establishes greater transparency and accountability of council to the community.

- provides an opportunity for early identification of financial issues and any likely impacts in the longer term.

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

The Long Term Financial Plan includes:

- projected income and expenditure
- balance sheet
- cash flow statement
- planning assumptions used to develop the plan
- financial modelling for different scenarios
- methods of monitoring financial performance

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

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

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

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

The Long-Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been demonstrated through maintaining a break-even result in 2025.

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

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

The Proposed Plan (Balanced Scenario)

The Council's 2024/25 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short term,

in respect of the current financial climate, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

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

The Balanced Scenario assumes that Council:

- 1. Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- 2. Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs, whilst factoring new infrastructure for liveability.

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

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

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

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

Key Aspects of the proposed Balanced scenario are:

- Break even result in 2025.
- A modest increase in Council's current permanent workforce.
- Building capacity to take on more capital works internally and private contract works, thereby freeing up operational funds.
- Repayment of loans leading to reduction in interest expense.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as the International Finance Crisis).
- Ensure an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2024 and 2025.

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

SCENARIO 2 - 4% Rate Peg in 2026

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2026 rate peg only reduces to 4% because of a lag in the expected reduction in inflation until 2027 and beyond.

This model does not alter Council's breakeven point of 2025 and sees a higher surplus in ongoing years due to the rate peg increases matching inflation.

Key Aspects of this Scenario

Breakeven remains at 2025.

Higher surplus from 2026 onwards

SCENARIO 3 - Continued High Inflation with Reduced Rate Peg

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard forecast 2.5% rate peg as advised by IPART combined with inflation remaining steady at 4% until 2034. As you will see below, this model does not alter Council's breakeven point of 2025 but sees a return to regular deficits as the rate peg fails to keep pace with inflation and consequential increases in award wages.

Key Aspects to this Scenario

- Breakeven remains at 2025.
- Council incurs regular deficits.
- Some key financial ratios & OLG benchmarks will not be met.

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

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

Community Engagement:

The Draft Long-Term Financial Plan was placed on public display for 28 days closing 29 May 2024 during which time Council received nil 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 within its legal framework

Relevant Legislation:

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

- Must be used to inform the decision-making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.
- Must be for a minimum of 10 years
- Must be updated at least annually as part of the development of the Operational Plan, and

Ordinary Council 26 June 2024

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

- The basic structure of the LTFP is outlined in the IP&R Guidelines at point 3.9 under the section on Resourcing Strategy and must include:
- Projected income and expenditure, balance sheet and cash flow statement;
- The planning assumptions used to develop the Plan (the "Planning Assumptions Statement");
- Sensitivity analysis highlighting factors/assumptions most likely to affect the Plan Methods of monitoring financial performance;
- Financial modelling for different scenarios;
- Methods of monitoring financial performance.

Financial Implications:

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

Attachments

1. Use Long Term Financial Plan 2025-34

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER



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QUALITY CONTRO)L							
KEY DIRECTION	4. Our Leadership							
OBJECTIVE	4.1 Openness and transparency in decision making							
STRATEGY	4.1.1 Support the organisation to operate within its leg	gal framework						
FUNCTION	Financial Management							
FILE REFERENCE	EDRMS NUMBER							
RESPONSIBLE OFFICER	Director Finance and Commercial							
REVIEW DATE	June 2025							
ORGANISATION	Broken Hill City Council							
PHONE NUMBER	08 8080 3300							
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au							
DATE	ACTION	MINUTE NO.						
April 2024	Document Developed	N/A						
	Public Exhibition							
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017							
ASSOCIATED DOCUMENTS	Draft Community Strategic Plan – Your Broken Hill 204 Draft Delivery Program 2022-2026 incorporating Oper 2024/2025 Draft Schedule Fees and Charges 2024/2025							

Draft Long Term Financial Plan 2025-2034

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INTRODUCTION

MESSAGE FROM YOUR MAYOR

Council is again aiming to break even in the 2024/25 financial year as it implements adjustments in line with the Long Term Financial Plan presented to you within.

Our financial modelling continues to be impacted by a series of factors we cannot control such as inflation and increased costs for goods and services, however with strong fiscal management Council is able to ensure the city maintains a balance budget.

In an effort to limit the burden on ratepayers, Council's rate increase continues to be no higher than the rate peg. However, as operational costs have increased beyond this amount, Council will again be forced to focus on finding internal efficiencies and more costeffective methods of service delivery in the years ahead.

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

Council will continue to focus on optimising the quantity and standard city assets to increase the liveability of our city ahead of expected increases in population.

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

In the short term, Council will continue to push ahead with delivering millions of dollars in roads, footpaths, public amenities, and other major projects such as the new library, airport upgrades, new



netball courts, and upgrades to the O'Neil Sporting Complex.

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

Although we currently find ourselves in a challenging financial environment as a Council, Broken Hill is entering a period of significant growth and development and I feel privileged to be Mayor at this exciting time.

Our city's future remains bright, and I look forward to joining my fellow Councillors in working with staff to further consolidate our long-term financial position.

Mayor Tom Kennedy

Draft Long Term Financial Plan 2025-2034

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OVERVIEW

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

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

The LTFP includes:

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



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

Broken Hill City Council's revised LTFP covers the period 2024/25 to 2033/34. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities, and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2040 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

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

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

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

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

DLG Manual, 2013

Draft Long Term Financial Plan 2025-2034

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The aims of Council's LTFP are to:

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

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





Draft Long Term Financial Plan 2025-2034

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FINANCIAL POSITION

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

Based on Council's most recent economic and data projections, Council is estimating that between 2023 and 2046, the population for Broken Hill City is forecast to increase by 197 persons (1.10% growth), at an average annual change of 0.10%.

Whilst this is information is based on the current state of play, with the looming commencement of major mining and renewable industries along with Council economic growth plan, Council is boldly predicting and planning for City growth much larger.

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

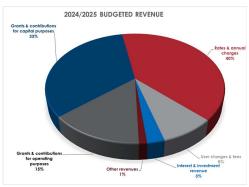
Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The graph below shows sources of income.

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

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

 A Local Government with limited capacity to meet its financial commitments in the short to medium

Draft Long Term Financial Plan 2025-2034



term and a very limited capacity long term.

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

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

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

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

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

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

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Broken Hill City Council

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

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

- A local government with acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
- It has a record of reporting moderate
 to significant operating deficits with a
 recent operating deficit being
 significant. It is unlikely to be able to
 address its operating deficits, manage
 unforeseen financial shocks and any
 adverse changes in its business,
 without the need for significant
 revenue and/or expense adjustments.
- The expense adjustments would result in significant changes to the range and/or quality of services offered.
- It may experience difficulty in managing core business risks.

Whilst this has been a significant improvement, Council still has a lot of hard work and tough decisions ahead of it

before it can be deemed financially sustainable in the long-term.

The effects of the COVID-19 pandemic tested much of the observations described above and provided evidence that Council must adjust its services as a result of unforeseen financial shocks.

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

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

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

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

Draft Long Term Financial Plan 2025-2034

FINANCIAL PRINCIPLES AND ASSUMPTIONS

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

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

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

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

The Long Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through reducing or eliminating annual operating deficits.

The funds generated from operations are used to maintain current services and programs and to fund delivery of the Council's capital renewal program, however, the suitability of utilising debt should be considered for appropriate projects and initiatives.

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

Unexpected cost pressures will always arise (as evidenced by the COVID-19 pandemic), along with increasing service demands.

However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

For the 'Balanced Scenario' of the long-term financial model, revenue and expenditure projections are generally based on stable overall cost increases over the long term of 2-3% per annum. Council closely monitors this assumption considering the economy's response to the easing of Covid-19 restrictions, continued Ukraine war and instability in international relations contributing to a highly inflationary economic environment. As such the balanced scenario has been adjusted in the short term to allow for these added costs with a return to the 2-3% range projected from 2026 onwards. Elements of revenue and expenditure that are subject to wider fluctuation have been modelled accordingly (refer to Assumptions).

As noted above, the annual operational budget plans for a breakeven result in 2025 with a surplus planned for 2026, which, combined with the Council's interest earnings and capital contributions, provide funding for ongoing capital works projects and programs that are designed and constructed to provide Broken Hill with renewed and revitalised infrastructure.

The Council will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the Council's liabilities and commitments, as they fall due and manage cash flow demands to ensure responsible financial management control.

While externally restricted reserves will be maintained in accordance with legislative requirements, several internally restricted reserves are used to ensure that funds are set aside to directly support capital commitments of the Council.

The Council closely monitors its financial performance and publishes several key financial indicators within its quarterly budget reviews, to demonstrate its financial health and sustainability.

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ASSUMPTIONS

The Council's 2024/25 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term, in respect of the current financial climate, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI and wages growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis. Where new initiatives/projects that will impact operating revenue and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

- Allowances for asset maintenance growth, as a result of understanding the cost to maintain the city's assets at an appropriate standard.
- Adjustments to staff resourcing to coincide with a transition from a program of service delivery and maintenance to an increase in capital renewal.
- Adjustments in respect of several Council's revenue-generating facilities and services, returning to Pre-COVID-19 level of activity.

The Capital Program is forecast over the ten-year timeframe of the plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns and in line with renewal requirements, identified as part of the Asset Management Strategy and T-Corp

The plan also reflects the fast tracking of certain capital projects and programs through accessing low cost borrowings, through the Office of Local Government's Stimulus package. This purpose of these funds is to leverage additional grant money and effectively turning \$10 million into \$20-\$30 million of capital projects.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts, are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this Long Term Financial Plan.

In preparing the plan, the Council undertakes a wide range of sensitivity testing and scenario modelling, to ensure the most effective and realistic balanced scenario.

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REVENUE ASSUMPTIONS

Item	Assumption	Comment
Rate Increase	4.5 %.	.4% below IPART Rate Peg
Waste Management	CPI	Annual charges will increase
Charges		in line with operating
		expenses.
Statutory Charges	CPI	Statutory charges are
		expected to increase in line with CPI.
User Fees and Charges	CPI	Statutory charges are
		expected to increase in line
		with CPI.
Investment Interest	5%	Interest is calculated on the
		forecast cash and
		investment balances.
Interest on overdue rates	9%	6% above the Reserve Bank
		cash rate. (section 566(3) of
		the Local Government Act
		1993
Other revenues	CPI	Other revenues consist of
		program fees and sundry
		income items.
Operating grants	CPI	Operating grants include
		the financial assistance
		grant and the public library
		funding agreement.

EXPENDITURE ASSUMPTIONS

Item	Assumption	Comment
Employee Benefits and on- costs	3.25%	Employee costs increase in accordance with the current industrial agreement and relevant legislation
Borrowing Costs	N/A	All Council loans are fixed and are based on actual interest repayments.
Materials, contracts, and other expenses	СРІ	These increase in line with CPI or current supplier agreements.

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OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

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

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

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

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

In October 2017, Council adopted a Smart Community Framework to improve quality of life, prosperity, and sustainability for its community, by using technology in optimising processes, solving challenges proactively, building intelligence and productivity and facilitating proactive and meaningfully engagement, between all stakeholders.

Council has successfully implemented several technologies to increase efficiency and sustainability throughout the city.

Examples such as smart solar and wind lighting - which has enabled Council to remove the lighting for Sturt Park, Patton Park and the Administrative Centre Grounds, from the electrical grid. This has not only enabled a financial savings but is a sustainable option for the community. Further implementation of similar technologies is planned through the reporting period.



IMPROVING ASSET MANAGEMENT

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

During this year's review of the LTFP, the 'Balanced' scenario will see Council continuing to budget for a greater than, or equal to, 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position and beginning to understand the renewal requirement to reduce the backlog. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place, for future generations. The ongoing success of this is dependent on ensuring that we are only renewing required and utilised assets.

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REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

It is imperative that service level reviews occur throughout the 2024/2025 financial year, with consultation with the community.

It is expected that a detailed plan of community expectations and priorities, will be achieved and factored into service levels and capital expenditure, throughout further reviews of the LTFP. This is a significant piece of work that will be required to ensure the future financial sustainability of Council and balancing the budget within the reporting period. Council is approaching the crossroads, where a decision will need to be made regarding asset rationalisation, or a special rate variation (SRV); COVID-19 has made this more important than ever. If either one of these solutions is not adopted, the Council will be in financial peril.

IMPROVING FINANCIAL CONTROL

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

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

Continued improvement of procurement practices has facilitated improved governance, resulting in greater value for money.

An internal audit function was implemented in the 2018/19 financial year to ensure greater governance and transparency and has already achieved a number of process improvements and identified lost revenue opportunities.

INCREASING INCOME

Throughout the past year, Council has proactively sought private works including Transport for NSW contracts. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position.

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

Council is also currently reviewing all fees and charges, to ensure appropriate costs recovery and additional areas of revenue generation.

CASHFLOW MANAGEMENT

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year, has resulted in efficiencies; generating savings.

RECRUITMENT SUCCESS

Recruiting staff with requisite leadership, experience and technical skills is becoming increasingly across Local Government in general. Throughout the year, Council has been succsessful in attracting a number of professional staff and sourcing talent from within to fill key positions, resulting in, improved efficiencies and continuing to move Council towards financial sustainability.

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

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THE BALANCED SCENARIO REVIEWED

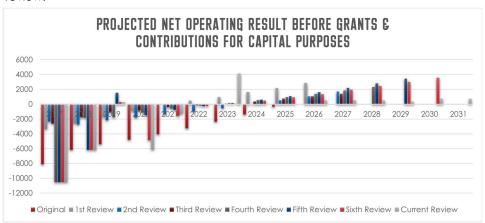
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future.

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

As outlined in this review, significant progress has been made in relation to Council's financial position since the 2014 review.

This has strengthened Council's financial position; however, further improvements can only be made by adjusting service levels to the community, to a more realistic and feasible level.

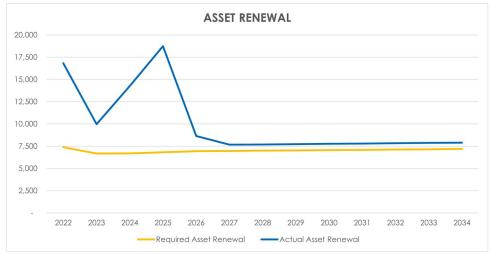
The following chart demonstrates the improvement in Council's financial position, over the previous six reviews. Council is still anticipating to breakeven in 2025.



Over the 10 year period, Council will spend in excess of \$89m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal, from ongoing consumption of assets, as well as investing in reducing the Infrastructure backlog, due to Infrastructure replacement

neglect, due to insufficient cash reserves and operating practices during the past decade.

This is a significant step forward for Council in achieving sustainable assets, reducing ongoing operational maintenance costs and ensuring quality Infrastructure, for future generations.



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

This scenario has been reviewed, considering strategies implemented over the past eight years and strategies to deal with the impacts of COVID-19. Council is still expected to achieve a break-even operating result in 2023/2024 and beyond.

To achieve this result, the Balanced Scenario assumes that Council:

- Undertakes additional operational changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts costs.
- Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs.
- 4. Utilises the \$10 million borrowed from T-Corp as part of the Office of Local Government Stimulus package to assist in fast tracking community infrastructure projects and kick start the local economy post COVID-19.

The Scenario is based on a 2.0% annual efficiency gain for materials, contracts and other expenditure up to 2025 which is offset by an underlying CPI index. Therefore the annual efficiency gain does not absorb the indexation.

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

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

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

Key Aspects of the proposed (Balanced) scenario are:

- Breakeven from 2024 onwards.
- Maintain and grow Council's permanent workforce by building capacity to take on more capital works internally, and increasing private contract works.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks.
- Ensure an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.
- Meet all key financial and OLG benchmarks apart from the Operational Ratio for 2024-25.



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	LONG TERM	FINANCIA			34 - BALA	NCED SCE	NARIO					
			INCOM	E STATEMENT								
\$'000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast						
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,678	20,950	21,814	22,359	22,918	23,491	24,079	24,681	25,298	25,930	26,578	27,243
User charges & fees	4,454	4,335	4,795	5,263	5,395	5,530	5,668	5,810	5,955	6,104	6,256	6,413
Interest & investment revenue	1,303	1,383	1,470	1,029	423	623	566	798	661	922	811	1,076
Other revenues	4,873	1,025	685	709	727	745	763	783	802	822	843	864
Grants & contributions for operating purposes	10,617	7,136	7,977	8,136	8,380	8,548	8,719	8,893	9,071	9,252	9,437	9,626
Grants & contributions for capital purposes	3,134	26,264	18,364	4,000	4,120	4,202	4,286	4,372	4,460	4,549	4,640	4,733
Other Income:												
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	44,059	61,093	55,105	41,497	41,964	43,140	44,081	45,336	46,246	47,580	48,566	49,954
Expenses from Continuing Operations												
Employee benefits & costs	15,492	15,485	16,488	16,900	17,323	17,756	18,200	18,655	19,121	19,599	20,089	20,491
Borrowing costs	842	745	693	629	567	509	466	420	378	344	309	272
Materials & contracts	12,346	10,893	11,593	11,784	11,867	12,163	12,717	13,035	13,361	13,695	14,038	14,389
Depreciation & amortisation	6,675	6,700	6,809	6,933	6,968	6,999	7,029	7,060	7,091	7,123	7,154	7,185
Impairment	-	-		-		-	-	-	-	-	-	-
Other expenses	1,032	980	1,154	1,014	1,040	1,066	1,092	1,120	1,148	1,176	1,206	1,236
Net losses from disposal of assets	395	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,782	34,803	36,737	37,261	37,764	38,493	39,505	40,290	41,100	41,937	42,795	43,573
OPERATING RESULT FOR THE YEAR	7,277	26,290	18,368	4,236	4,199	4,647	4,577	5,046	5,146	5,643	5,770	6,381
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4.143	24	4	236	79	444	290	674	687	1,094	1,130	1 / 40
CONTRIBUTIONS FOR CAPITAL PURPOSES	4,143	26	4	236	/9	444	290	6/4	687	1,094	1,130	1,648
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4,143	26	4	236	79	444	290	674	687	1,094	1,130	1,648
	7,140	20	-	200		744	270	3/4	307	1,374	1,130	1,040
Assumptions												
Rate Peg General Index	2.30% 2.50%		4.50% 4.10%	2.50% 3.50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%		
Employee Cost Index	4.00%	3.25%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%
Grant Index Investment Interest rate	2.00% 1.50%		2.00% 5.00%	2.00% 5.00%	3.00% 3.00%	2.00% 3.00%	2.00% 3.50%	2.00% 3.50%	2.00% 3.50%	2.00% 3.50%		2.00% 3.50%
Overdue rates interest rate	6.00%	9.00%	9.00% -2.00%	8.00% 0.00%	8.00%	8.00%						
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

	LONG TERM	FINANCIA				NCED SCE	NARIO					
\$ '000	0002	0004	2025	FINANCIAL PO		0000	0000	2030	0021	0020	0022	0024
\$ 000	2023	2024 Revised	2025 Proposed	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Budget Q2	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Assets												
Current Assets:												
Cash & cash equivalents	15,399	1,691	6,778	1,955	8,576	4,194	10,772	6,814	14,249	11,019	18,543	15,883
Investments	22,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328
Receivables	3,911	5,222	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067
Inventories	134	158	164	170	174	179	183	188	193	197	202	207
Other	1,068	545	567	587	602	617	632	648	664	681	698	715
Non-current assets classified as 'held for sale'	-	-	-	608	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	42,840	17,944	22,905	18,715	24,747	20,385	26,982	23,044	30,501	27,292	34,838	32,200
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	332,915	384,239	396,175	385,949	386,646	387,346	388,049	388,755	389,465	390,177	390,892	391,611
Investments accounted for using the equity method	866	866	866	866	866	866	866	866	866	866	866	866
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	333,781	385,105	397,041	386,815	387,512	388,212	388,915	389,621	390,331	391,043	391,758	392,477
TOTAL ASSETS	376,621	403,049	419,946	405,530	412,259	408,597	415,897	412,666	420,831	418,334	426,596	424,677
Liabilities												
Current Liabilities:												
Payables	4,683	2,080	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	10,264											
Borrowings	1,803	2,452	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015
Provisions	4,768	4,004	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534
TOTAL CURRENT LIABILITIES	21,518	8,536	11,942	11,927	11,926	11,626	11,559	11,559	10,756	10,490	10,490	10,490
Non-Current Liabilities:												
Payables	_	-	_	-	-	-	-	_	_	_	_	-
Borrowings	17.875	17,687	15,813	13,883	11,895	10,134	8,411	6,657	5,647	4,870	4,058	3,210
Provisions	9,980	12,906	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249
TOTAL NON-CURRENT LIABILITIES	27,855	30,593	29,062	27,132	25,143	23,383	21,660	19,906	18,896	18,119	17,307	16,458
TOTAL LIABILITIES	49,373	39,130	41,004	39,059	37,069	35,009	33,219	31,465	29,652	28,609	27,797	26,948
NET ASSETS	327,248	363.920	378,942	366,472	375,190	373,588	382,678	381,201	391,179	389,725	398,799	397,729
	52.72.10		0.0,	000,	,	5.0,000	00_,0.0		,	00.7.20		****
Equity	100.007	157 (50	170 (01	1.00011	1 (0 000	1 (7 007	17/ 417	174040	104010	100.474	100 500	101.440
Retained earnings	120,987	157,659	172,681	160,211	168,929	167,327	176,417	174,940	184,918	183,464	192,538	191,468
Revaluation reserves	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261
Council equity interest	327,248	363,920	378,942	366,472	375,190	373,588	382,678	381,201	391,179	389,725	398,799	397,729
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	327,248	363,920	378,942	366,472	375,190	373,588	382,678	381,201	391,179	389,725	398,799	397,729
Assumptions General Index No impact from revaluation of assets No restricted cash	2.50%	7.80%	4.10%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

	LONG TERM	I FINANCIA		2025-20 ; of Cash Flow		NCED SCE	NARIO					
\$ '000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities		20090: 42	Jougo.									
Receipts:												
Rates & annual charges	20,453	20,322	21,160	21,689	22,231	22,787	23,356	23,940	24,539	25,152	25,781	26,426
User charges & fees	4,201	4,205	4,652	5,105	5,233	5,364	5,498	5,635	5,776	5,921	6,069	6,220
Investment & interest revenue received	874	1,942	1,942	650	666	620	563	795	657	919	807	1,072
Grants & contributions	21,987	33,400	26,341	12,136	12,500	12,750	13,005	13,265	13,531	13,801	14,077	14,359
Bonds, deposits & retention amounts received	339	-	-	-	-	-	-	-	-	-	-	-
Other	7,457	994	664	688	705	723	741	759	778	798	817	838
Payments:												
Employee benefits & costs	(15,226)	(15,020)	(15,994)	(16,393)	(16,803)	(17,223)	(17,654)	(18.095)	(18,548)	(19,011)	(19,487)	(19,876)
Materials & contracts	(14,386)	(10,566)	(11,245)	(11,431)	(11,511)	(11,798)	(12,336)	(12,644)	(12,960)	(13,284)	(13,616)	(13,957)
Borrowing costs	(677)	(745)	(693)	(629)	(567)	(509)	(466)	(420)	(378)	(344)	(309)	(272)
Bonds, deposits & retention amounts refunded	(0,7)	(7.10)	(0,0)	-	-	-	-	- (.20)	-	-	-	-
Other	(890)	(951)	(1,120)	(984)	(1,008)	(1,034)	(1,060)	(1,086)	(1,113)	(1,141)	(1,170)	(1,199)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	24,132	33,580	25,707	10,831	11,446	11,680	11,647	12,149	12,282	12,811	12,970	13,611
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	6,000	12,000	-	_		_				_		
Sale of infrastructure, property, plant & equipment	123	320		_								
Deferred debtors receipts	123	- 320									-	-
Other investing activity receipts	-	-		-		-		-	-	-	-	-
Payments:	-	-	-	-	-	-	-	-	-	-	-	-
•	(10.510)											
Purchase of investment securities	(19,510)	- (50.244)	(10.745)	- (0.444)	- (7.7.5)	- (7. (00)	- (7.700)	- (7.7//)	- (7.001)	(7.005)	- (7.0(0)	- (7.00.4)
Purchase of infrastructure, property, plant & equipment	(9,966)	(58,344)	(18,745)	(8,644)	(7,665)	(7,699)	(7,732)	(7,766)	(7,801)	(7,835)	(7,869)	(7,904)
Deferred debtors & advances made		-	- (10.745)		-	-		-	-	- (7.005)		-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(23,353)	(46,024)	(18,745)	(8,644)	(7,665)	(7,699)	(7,732)	(7,766)	(7,801)	(7,835)	(7,869)	(7,904)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	1,141	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,686)	(1,264)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(545)	(1,264)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	234	(13,708)	5,087	264	1,797	2,240	2,196	2,619	3,477	4,205	4,294	4,864
plus: CASH & CASH EQUIVALENTS - beginning of year	15.165	15,399	1,691	1.691	6.778	1.955	8.576	4.194	10.772	6.814	14,249	11,019
pros. CASH & CASH EQUIVALENTS - Deginning of year	13,103	13,377	1,071	1,071	0,770	1,733	0,370	7,177	10,772	0,014	14,247	11,017
CASH & CASH EQUIVALENTS - end of year	15,399	1,691	6,778	1,955	8,576	4,194	10,772	6,814	14,249	11,019	18,543	15,883
Additional Information		10.055		40.05-		10.055	10.05				*****	
plus: Investments on hand - end of year	22,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	37,727	12,019	17,106	12,283	18,904	14,522	21,100	17,142	24,577	21,347	28,871	26,211
Assumptions												
Rates & charges recovery rate	97.00%		97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%			
Debtor recovery rate General Index	97.00% 2.50%		97.00% 4.10%	97.00% 3.50%	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%			
Investment Interest rate	1.50%	5.00%	5.00%	5.00%	5.00%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Overdue rates interest rate No restricted cash	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

	ONG T	ERM	FINANCIAL		2825-283 CIAL RATIOS	34 - BALA	NCED SCE	NARIO					
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	A	ctual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating Ratio			_										
This ratio measures Council's ability to contain operating expenditure within operating revenu-		10.12%	0.07%	0.01%	0.76%	0.34%	1.27%	0.87%	1.78%	1.79%	2.68%	2.72%	2.707
Benchmark - Greater than 0%	,	10.12%	0.07%	0.01%	0.76%	0.34%	1.2/%	0.8/%	1./8%	1./9%	2.68%	2.72%	3.79%
(operating revenue excl. capital grants and contributions - operating expenses) /													
operating revenue excluding capital grants and contributions													
Cash Expense Cover Ratio													
This ratio indicates the number of months Council can continue paying for its immediate													
expenses without additional cash inflow		10.55	5.27	7.02	4.99	7.53	5.67	7.96	6.33	8.84	7.51	9.90	8.81
Benchmark - Greater than 3.0 months													
(current year's cash and cash equivalents / (total expenses - depreciation - interest costs)	•												
Current Ratio													
This ratio represents Council's ability to meet debt payments as they fall due. It should be note:													
that Council's externally restricted assets will not be available as operating funds and as such													
can significantly impact Council's ability to meet its liabilities.		1.99	2.10	1.92	1.57	2.08	1.76	2.34	2.01	2.85	2.62	3.34	3.10
Benchmark - Greater than 1.5													
current assets / current liabilities													
Unrestricted Current Ratio To assess the adequacy of working capital and its ability to satisfy obligations in the short term													
for the unrestricted activities of Council.		5.59	-1.21	2.37	1.71	2.39	1.97	2.76	1.66	2.50	2.26	2.91	2.67
Benchmark - Greater than 1.5													
current assets less all external activities/ current liabilities, less specific purpose liabilities													
Own Source Operating Revenue													
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on extern funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue		68.79%	45.33%	52.21%	70.76%	70.22%	70.45%	70.50%	70.75%	70.75%	71.00%	71.02%	71.27%
Benchmark - Greater than 60%			1010075	02.21,0									
rates, utilities and charges / total operating revenue (inclusive of capital grants and													
contributions)													
Debt Service Cover Ratio													
This ratio measures the availability of cash to service debt including interest, principal, and													
lease payments		4.77	3.72	2.92	3.07	3.00	3.56	3.59	3.76	5.94	7.73	7.76	8.22
Benchmark - Greater than 2.0													
operating result before interest and depreciation (EBITDA) / principal repayments +borrowing interest costs													
+DOLLOWING ILLINEST COSTS													
Interest Cover Ratio													
This ratio indicates the extent to which Council can service its interest bearing debt and take o	,												
additional borrowings. It measures the burden of the current interest expense upon Council's operating cash		13.85	10.02	10.83	12.48	13.52	15.71	16.83	19.56	21.73	25.08	28.03	33.67
Benchmark - Greater than 4.0									50			22.30	
operating result before interest and depreciation (EBITDA) / interest expense													
Capital Expenditure Ratio													
This ratio indicates the extent to which Council is forecasting to expand its asset base with													
capital expenditure spent on both new assets and replacement and renewal of existing assets		1.49	8.71	2.75	1.25	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Benchmark - Greater than 1.1													
annual capital expenditure / annual depreciation													

IMPROVING OUR FINANCIAL POSITION FURTHER

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

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2040 Community Strategic Plan. This includes addressing current goals, while planning to meet the requirements for the future. To do this, Council must be strong.

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

Council has updated the 2025 Operating and Long Term Financial Plan, with the most current and best available information, but it is subject to change due to the dynamic health and economic crisis, created by the COVID-19 pandemic, global diplomatic unrest and subsequent financial effects.

The current plan is based on a return to pre-COVID conditions however the unpredictability of the short to midterm financial conditions due to the Ukraine war and high inflation means this cannot be guaranteed.

The Council also acknowledges that planned deliverables and actions may be impacted or need to be reprioritised, New priorities may also emerge.

Council will engage with the community using the principles outlined in our Community Engagement Strategy, to ensure that changing and emerging priorities are identified.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery.



This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of new technology and an emphasis on staffing capacity development.

IMPROVING ASSET MANAGEMENT

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

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

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

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

INCREASING STATE AND FEDERAL FUNDING

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

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INCREASING PRIVATE WORKS, TRANSPORT NSW CONTRACTS AND CAPITAL WORK DELIVERY

Council has over several years invested heavily in the development of additional capacity for its roads and trades teams to enable Council to take on more capital works internally and attract more private works and contracts through Transport NSW. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position and future growth of Council's workforce.

LONG TERM WASTE STRATEGY AND INDUSTRY DEVELOPMENT

Broken Hill City Council is engaged in the process of developing a 3-year waste management strategy, which will inform our long-term goals in alignment with the Community Strategic Plan.

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

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

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

The viability of processes such as recyclable material processing, energy creation, and the establishment of a local industry centred around these processes is being examined. BHCC believes there is potential for additional revenue streams within it's existing waste management processes, and by properly implementing and utilising these streams, overhead expenses created by the waste management centre can be reduced.

INCREASING RATE REVENUE

To maintain services at their expected level, the community may consider if an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability.

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SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$250m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

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

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

Our plan is sensitive to a number of internal and external drivers including Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation.

The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

SCENARIO 2 - 4% Rate Peg in 2026

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2026 rate peg only reduces to 4% because of a lag in the expected reduction in inflation until 2027 and beyond.

This model does not alter Council's breakeven point of 2025 and sees a higher surplus in ongoing years due to the rate peg increases matching inflation.

Key Aspects of this Scenario

- Breakeven remains at 2025.
- Higher surplus from 2026 onwards

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LONG TER	M FINANCIA	IL PLAN -		34 - SCEN STATEMENT	IARIO 2 -	4% RAT	E PEG IN	2026				
\$ '000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,678	20,950	21,814	22,687	23,254	23,835	24,431	25,042	25,668	26,310	26,967	27,642
User charges & fees	4,454	4,335	4,795	5,263	5,395	5,530	5,668	5,810	5,955	6,104	6,256	6,413
Interest & investment revenue	1,303	1,383	1,470	1,030	434	635	590	823	698	962	862	1,130
Other revenues	4,873	1,025	685	709	727	745	763	783	802	822	843	864
Grants & contributions for operating purposes	10,617	7,136	7,977	8,136	8,380	8,548	8,719	8,893	9,071	9,252	9,437	9,626
Grants & contributions for capital purposes	3,134	26,264	18,364	4,000	4,120	4,202	4,286	4,372	4,460	4,549	4,640	4,733
Other Income:												
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	44,059	61,093	55,105	41,825	42,309	43,495	44,458	45,723	46,653	47,999	49,006	50,407
Expenses from Continuing Operations												
Employee benefits & costs	15,492	15,485	16,488	16,900	17,323	17,756	18,200	18,655	19,121	19,599	20,089	20,491
Borrowing costs	842	745	693	629	567	509	466	420	378	344	309	272
Materials & contracts	12,346	10,893	11,593	11,784	11,867	12,163	12,717	13,035	13,361	13,695	14,038	14,389
Depreciation & amortisation	6,675	6,700	6,809	6,933	6,968	6,999	7,029	7,060	7,091	7,123	7,154	7,185
Impairment	-	-	-	-		-	-	-	-	-	-	-
Other expenses	1,032	980	1,154	1,014	1,040	1,066	1,092	1,120	1,148	1,176	1,206	1,236
Net losses from disposal of assets	395	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,782	34,803	36,737	37,261	37,764	38,493	39,505	40,290	41,100	41,937	42,795	43,573
OPERATING RESULT FOR THE YEAR	7,277	26,290	18,368	4,564	4,545	5,002	4,953	5,433	5,554	6,062	6,211	6,834
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	4,143	26	4	564	425	799	667	1,061	1,094	1,513	1,571	2,101
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4,143	26	4	564	425	799	667	1,061	1,094	1,513	1,571	2,101
Assumptions												
Rate Peg	2.30%	3.70%	4.90%	4.00%	2.50%		2.50%	2.50%				2.50%
General Index Employee Cost Index	2.50% 4.00%	7.80% 3.25%	4.10% 3.25%	3.50% 2.50%	2.50% 2.50%		2.50% 2.50%	2.50% 2.50%				2.50% 2.00%
Grant Index	2.00%	2.00%	2.00%	2.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate Overdue rates interest rate	1.50% 6.00%	5.00% 9.00%	5.00% 9.00%	5.00% 8.00%	3.00% 8.00%	3.00% 8.00%	3.50% 8.00%	3.50% 8.00%	3.50% 8.00%	3.50% 8.00%		3.50% 8.00%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	0.00%	0.00%	0.00%	0.00%	0.00%				0.00%

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LONG TE	RM FINANCI			34 - SCEN		4% RAT	E PEG IN	2026				
\$ '000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	203
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Assets												
Current Assets:												
Cash & cash equivalents	15,399	1,691	6,778	2,272	8,917	4,855	11,479	7,851	15,353	12,464	20,075	17,768
Investments	22,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328
Receivables	3,911	5,222	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067
Inventories	134	158	164	170	174	179	183	188	193	197	202	207
Other	1,068	545	567	587	602	617	632	648	664	681	698	715
Non-current assets classified as 'held for sale'	-	-	-	608	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	42,840	17,944	22,905	19,032	25,088	21,046	27,690	24,082	31,604	28,737	36,370	34,086
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	332,915	384,239	396,175	385,949	386,646	387,346	388,049	388,755	389,465	390,177	390,892	391,611
Investments accounted for using the equity method	866	866	866	866	866	866	866	866	866	866	866	866
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	333,781	385,105	397,041	386,815	387,512	388,212	388,915	389,621	390,331	391,043	391,758	392,477
TOTAL ASSETS	376,621	403,049	419,946	405,847	412,600	409,258	416,605	413,703	421,935	419,780	428,128	426,563
Liabilities												
Current Liabilities:												
Payables	4,683	2,080	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	10,264											
Borrowings	1,803	2,452	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015
Provisions	4,768	4,004	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534
TOTAL CURRENT LIABILITIES	21,518	8,536	11,942	11,927	11,926	11,626	11,559	11,559	10,756	10,490	10,490	10,490
Non-Current Liabilities:												
Payables	-	-	-	-	-	-	_	-	_	-	-	_
Borrowings	17.875	17.687	15.813	13.883	11.895	10,134	8.411	6,657	5,647	4.870	4.058	3.210
Provisions	9,980	12,906	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249
TOTAL NON-CURRENT LIABILITIES	27,855	30,593	29,062	27,132	25,143	23,383	21,660	19,906	18,896	18,119	17,307	16,458
TOTAL LIABILITIES	49,373	39,130	41,004	39,059	37,069	35,009	33,219	31,465	29,652	28,609	27,797	26,948
NET ASSETS	327.248	363,920	378,942	366,789	375,531	374,249	383,386	382,239	392,282	391,170	400,331	399,614
Equity												
Retained earnings	120,987	157,659	172.681	160,528	169,270	167,988	177,125	175,978	186,021	184,909	194.070	193,353
Revaluation reserves	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261
Council equity interest	327.248	363,920	378.942	366.789	375.531	374,249	383.386	382.239	392,282	391,170	400,331	399,614
Non-controlling interest	327,246	363,720	370,742	-	- 373,331	- 374,247	-	302,237	372,202	371,170	400,331	377,014
TOTAL EQUITY	327,248	363,920	378,942	366,789	375,531	374,249	383,386	382,239	392,282	391,170	400,331	399,614
Assumptions	327,248	303,720	3/0,742	300,789	3/3,331	3/4,249	303,386	302,239	372,282	371,170	400,331	377,014
Assumptions General Index No impact from revaluation of assets No restricted cash	2.50%	7.80%	4.10%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50

	· · · · · · · · · · · · · · · · · · · ·	IL I LAN		OF CASH FLOWS		4 % KAI	E PEG IN	2026				
\$ '000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities		J										
Receipts:												
Rates & annual charges	20,453	20,322	21,160	22,006	22,556	23,120	23,698	24,291	24,898	25,520	26,158	26,812
User charges & fees	4,201	4,205	4,652	5,105	5,233	5,364	5,498	5,635	5,776	5,921	6,069	6,220
Investment & interest revenue received	874	1,942	1,942	650	683	631	587	820	695	959	859	1,127
Grants & contributions	21,987	33,400	26,341	12,136	12,500	12,750	13,005	13,265	13,531	13,801	14,077	14,359
Bonds, deposits & retention amounts received	339	-	-	-	-	-	-	-	-	-	-	-
Other	7,457	994	664	688	705	723	741	759	778	798	817	838
Payments:												
Employee benefits & costs	(15,226)	(15,020)	(15.994)	(16,393)	(16,803)	(17,223)	(17,654)	(18,095)	(18,548)	(19,011)	(19,487)	(19,876)
Materials & contracts	(14,386)	(10,566)	(11,245)	(11,431)	(11,511)	(11,798)	(12,336)	(12,644)	(12,960)	(13,284)	(13,616)	(13,957)
Borrowing costs	(677)	(745)	(693)	(629)	(567)	(509)	(466)	(420)	(378)	(344)	(309)	(272)
Bonds, deposits & retention amounts refunded	(0///	(740)	(070)	- (027)	-	-	-	-	- (0/0)	-	-	- (2/2)
Other	(890)	(951)	(1,120)	(984)	(1,008)	(1,034)	(1,060)	(1,086)	(1,113)	(1,141)	(1,170)	(1,199)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	24.132	33.580	25.707	11.148	11,788	12.024	12.013	12,525	12,678	13,219	13.398	14,051
NET CASH FROVIDED (OR USED IN) OF EXAMING ACTIVITIES	24,132	33,300	23,707	11,140	11,700	12,024	12,013	12,323	12,070	13,217	13,370	14,031
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	6,000	12,000	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	123	320	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	-	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(19,510)	-	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(9,966)	(58,344)	(18,745)	(8,644)	(7,665)	(7,699)	(7,732)	(7,766)	(7,801)	(7,835)	(7,869)	(7,904)
Deferred debtors & advances made	-	-		-	-	-	-		-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(23,353)	(46,024)	(18,745)	(8,644)	(7,665)	(7,699)	(7,732)	(7,766)	(7,801)	(7,835)	(7,869)	(7,904)
			-									
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	1,141	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,686)	(1,264)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(545)	(1,264)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	234	(13,708)	5,087	581	2,139	2,584	2,562	2,996	3,873	4,612	4,722	5,305
plus: CASH & CASH EQUIVALENTS - beginning of year	15,165	15,399	1,691	1,691	6,778	2,272	8,917	4,855	11,479	7,851	15,353	12,464
CASH & CASH EQUIVALENTS - end of year	15,399	1,691	6,778	2,272	8,917	4,855	11,479	7,851	15,353	12,464	20,075	17,768
Additional Information	00.000	10 000	10 200	10 000	10 200	10 200	10.000	10 200	10 200	10 000	10 200	10 000
plus: Investments on hand - end of year	22,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	37,727	12,019	17,106	12,600	19,245	15,183	21,807	18,179	25,681	22,792	30,403	28,096
Assumptions Rates & charges recoviery rate	97.00%			97.00%	97.00%		97.00%	97.00%				
Debtor recovery rate General Index	97.00% 2.50%	97.00%		97.00% 3.50%	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%			97.00% 2.50%
Investment Interest rate	2.50% 1.50%	7.80% 5.00%		5.00% 5.00%	2.50% 5.00%	2.50% 3.00%	2.50% 3.50%	2.50% 3.50%	2.50% 3.50%			3.50%
Overdue rates interest rate No restricted cash	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

LONG TERM	FINANCIA	L PLAN -		34 - SCEN	IARIO 2 -	4% RAT	E PEG IN	2026				
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast		Forecast	Forecast	Forecast			Forecast
Operating Ratio		Ū										
					1.11%							
This ratio measures Council's ability to contain operating expenditure within operating revenue Benchmark - Greater than 0%	10.12%	0.07%	0.01%	1.49%	1.11%	2.03%	1.66%	2.57%	2.59%	3.48%	3.54%	4.60%
Coperating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions												
Cash Expense Cover Ratio												
his ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	8.77	3.37	5.25	3.34	5.92	4.20	6.55	5.07	7.62	6.43	8.86	7.90
Benchmark - Greater than 3.0 months												
current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 2												
Current Ratio												
his ratio represents Council's ability to meet debt payments as they fall due. It should be noted had Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.	1.99	2.10	1.92	1.60	2.10	1.81	2.40	2.08	2.94	2.74	3.47	3.25
Senchmark - Greater than 1.5	1.77	2.10	1.72	1.00	2.10	1.01	2.40	2.00	2.74	2.74	5.47	0.20
current assets / current liabilities												
nrestricted Current Ratio o assess the adequacy of working capital and its ability to satisfy obligations in the short term or the unrestricted activities of Council.	1.91	1.90	2.17	1.74	2.42	2.03	2.83	1.74	2.59	2.38	3.04	2.82
lenchmark - Greater than 1.5	1.71	1.70	2.17	1.74	2.42	2.03	2.03	1.74	2.37	2.30	3.04	2.02
current assets less all external activities/ current liabilities, less specific purpose liabilities												
Own Source Operating Revenue												
this ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external unding sources such as operaling grants and contributions. Council's financial flexibility mproves the higher the level of its own source revenue	68.79%	45.33%	52.20%	70.98%	70.46%	70.69%	70.75%	70.99%	71.00%	71.25%	71.27%	71.51%
Benchmark - Greater than 60%												
ates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)												
Debt Service Cover Ratio												
his ratio measures the availability of cash to service debt including interest, principal, and												
ease payments Senchmark - Greater than 2.0	4.77	3.72	2.92	3.18	3.12	3.69	3.74	3.91	6.19	8.05	8.10	8.57
enchmark - creater trant 2.0 perating result before interest and depreciation (EBITDA) / principal repayments borrowing interest costs												
nterest Cover Ratio												
his ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's peraling cash	10.05	10.00	10.00	10.00	1404	1401	17.50	20.05	20.45	0/11	00.04	05.05
enchmark - Greater than 4.0	13.85	10.02	10.83	12.92	14.04	16.31	17.52	20.35	22.65	26.11	29.24	35.09
perating result before interest and depreciation (EBITDA) / interest expense												
Capital Expenditure Ratio												
eaphar Experiance Railo												
This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets and replacement and renewal of existing assets are considered in the control of the contro	1.49	8.71	2.75	1.25	1.10	1.10	1.10	1.10	1.10	1.10	1.10 FQL	J e ∠o O
annual capital expenditure / annual depreciation												-
A CONTRACTOR OF THE CONTRACTOR												

SCENARIO 3 - Continued High Inflation with Reduced Rate Peg

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard forecast 2.5% rate peg as advised by IPART combined with inflation remaining steady at 4% until 2034. As you will see below, this model does not alter Council's breakeven point of 2025 but sees a return to regular deficits as the rate peg fails to keep pace with inflation and consequential increases in award wages.

Key Aspects to this Scenario

- Breakeven remains at 2025.
- Council incurs regular deficits.
- Some key financial ratios & OLG benchmarks will not be met.

Draft Long Term Financial Plan 2024-2033

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LONG TERM FINANCIAL PI	LAN - 282	5-2034 -) 3 - RATI E statement	PEG DEC	REASED /	AND HIGH	ER INFLAT	TION/WAG	ES		
\$ '000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
• • • • • • • • • • • • • • • • • • • •	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,678	20,950	21,814	22,359	22,918	23,491	24,079	24,681	25,298	25,930	26,578	27,243
User charges & fees	4,454	4,335	4,795	5,287	5,499	5,719	5,947	6,185	6,433	6,690	6,958	7,236
Interest & investment revenue	1,303	1,383	1,470	1,029	601	890	689	958	777	1,070	910	1,192
Other revenues	4,873	1,025	685	712	741	771	801	833	867	901	937	975
Grants & contributions for operating purposes	10,617	7,136	7,977	8,136	8,380	8,548	8,719	8,893	9,071	9,252	9,437	9,626
Grants & contributions for capital purposes	3,134	26,264	18,364	4,000	4,120	4,202	4,286	4,372	4,460	4,549	4,640	4,733
Other Income:												
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	44,059	61,093	55,105	41,524	42,259	43,621	44,521	45,923	46,904	48,393	49,461	51,004
Expenses from Continuing Operations												
Employee benefits & costs	15,492	15,485	16,488	17,024	17,577	18,149	18,738	19,347	19,976	20,625	21,296	21,988
Borrowing costs	842	745	693	629	567	509	466	420	378	344	309	272
Materials & contracts	12,346	10,893	11,593	11,841	12,100	12,583	13,337	13,610	14,155	14,721	15,310	15,922
Depreciation & amortisation	6,675	6,700	6,809	6,933	6,968	6,999	7,029	7,060	7,091	7,123	7,154	7,185
Impairment	-	-	-	-		-	-	-	-	-	-	-
Other expenses	1,032	980	1,154	1,019	1,060	1,102	1,146	1,192	1,240	1,290	1,341	1,395
Net losses from disposal of assets	395	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,782	34,803	36,737	37,447	38,272	39,343	40,717	41,630	42,840	44,102	45,410	46,763
OPERATING RESULT FOR THE YEAR	7,277	26,290	18,368	4,078	3,987	4,278	3,804	4,292	4,064	4,291	4,051	4,242
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4.143	26	4	78	(133)	76	(482)	(80)	(396)	(258)	(589)	(491)
CONNECTION CALIFICATION COLD	4,140		7	,,,	(100)	,,	(402)	(00)	(676)	(200)	(507)	
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4,143	26	4	78	(133)	76	(482)	(80)	(396)	(258)	(589)	(491)
					,		,	,	,		` '	
Assumptions					0.00	0.55	0.5				0.500	
Rate Peg General Index	2.30% 2.50%			2.50% 4.00%	2.50% 4.00%	2.50% 4.00%	2.50% 4.00%				2.50% 4.00%	2.509 4.009
Employee Cost Index	4.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Grant Index Inv estment Interest rate	2.00% 1.50%	2.00% 5.00%	5.00%	2.00% 5.00%	3.00% 4.50%	2.00% 4.50%	2.00% 4.50%	2.00% 4.50%	4.50%	4.50%	2.00% 4.50%	2.00% 4.50%
Ov erdue rates interest rate	6.00% -2.00%	9.00% -2.00%	9.00% -2.00%	8.00% 0.00%	8.00% 0.00%	8.00% 0.00%	8.00%	8.00%		8.00%	8.00%	8.00%

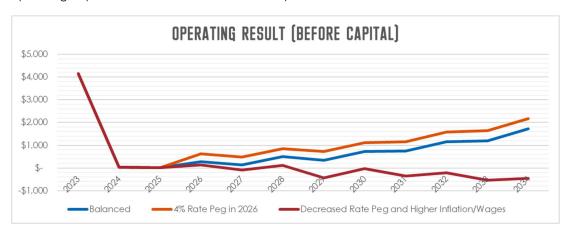
LONG TERM FINANCIAL P	LAN - 202	5-2034 -		J 3 - Kail Financial posi		KEASEU I	THU HIGH	EK INFLAI	TUN/WA	165		
\$'000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	203
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Assets		Douge, Q2	bouge.									
Current Assets:												
Cash & cash equivalents	15,399	1,691	6,778	1,802	8,190	3,691	9,641	5,583	12,072	8,479	14,702	11,273
Investments	22,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328
Receivables	3,911	5,222	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067
Inventories	134	158	164	171	178	185	192	200	208	216	225	234
Other	1,068	545	567	590	614	638	664	690	718	747	776	808
Non-current assets classified as 'held for sale'	-	-	-	608	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	42,840	17,944	22,905	18,566	24,376	19,908	25,891	21,868	28,392	24,836	31,098	27,709
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	332,915	384,239	396,175	385,949	386,646	387,346	388,049	388,755	389,465	390,177	390,892	391,611
Investments accounted for using the equity method	866	866	866	866	866	866	866	866	866	866	866	866
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	- 1	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	333,781	385,105	397,041	386,815	387,512	388,212	388,915	389,621	390,331	391,043	391,758	392,477
TOTAL ASSETS	376,621	403,049	419,946	405,381	411,888	408,120	414,807	411,489	418,723	415,879	422,856	420,186
Liabilities												
Current Liabilities:												
Payables	4,683	2,080	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941	4,941
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	10,264											
Borrowings	1,803	2,452	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015
Provisions	4,768	4,004	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534	4,534
TOTAL CURRENT LIABILITIES	21,518	8,536	11,942	11,927	11,926	11,626	11,559	11,559	10,756	10,490	10,490	10,490
Non-Current Liabilities:												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	17,875	17,687	15,813	13,883	11,895	10,134	8,411	6,657	5,647	4,870	4,058	3,210
Provisions	9,980	12,906	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249
TOTAL NON-CURRENT LIABILITIES	27,855	30,593	29,062	27,132	25,143	23,383	21,660	19,906	18,896	18,119	17,307	16,458
TOTAL LIABILITIES	49,373	39,130	41,004	39,059	37,069	35,009	33,219	31,465	29,652	28,609	27,797	26,948
NET ASSETS	327,248	363,920	378,942	366,322	374,819	373,111	381,588	380,025	389,071	387,270	395,059	393,237
Equity												
Retained earnings	120,987	157,659	172,681	160,061	168,558	166,850	175,327	173,764	182,810	181,009	188,798	186,976
Revaluation reserves	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261	206,261
Council equity interest	327,248	363,920	378,942	366,322	374,819	373,111	381,588	380,025	389,071	387,270	395,059	393,237
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	327,248	363,920	378,942	366,322	374,819	373,111	381,588	380,025	389,071	387,270	395,059	393,237
Assumptions General Index No impact from revaluation of assets No restricted cash	2.50%		4.10%	4.00%	4.00%	4.00%	4.00%	4.00%				4.009

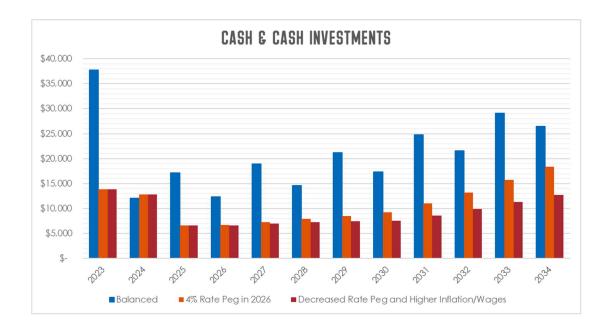
LONG TERM FINANCIAL PL	.AN - 202	5-2034 -		3 - RATI Of Cash Flow		REASED /	AND HIGH	ER INFLAT	TION/WAG	ES		
\$ '000	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
•	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	20,453	20,322	21,160	21,689	22,231	22,787	23,356	23,940	24,539	25,152	25,781	26,426
User charges & fees	4,201	4,205	4,652	5,129	5,334	5,547	5,769	6,000	6,240	6,489	6,749	7,019
Investment & interest revenue received	874	1,942	1,942	650	659	887	686	955	773	1,067	907	1,188
Grants & contributions	21,987	33,400	26,341	12,136	12,500	12.750	13.005	13,265	13.531	13.801	14.077	14,359
Bonds, deposits & retention amounts received	339	-	-	-	_	-	-	-	-	-	-	-
Other	7,457	994	664	691	719	747	777	808	841	874	909	946
Payments:	.,											
Employee benefits & costs	(15,226)	(15,020)	(15,994)	(16,513)	(17,050)	(17,604)	(18,176)	(18,767)	(19,377)	(20,007)	(20,657)	(21,328)
Materials & contracts	(14,386)	(10,566)	(11,245)	(11,486)	(11,737)	(12,206)	(12,937)	(13,202)	(13,730)	(14,279)	(14,850)	(15,444)
Borrowing costs	(677)	(745)	(693)	(629)	(567)	(509)	(466)	(420)	(378)	(344)	(309)	(272)
Bonds, deposits & retention amounts refunded	(0,,)	(, 10)	(0,0)	-	-	-	- (.00)	- (120)	-	-	-	-
Other	(890)	(951)	(1,120)	(989)	(1,028)	(1,069)	(1,112)	(1,157)	(1,203)	(1,251)	(1,301)	(1,353)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	24,132	33,580	25,707	10,678	11,060	11,329	10,902	11,422	11,236	11,502	11,306	11,541
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	6,000	12,000	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	123	320	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	-	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(19,510)	-	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(9,966)	(58,344)	(18,745)	(8,644)	(7,665)	(7,699)	(7,732)	(7,766)	(7,801)	(7,835)	(7,869)	(7,904)
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(23,353)	(46,024)	(18,745)	(8,644)	(7,665)	(7,699)	(7,732)	(7,766)	(7,801)	(7,835)	(7,869)	(7,904)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	1,141	_	_	_	_	_	_	_	_	-	-	_
Payments:	.,											
Repayment of borrowings & advances	(1,686)	(1,264)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(545)	(1,264)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)
		(10.700)								2.22	2 2 - 2	
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	234	(13,708)	5,087	111	1,411	1,889	1,451	1,893	2,431	2,896	2,630	2,794
plus: CASH & CASH EQUIVALENTS - beginning of year	15,165	15,399	1,691	1,691	6,778	1,802	8,190	3,691	9,641	5,583	12,072	8,479
CASH & CASH EQUIVALENTS - end of year	15.399	1.691	6.778	1.802	8.190	3.691	9.641	5.583	12.072	8.479	14.702	11.273
·	15,377	1,071	0,//8	1,802	8,170	3,071	7,041	5,563	12,072	6,4/9	14,702	11,2/3
Additional Information												
plus: Investments on hand - end of year	22,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328	10,328
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	37,727	12,019	17,106	12,130	18,518	14,019	19,969	15,911	22,400	18,807	25,030	21,601
Assumptions Rates & charges recovery rate	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97 00%
Debtor recovery rate	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%
General Index Investment Interest rate	2.50% 1.50%	7.80% 5.00%	4.10% 5.00%	4.00% 5.00%	4.00% 5.00%	4.00% 4.50%	4.00% 4.50%	4.00% 4.50%		4.00% 4.50%		4.00% 4.50%
Overdue rates interest rate No restricted cash	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	4.50% 8.00%	8.00%		8.00%	8.00%	4.30% 8.00%

	2022	2023	2024	2025	AL RATIOS 2026	2027	2028	2029	2020	0021	2022	2022	203
	2023	Revised	Proposed	2026	2027	2028	2029	2030	2031	2032	2033	203	
	Actual	Budget Q2	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Foreca	
perating Ratio													
					0.057								
this ratio measures Council's ability to contain operating expenditure within operating revenue	10.12%	0.07%	0.01%	0.21%	-0.35%	0.19%	-1.20%	-0.19%	-0.93%	-0.59%	-1.31%	-1.06	
Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) /													
operating revenue excluding capital grants and contributions													
Cash Expense Cover Ratio													
This ratio indicates the number of months Council can continue paying for its immediate													
expenses without additional cash inflow	10.55	5.27	7.02	4.87	7.23	5.28	7.21	5.59	7.60	6.16	7.92	6.	
Benchmark - Greater than 3.0 months													
current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12													
Current Ratio													
his ratio represents Council's ability to meet debt payments as they fall due. It should be noted hat Council's externally restricted assets will not be available as operating funds and as such													
can significantly impact Council's ability to meet its liabilities.	1.99	2.10	1.92	1.56	2.04	1.71	2.24	1.89	2.64	2.37	2.96	2.	
Benchmark - Greater than 1.5													
current assets / current liabilities													
Inrestricted Current Ratio													
or the unrestricted activities of Council.	5.59	-1,21	2.37	1.69	2.34	1.90	2.62	1.54	2.28	2.00	2.54	2.	
enchmark - Greater than 1.5	3.37	-1.21	2.07	1.07	2.04	1.70	2.02	1.54	2.20	2.00	2.54	2.	
current assets less all external activities/ current liabilities, less specific purpose liabilities													
Own Source Operating Revenue													
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external													
funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue	68.79%	45.33%	FO 000	70 770	70.4007	70 770	70 700	71 1107	71.1507	71 4007	71 5407	71.85	
Benchmark - Greater than 60%	68./9%	43.33%	52.20%	70.77%	70.42%	70.77%	70.79%	71.11%	71.15%	71.48%	71.54%	/1.83	
rates, utilities and charges / total operating revenue (inclusive of capital grants and													
contributions)													
Debt Service Cover Ratio													
this ratio measures the availability of cash to service debt including interest, principal, and													
ease payments	4.77	3.72	2.92	2.99	2.90	3.37	3.21	3.39	5.12	6.46	6.16	6.1	
Benchmark - Greater than 2.0													
operating result before interest and depreciation (EBITDA) / principal repayments													
borrowing interest costs													
nterest Cover Ratio													
his ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's	10.05	10.00	10.00	10.15	10.05	1400	15.05	17.40	10.71	20.04	20.05	0.5	
perating cash enchmark - Greater than 4.0	13.85	10.02	10.83	12.15	13.05	14.89	15.05	17.63	18.71	20.96	22.25	25.	
perating result before interest and depreciation (EBITDA) / interest expense													
perdring result before timetest and depreciation (control) / fill elest expense													
Capital Expenditure Ratio													
this ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets	1.49	8.71	2.75	1.25	1.10	1.10	1.10	1.10	1.10	1.10	1.10	,	
	1.49	8./1	2./5	1.25	1.10	1.10	1.10	1.10	1.10	1.10	1.10	ge or t	
Draft Long, Term Financial Plan 2024-2033											r u c	4 0 01 (

OPERATING RESULT AND CASH RESERVES

The below graph illustrates the three scenarios and how they each effect Council's operating surplus, as well as cash reserves for capital investment and renewal.



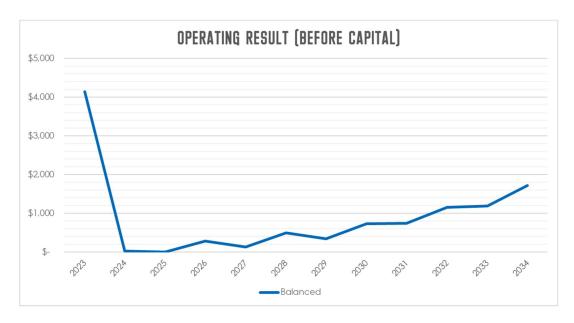


Draft Long Term Financial Plan 2024-2033

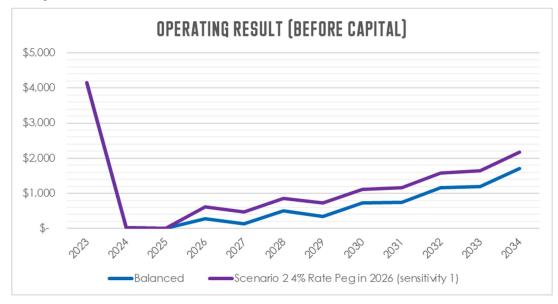
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SENSITIVITY ANALYSIS

The LTFP Balanced Scenario (proposed) is demonstrated below.

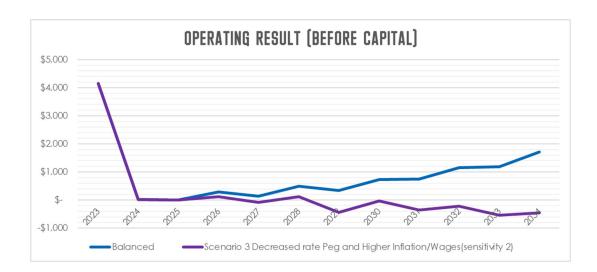


The below section illustrates the financial effect on Council's result if assumptions were to change as detailed in scenarios 2 and 3.



Draft Long Term Financial Plan 2024-2033

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Draft Long Term Financial Plan 2024-2033

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MEASURING PERFORMANCE

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

These indicators include:

· Operating Ratio

This measures the capacity of Council to contain its operating expenditure within its operating revenue, allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 0%. The current operating ratio, based on the proposed 2024/2025 budget, is 0.00. It is forecast that this ratio will be similar in 2025 and increase in following years.

Cash Expense Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses, without additional cashflow. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 3 months. The current cash expense ratio, based on the proposed 2024/2025 budget, is 7.02 months.

Current Ratio

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such, can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.5. The current ratio, based on the proposed 2024/2025 budget, is 1.92.

• Unrestricted Current Ratio

This ratio measures the adequacy of working capital and its ability to satisfy the obligations in the short term, for the unrestricted activities of Council.

The minimum benchmark for this ratio, as advised TCorp and the Local Government Accounting Code for NSW, is greater than 1.5. The unrestricted current ratio, based on the proposed 2024/2025 budget, is 2.37.

• Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources, such as operating grants and contributions, to fund its day-to-day operations. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 60%. The own source operating revenue ratio is below the benchmark for 2024/2025 due to the receipt of large capital grants for the library and airport projects.

• Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 2. The debt service cover ratio, based on the proposed 2024/2025 budget, is 2.92.

• Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest-bearing debt and take on additional borrowing. It measures the burden of the current interest expense, upon Council's operating cash. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 4. The interest cover ratio, based on the proposed 2024/2025 budget, is 10.83.

Draft Long Term Financial Plan 2024-2033

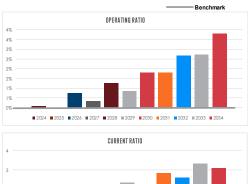
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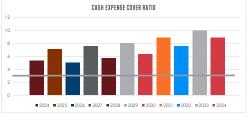
• Capital Expenditure Ratio

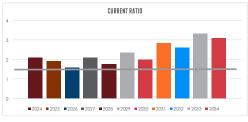
This ratio assesses the extent to which a Council is expanding its asset base through capital expenditure, on both new assets and the replacement and renewal of existing assets. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than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

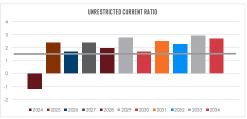
The capital expenditure ratio, based on the proposed budget for 2024/2025, is - 2.75.

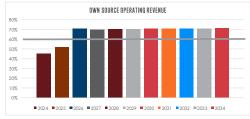
We will also ensure compliance with the accounting and reporting requirements of the Local Government Code of Accounting Practice, including annual auditing of accounts and provision of information to the community and the Division of Local Government.

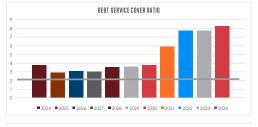


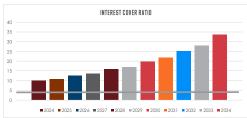














Draft Long Term Financial Plan 2024-2033

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QUARTERLY REPORTING

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

ANNUAL REPORTING

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

REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2024/2025 and Delivery Program 2022/2026 and financial projections will be revised and updated.





CONCLUSION

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

Council is committed to long-term financial sustainability and intergenerational equity, where each generation 'pays their way,' rather than any generation 'living off their assets' and leaving it to future generations to address the issue of replacing worn out infrastructure, without the necessary funds to do so. Council is currently relatively low on un-restricted reserves and has been operating with continuous deficits until 2023.

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



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

Council must develop strategies during 2023/24, to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised, before considering increasing the financial burden on the community, through special rate variations.



ORDINARY MEETING OF THE COUNCIL

June 19, 2024

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 95/24

SUBJECT: PROPOSED AMENDMENTS TO THE SILVER CITY ENERGY
STORAGE PROJECT - ENVIRONMENTAL IMPACT STATEMENT

D24/30089

Recommendation

- 1. That Broken Hill City Council Report No. 95/24 dated June 19, 2024, be received.
- 2. That Council notes the proposed amendments to the Silver City Energy Storage Project.
- 3. That Council provides a letter of support of the amendments to the Silver City Energy Storage Project to the NSW Department of Planning, Housing and Infrastructure.

Executive Summary:

Council has been provided with amendments to the Silver City Energy Storage (SCES) Project Environmental Impact Statement from A-CAES NSW (Hydrostor) due to refinements made to the project's layout and the proposed construction activities. This process has occurred concurrently with the public exhibition process and the preparation of a Submissions Report to address submissions received.

Report:

Council has been provided with amendments to the Silver City Energy Storage (SCES) Project Environmental Impact Statement (EIS) from A-CAES NSW (Hydrostor) due to refinements made to the project's layout and the proposed construction activities.

The project is considered State Significant Development (SSD) under the *Environmental Planning & Assessment Act 1979*. State Significant Development Applications are assessed and determined by the NSW Department of Planning, Housing, and Infrastructure. The initial EIS was publicly exhibited, and Hydrostor are currently preparing a response to public submissions in addition to the Amendment Report. Although the DA is not being assessed by Council, Hydrostor have been engaging with Council regarding the proposed amendments and are seeking Council's support.

The amendments to the SCES Project include:

- Revised SCES Facility layout including revised plant layout and reservoir design.
- Revised disturbance area associated with the SCES Facility and Transmission Line to provide for sufficient areas for construction activity.
- Amendment to proposed construction work hours to allow surface works outside of standard working hours.

 Shaft construction (connection between surface facilities and underground cavern) and related construction activities at surface and underground – including Crane/Rig Welding, Compressors/generator, air tools, concrete pumps.

- All other construction activities 7 days per week (daytime only).
- o Limiting night- time activities to critical activities only (concrete pours).

The key drivers for these amendments to the Project include:

- Optimisation of the site layout and construction activities to ensure appropriate design and working areas are provided.
- Delays to the construction timeframes will limit the ability for Hydrostor to meet contractual arrangements with Energy Australia and Transgrid.
- Significant increase in duration of construction phase following standard work hours of 12 months.
- Proposed construction hours also increase viability of attracting the required workforce, increasing the ability to be competitive in the labour market.

Council provided the community with details regarding the Amendments, through placing a web link leading to a detailed information platform on the Hydrostor Website, on the Broken Hill City Council Facebook page.

Detailed noise modelling indicates construction noise criteria can be met with appropriate mitigation applied and all relevant specialist assessments have been updated to capture the changes to the layout and associated disturbance area.

The Amendment Report is being prepared to assess the changes to the project and will be lodged with the project's Submissions Report to the Department of Planning, Housing and Infrastructure. The Amendment Report will be publicly exhibited to enable the broader Broken Hill Community the opportunity to review the report and make a submission.

Hydrostor is seeking Council's support of the project amendments by the provision of a letter of support to the Department of Planning, Housing and Infrastructure.

Community Engagement:

Hydrostor will place the Amendment Report on public exhibition as part of the State Significant Development process.

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:

Local Government Act 1993 Environmental Planning & Assessment Act 1979

Financial Implications:

Nil to Council.

Attachments

- 1. Letter to Council from Hydrostor
- 2. \$\frac{1}{2}\$ SCES Project Update

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER



A-CAES NSW Pty Ltd Hydrostor 420 St Kilda Road Melbourne, VIC 3004, Australia.

Broken Hill City Council

240 Blende Street

Broken Hill NSW 2880.

ATTN: Jay Nankivell

Amendments to SCES Project - EIS Submission.

Dear Jay,

Thank you for you and your teams time on Wednesday 29 May 2024, whilst we discussed and provided an update to you in relation to the Environmental Impact Statement (EIS) for the Project.

As discussed during our meeting, A-CAES NSW is currently preparing a Submissions Report to address the submissions received during the exhibition of the EIS. Concurrently with that process further detailed design and construction scheduling has commenced which has identified a requirement to refine both the layout and the proposed construction activities. As presented to your team, the following amendments are proposed:

- Revised SCES Facility Layout including revised plant layout and reservoir design.
- Revised disturbance area associated with the SCES Facility and Transmission Line to provide for sufficient areas for construction activities.
- Amendment to proposed construction work hours to allow surface works outside standard working hours:
 - Shaft construction (connection between surface facilities and underground cavern) and related construction activities at surface and underground - includes Crane/Rig Welding, Compressors/generators, Air tools, Concrete pumps.
 - o All other construction activities 7 days p/w (daytime only)
 - o Limiting nighttime activities to critical activities only e.g., concrete pours

Key drivers for these amendments to the Project include:

- Optimisation of the site layout and construction activities to ensure appropriate design and working areas are provided.
- Delays to the construction timeframes will limit the ability for A-CAES NSW to meet contractual arrangements with Energy Australia and Transgrid.
- Significant increase in duration of construction phase following standard work hours of 12 months.
- Proposed construction hours also increase viability of attracting the required workforce, increasing the ability to be competitive in the labour market.

Detailed noise modelling indicates construction noise criteria can be met with appropriate mitigation applied. All relevant specialist assessments have been updated to capture the changes to the layout and associated disturbance area.

As required under the State Significant Development assessment process, and Amendment Report is being prepared to assess these changes to the Project, for lodgement with the Submissions Report. The Amendment Report will be exhibited to enable the broader Broken Hill Community the opportunity to review the report and make a submission.

Hydrostor.ca Confidential 1

As part of the preparation of the Amendment Report, I would like to be able to provide confirmation to DPHI of our engagement and any feedback your office may have in relation to the amendment's submission.

Your continued support of the Project and our team is greatly appreciated.

Kind Regards,



Kristel Ross

Silver City Project Director

A-CAES NSW Pty Ltd Hydrostor



Confidential

HYDROSTOR

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Broken Hill City Council

Silver City Energy Storage Project | Broken Hill Council

- Project Update

29 May 2024

Broken Hill City Council

SCES Facility – Layout Refinement

- SCES Facility Layout Revised includes revised plant layout and revised reservoir design – revised plant layout consistent with previously proposed layout (re location of plant and noise sources)
- SCES Facility disturbance area revised to allow for sufficient area for construction following commencement of detailed design (increase to disturbance area ~6 ha)
- Disturbance area also revised to allow for design changes to transmission line from TransGrid (minor increase in disturbance ~4 ha)
- Project Area Revised to capture Perilya surface operations associated with the Project

Broken Hill City Council

SCES Facility – Layout Refinement

EIS Layout



Revised Layout



Key Points

- Overall footprint has reduced additional temporary disturbance for construction has increased
- Reservoir reduced and altered design
- Plant and equipment has shifted west (away from adjoining residential receivers)



Assessment Process

- Submissions report in preparation includes preparation of detailed lighting impact assessment to address objection from Outback Astronomy
- Relevant assessments being updated to capture revised disturbance area
- Amendment report will be submitted with the submissions report to communicate proposed changes to the Project
- Additional exhibition of Amendment report likely
- Timing late June/early July for submission to DPHI

Construction Hours

- EIS contemplated underground works 24/7, with all surface works during standard construction hours only
- Amendment to Project is proposed to allow surface works outside standard working hours:
 - Shaft construction (related activities at surface and underground)
 24/7
 - Crane/Rig
 - Welding
 - Compressors/generators
 - Air tools
 - Concrete pumps
 - All other construction activities 7 days p/w
 - Limiting nighttime activities to critical activities <u>only</u> e.g., concrete pours
- Preliminary noise modelling indicates construction noise criteria can be met with appropriate mitigation applied.



Broken Hill City Council

Construction Outside Standard Hours

- Justification:
- Detailed construction scheduling indicates significant delay in the delivery timeline, which will jeopardise contractual agreements.
- Mon-Fri 5/2 will result in construction duration.
- Given location and construction workforce required 7-day work week for surface activities is required and recommended to attract construction workforce Mon-Fri 5/2 will not be competitive in labour market.
- Noise modelling indicates relevant construction noise criteria can be achieved, achieving criteria outside standard construction hours comparative to compliance with criteria relevant to the operation of the Project.

Broken Hill City Council

Attachment 2 SCES Project Update

Consultation

- Consultation with Perilya is ongoing regarding hours of construction work and compliance requirements.
- Community stakeholders will be consulted prior to the Amendment report being submitted.
- Initial consultation with DPHI is complete formal letter requesting amendment to the Project will be submitted prior to lodging the Amendment Report
- Advice from DPHI Standard construction hours for renewable projects is the default - any amendment to that can be considered however no indication of approvability was given.

ORDINARY MEETING OF THE COUNCIL

June 20, 2024

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 96/24

SUBJECT: BROKEN HEEL FESTIVAL - REQUEST TO REVIEW TOWN

SQUARE WORKS SCHEDULE D24/30311

Recommendation

- 1. That Broken Hill City Council Report No. 96/24 dated June 20, 2024, be received.
- 2. That Council note correspondence from The Palace Hotel Broken Hill, requesting Council postpone start of construction; or for Council to provide additional funding to help adapt to changes in the Broken Heel Parade location and set-up.
- 3. That Council recommends continuing with the planned construction start date of August 19, 2024, and commit to provide additional financial and in-kind assistance to The Palace Hotel up to \$10,000, upon submission of official quotes and costings.

Executive Summary:

The Broken Hill Town Square is a central public facility in the Central Business District (CBD) of the city. It is used as a multi-purpose facility that is used by all demographic groups of the city and by visitors to Broken Hill. The Town Square is serviced by Argent Street from the north and Crystal Street from the south. It also forms part of the main pedestrian thoroughfare from the railway station to the CBD.

Redevelopment of the Town Square is part of the Broken Hill CBD Master Plan 2021 and in 2023, specialist urban design firm Jensen Plus was engaged to carry out a technical design for the redevelopment of the Town Square. The design was carefully developed with extensive consultations involving stakeholder groups from within council and the wider community completed from April 2023 to July 2023.

A construction tender was advertised from March 4, 2024, until April 18, with Council approving construction company Landscape Construction Services Pty Ltd trading as LCS Landscapes to be the principal contractor at their May Council meeting held 29 May, 2024. Following this notification was sent to adjacent businesses the community of the impending construction works and closure of Town Square for a period of approximately 4-6-months, starting 19 August, 2024.

Following this notification, Council has received a formal request from The Palace Broken Hill, to postpone the commencement date of the project, from 19 August until the third week of September to ensure the construction does not affect their Broken Heel Festival Parade and event at Town Square. The Palace alternatively requested, if Council are unable to postpone the start date that Council provide further financial assistance of \$10,705 cash, to assist with management and implementation of changes caused by the project to their event.

This report recommends continuing with the planned construction start date of August 19, 2024 and commit to provide additional financial and in-kind assistance to The Palace Hotel up to \$10,000, upon submission of official quotes and costings.

Report:

CBD Master Plan 2021:

Council appointed Taylor Cullity Lethlean (TCL) 2021 to prepare the Broken Hill CBD Master Plan. The master plan identified several recommendations for the Town Square. Some of these include:

- Revitalise existing public spaces for all Town Square
- Improve amenity to Town Square to include shade (natural & built), seating, water features, bike parking, lighting and remove levels
- Feature planting & shade trees to Town Square

A key recommendation of the master plan was to enable a 'Welcome Walk Avenue' along Chloride Street from the Railway Station on Crystal Street to the city's iconic Sturt Park. Revitalisation of the Town Square is a significant part of this avenue. The Town Square, at the time of the master plan, was under-utilised and required a revitalisation to encourage activation.

Technical Design and Consultation 2023:

Council appointed specialist urban design firm Jensen Plus in 2023 to carry out detailed technical documentation specific to the redevelopment of the Town Square based on the master plan 2021. Jensen Plus carried out extensive stakeholder consultations as part of the design process from April 27, 2023, until July 20, 2023.

The first consultation session was held April 27, 2023, in the Council Chambers with notice of the event being advertised to the public via Council social platforms, local radio stations and the Barrier Truth newspaper. Additional personal invitations were sent by email and print to 12 businesses who surround the Town Square and would be directly affected by the redevelopment, to attend and provide their thoughts on their design and the project. These businesses included:

- The Deli
- Broken Hill Community Credit Union
- Musicians Club
- Nachiappan Surgery
- Broken Hill Art Exchange (The Grand Hotel)
- Underground Games
- Outback Pharmacies
- Charlottes at the Grand
- Visser & Walton Solicitors
- Business Far West
- Small Business Progress Association
- Foundation Broken Hill

A further consultation session was held on Saturday 1 July, 2023, at the Town Square from 9am to 1pm, to attempt to reach the wider community and the users of the site.

Following these in-person consultation sessions Council and Jenson Plus advertised an online survey for the community to provide further feedback on the preferred design and thoughts on the project from 2 July 2023, until 20 July which 114 responses were received.

This survey was available on Council's website and a media release was advertised through media outlets ABC Radio Broken Hill, 2BH Radio, 2DryFM Radio, and the Barrier Truth Newspaperon 26 June 2024.

Construction Tender 2024:

The tender request T23/46 - Request for Tender – Town Square Redevelopment was advertised as a public tender on Vendor Panel from 4 March 2024 to 18 April 2024 for the construction stage of the redevelopment. Council received five complying tenders with Landscape Construction Services Pty Ltd trading as LCS Landscapes being approved as the preferred tenderer.

The scope of works of the project are broken into three (3) stages in which only the first two (2) stages are being completed in this construction tender due to budget restraints.

- Stage 1: Redevelopment of the sunken area of Town Square.
- Stage 2: Works to the existing adjacent carpark area along Crystal Lane
- Stage 3: Walkway Paving Replacement

Construction Start Notification and Feedback:

Upon approval of LCS Landscapes as the preferred tenderer at the May, 2024 Council Meeting, notice was sent to all businesses and advertised to the wider community about the estimated construction start date on Monday 19 August, 2024. Following this, Council received a formal request from The Palace Hotel Broken Hill, the host organisation of the Local Broken Heel Festival asking Council to consider postponing the construction commencement date, from 19 August until the third week of September to ensure the construction does not affect their Broken Heel Festival Parade and event at Town Square.

The Palace make note that their event was established in 2015 and has been held at the beginning of September for eight years, with the exception of one year, due to COVID. The festival celebrates the region and its connection to the iconic Australian film "The Adventures of Priscilla Queen of the Desert" and this year is the 30th anniversary of this film and is the theme of the event. Due to these scheduled construction works, they fear the free event program, of the main street Parade and associated festivities are at risk of being cancelled.

The Palace alternatively requested, if Council are unable to postpone the start date that Council provide further financial assistance of \$10,705 cash, to assist with management and implementation of changes caused by the project to their event which include.

* Please note that some of these costs are estimates only and will need to be confirmed.	
	Cost \$
Low Flatbed Truck to use as a Stage to replace Town Square Stage	2000
Truck Safety Steps	350
Staff to assist with safety - to assist public accessing stage, and whilst on stage	160
Change Traffic Management Plan	600
Fees for Extra Road Closure	1800
Extra letters & meeting with neighbors intro & letter drop, follow up & collection	300
Extra Seating (300)	1485
Personell to set up seating and take away, including delivery	720
Generator including hire, delivery, set up, disconnection, equipment distro safety set	800
Additional resources to Organise and Plan	1280
Additional personnel to spread the expanded site, traffic warden, safety, direction	500
Additional resources and cars to transport Performers to Street Parade Floats	240
Additional Insurance to added risk for public access to elevated stage	500
	\$10,705

The Palace raised the following concerns as reason for considering postponing the start of construction.

1. They did not believe the public and affected businesses have yet been advised of this pending closure.

- 2. Given that these major works have been in the planning process for some months, why have they only just been notified?
- 3. Have Council considered the potential impact to business surrounding the Town Square?
- 4. Had Council overlooked the impact the construction will have on the Broken Heel Festivals community program of our event and others?
- 5. Why is Construction scheduled during the city's peak tourism season, including two (2) major events in the Mundi Mundi Bash and the Broken Heel Festival?
- 6. The relocation of the entertainment will expand the road closure area significantly, this will not only result in loss of trade for a main part of Argent Street Traders but will inconvenience far more businesses in the new areas.
- 7. Would you please consider postponing the commencement date of this project to the third week in September?

In consultation with The Palace, the council recommended the suggestion of closing the section of Chloride Street adjacent to the Town Square, from Argent Street to Gawler Place to hold the free event section of the Parade. If The Palace were to consider this, they have outlined there would be additional costs incurred to the organisation and they would need additional funding as outlined above.

Council Response and Recommendation:

Council have been a major supporter of the Broken Heel festival since its inception in 2015, through cash donations and in-kind support. Since 2015, Council has donated approximately \$71,300 in cash and \$19,500 in in-kind support, which showcases it strong support of this event for the community.

Year	Cash Donated	In-Kind Support Donated	
2015	\$4,000.00	\$1,000.00	
2016	\$9,500.00		
2017	\$7,800.00		
2018		\$3,500.00	
2019	\$10,000.00	\$3,000.00	
2020	\$ 10,000.00	\$3,000.00	
2021	No Event due to Covid		
2022	\$10,000.00	\$3,000.00	
2023	\$10,000.00	\$3,000.00	
2024	\$10,000.00	\$3,000.00	
Total	\$71,300.00	\$19,500.00	

In consideration to the questions raised by The Palace, staff advise the following:

 Extensive consultation was undertaken by Council and design consultant Jensen Plus in 2023, with a mid-to-late 2024 construction period discussed during those sessions. Notification of impending closure was advertised upon approval of preferred tenderer and allowed approximately 12-weeks' notice prior to closure.

- 2. As per question 1, answer. Council attempted to reach all possible stakeholders through multiple advertisements on their social platforms, website, local radio stations, local newspaper, direct email/ mail and pop-up sessions.
- 3. The surrounding business impact was considered one of the highest priorities throughout the consultation period, as shown through direct contact being made with all 12 surrounding businesses to attend the consultation session held April 2023. Attendance of the consultation period was high from community and business representatives.
- 4. Council did not overlook the impact and have attempted to limit the impact as best it can for all stakeholders involved or affected with this construction. Council have limitations in allowable timeframe for completion with the approved funding closure date being December 2024.
- 5. The physical site start date is estimated on Monday 19 August 2024, after the holding of the Mundi Mundi Bash. Although LCS Landscapes has provided a 4-month construction program, the construction works may take up to 6-months due to unknown and variable factors. The project is supported by external funding, with the grant funding closure date set for December 2024. With these timeframes in place, there is no option that will not affect the City's peak tourism period in some way.
- 6. The section of Argent Street from Sulphide to Oxide Street is closed for a period of time during this event for the Parade section of the event with the main method of travel being foot traffic. The local businesses on Argent Street and surrounding streets should not be affected any further than the event incurs currently, as all pedestrian footpaths will be fully accessible. The works on the Town Square can also be stopped on the day of the event with steps taken as much as possible to assist the surrounding businesses on that day (in terms of construction activity).
- 7. From reference checks on LCS Landscapes one of the notes was that they take time to establish on site due to their busy schedule but once on site they are very efficient. The priority would be to have LCS Landscapes start on site as intended on the 19th of August and aim for project completion prior to Christmas in December 2024.
 - Furthermore, if the construction program stretched to the limit of six months, any postponement from August to September would then also impact the St Pat's Race weekend, which also needs to be factored into programming consideration.

Taking into account all of the above information Council recommends continuing with the planned construction start date of August 19, 2024 and commit to provide additional financial and in-kind assistance to The Palace Hotel up to \$10,000, upon submission of official quotes and costings.

Community Engagement:

Business consultation:

- Notice was sent by email and print to 12 businesses.
 - The Deli
 - Broken Hill Community Credit Union
 - Musicians Club
 - Nachiappan Surgery
 - Broken Hill Art Exchange (The Grand Hotel)
 - Underground Games
 - Outback Pharmacies
 - Charlottes at the Grand
 - Visser & Walton Solicitors

- Business Far West
- Small Business Progress Association
- Foundation Broken Hill
- Consultation session held on 27 April 2023 at the Council Chambers.
- Consultation session hosted by Jensen Plus and Council.
- Attended by a high number of business owners and community members.
- Article by Barrier Truth was also published in early May 2023.

Community Consultation:

- Advertised via Council Social Media platforms and official website
- Official media releases sent to the following media outlets
 - ABC Radio Broken Hill.
 - 2BH Radio.
 - 2DryFM Radio.
 - Barrier Truth Newspaper .
- Pop-up Information Session held 9am-1pm on Saturday 1 July 2023 at the Town Square.
- Hosted by Jensen Plus and Council.
- An online survey was advertised from 2 July 2023 to 20 July 2023 receiving 114 responses to the design consultation.

Strategic Direction:

Key Direction:	1	Our community	
Objective:	1.5	Our built environment supports our quality of life	
Strategy:	1.5.2	Manage delivery of infrastructure projects associated with CBD Revitalisation project	

Relevant Legislation:

Local Government Act 1993 Local Government (General) Regulation 2021

Financial Implications:

Endorsement of the recommendation of this report will increase the donated cash amount to the Broken Heel Festival by \$10,000 to a total of \$20,000 cash support and \$3,000 in kind support for the year 2024. The additional \$10,000 will be an increase to the 2024/25 financial budget.

Attachments

1. The Palace Hotel - Request to Review Town Square Works Schedule

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

<u>JAY NANKIVELL</u> GENERAL MANAGER



6 June 2024

Mr Jay Nankivell - General Manager Broken Hill City Council

E. council@brokenhill.nsw.gov.au

CC: Mayor Tom Kennedy

E. executive.support@brokenhill.nsw.gov.au

REQUEST TO REVIEW TOWN SQUARE WORKS SCHEDULE

Dear Sirs

We have recently been advised that that the Town Square will have major refurbishments from July 2024 to January 2025 and will not be available for use during this period, and that we would need to amend our plans for the Town Square Activities and Main Street Parade for this year's Broken Heel Festival.

The Broken Heel Festival (BHF) event was established in 2015 and is hosted at the Palace Hotel, Silverton, and within Broken Hill. The festival has been held at the beginning of September for eight years, with the exception of one year, due to COVID. The festival celebrates the region and its connection to the iconic Australian film "The Adventures of Priscilla Queen of the Desert". This year is the 30th anniversary.

One of the key free entertainment events is the Main Street Parade, a Mardi Gras-style parade along the main street with the theme, Up the Main Drag in Drag, as in the movie. Festival goers are encouraged to don a Priscilla-inspired outfit and join in the festivities, including free Drag Shows and entertainment in the Town Square. We have seen crowds of 5,500 attend this event.

After discussions we do not believe that public and affected businesses have yet been advised of this pending closure? Given that these major works would have been in the planning process for some months now, why have we only just been notified? Do BHCC think they are providing also enough time for the squares businesses who's trade is going to be dramatically effected have had time to plan for this impact onto their business?

Perhaps it has been overlooked regarding the impact it will have on the Broken Heel Festivals community program of our event and others? That the period that has been scheduled is the peak part of the city's tourism season? We acknowledge during this period, especially from August through to September, Broken Hill will be host its 2 largest events with both the Broken Heel Festival and the Mundi Mundi Bash.

Please be advised that the relocation of the entertainment will expand the road closure area significantly, this will not only result in loss of trade for a main part of Argent Street Traders, but will inconvenience far more businesses in the new areas, along with the additional organisation, stress and manpower and cost to set up an alternative site and make it work with the existing parade route, is massive.

The extra tiered viewing, the accessibility, shade, and the soft green space component offered by town square provided suitable provision across our demographic for our event – utilized by families with young children through to the elderly.

Not only does this add risk to public to migrate between entertainment shows and parade, but also an added risk to our organisation to manage and secure public safety with on street stage for public use and additional time added to the program, due to the need to migrate from stage to parade start, not only requiring personnel for longer timeframes, but effective level of enjoyment with delays.

And to be clear the unavailability of the Town Square for use on Saturday 7 September for our free event program is now of risk at being cancelled.

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If this is to happen, it will cause a major impact to the flow of the festival and the Broken Hill Community and festival participants who will not have the opportunity to be part this free event and also celebrating such a significate milestone in the 30th anniversary of the iconic filming of *"The Adventures of Priscilla, Queen of the Desert"* with major parts of the movie filmed in Broken Hill – along our main street route.

To provide further understanding I have provided below a snapshot of the additional costs that The Palace Hotel will incur to adjust not having a Town Square. We are awaiting of advice regarding a grant that we may be able to use to assist across some of these costs, but only if we are successful and also only if we are allowed to change our grant scope, but this additional expense will obviously place a strain on what we can provide for our free community shows.

* Please note that some of these costs are estimates only and will need to be confirmed.

	Cost Ş
Low Flatbed Truck to use as a Stage to replace Town Square Stage	2000
Truck Safety Steps	350
Staff to assist with safety - to assist public accessing stage, and whilst on stage	160
Change Traffic Management Plan	600
Fees for Extra Road Closure	1800
Extra letters & meeting with neighbors intro & letter drop, follow up & collection	300
Extra Seating (300)	1485
Personell to set up seating and take away, including delivery	720
Generator including hire, delivery, set up, disconnection, equipment distro safety set	800
Additional resources to Organise and Plan	1280
Additional personnel to spread the expanded site, traffic warden, safety, direction	500
Additional resources and cars to transport Performers to Street Parade Floats	240
Additional Insurance to added risk for public access to elevated stage	500
	\$10,705

Would you please consider postponing the commencement date of this project to the third week in September? This way, we will retain use of our Town Square as it is intended to be used and our beautiful-looking main street during the high visitation period and have the Broken Heel Festival and Mundi Mundi market and entertainment activations run smoothly without all the additional costs.

We have been advised that our request will be discussed at the June 2024 Council meeting. Please give this your urgent attention and positive support. This part of our festival program has always been a highly successful and inclusive free event for our community and the event as a whole brings valued visitation spend to the City.

Regards

Esther La Rovere
Managing Director
The Palace Hotel Broken Hill

Selina La Rovere Nagas Managing Director The Palace Hotel Broken Hill Fisk Nagas Managing Director The Palace Hotel Broken Hill

A. 227 Argent St Broken Hill | T. 08 8088 1699 E: info@thepalacehotelbrokenhill.com.au | ABN: 90 753 706 347

ORDINARY MEETING OF THE COUNCIL

June 7, 2024

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 97/24

<u>SUBJECT:</u> <u>MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP</u>
MEETING HELD 12 JUNE 2024 D24/28106

Recommendation

- 1. That Broken Hill City Council Report No. 97/24 dated June 7, 2024, be received.
- 2. That the minutes of the Broken Hill Education Working Group Meeting held 12 June 2024 be received and noted.

Executive Summary:

As per the Terms of Reference of the Broken Hill Education Working Group, the minutes of the Working Group meeting held 12 June 2024 are now reported to Council for information.

Report:

At the March 2024 Council Meeting, Council adopted the draft Terms of Reference for the establishment of the Broken Hill Education Working Group.

The purpose of the Working Group is to discuss matters pertaining to the Willyama High School's temporary closure due to the school being re-built as a consequence of a severe mould outbreak; the interim temporary school arrangements for Willyama students; and the impact on the well-being and education of High School students as well as the well-being and employment of Teachers in Broken Hill.

As per the Terms of Reference of the Working Group, the minutes of the Working Group meeting held 12 June 2024 have been presented to the General Manager for approval and action and are now provided to Council for information.

Community Engagement:

The Terms of Reference of the Working Group allows for a maximum of eight (8) community representatives.

Strategic Direction:

Key Direction:	4	Our Leadership	
Objective:	4.3	We unite to succeed in Australia's first city on the National	
		Heritage List	
Strategy:	4.3.2	Develop working parties for key issues and projects impacting	
		Council and the City	

Relevant Legislation:

Nil.

Members of the Working Group will abide by Council's Code of Conduct Policy and the Working Group's Terms of Reference.

Financial Implications:

Nil.

Attachments

1. J Minutes of the Broken Hill Education Working Group Meeting held 12 June 2024

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

Meeting commenced at 4:05pm.

PRESENT:

Mayor Tom Kennedy; Councillor Marion Browne; Jay Nankivell, General Manager BHCC; Darrin Manuel, Manager Communications and Marketing BHCC; Leisa Bartlett, Executive Officer BHCC; Jessica Murray, Executive Assistant BHCC; The Hon Sarah Mitchell MLC, Shadow Minister for Education and Early Learning (part of the meeting); Millie Burnett, Executive Assistant to Shadow Minister for Education and Early Learning; Jason Bradley, Barrier Teacher's Association President; Margaret Burrowes, Community Representative.

APOLOGIES:

Deputy Mayor, Jim Hickey; The Hon Mark Coulton MP, Federal Member for Farrer, Alison Jones, Teacher's Federation Representative; Karen Nash, Senior Electorate Officer for Member for Barwon; Peter McBeth, Far West Education Development Officer; all schools advised that they are awaiting advice from the Minister for Education as to whether they are able to attend Working Group meetings; Joanne Nicholls, Community Representative.

Motion		
Moved Margaret Burrowes)	That the apologies submitted be accepted.
Seconded Tim Jinks)	
		CARRIED

WELCOME TO COUNTRY

The General Manager delivered the Welcome to Country.

DISCLOSURE OF INTEREST

Nil.

WELCOME TO THE MEETING

The Mayor welcomed Councillor Browne to her first Working Group meeting and advised members that Councillor Browne was previously a Teacher at Willyama High School for many years, from when the school was first opened and therefore has a lot of knowledge on how the High School operated.

MINUTES FOR CONFIRMATION

Motion		
Moved Margaret Burrowes)	That the minutes of the Broken Hill Education
Seconded Jason Bradley)	Working Group meeting held 14 May 2024 be confirmed.
		CARRIED

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MATTERS ARISING FROM PREVIOUS MINUTES

The Mayor advised the Working Group that copies of emails and correspondence sent from actions taken after the last meeting are included in the Business Paper for information.

1. Hazardous Traffic Conditions at Broken Hill High School

The Mayor asked if Councillor Browne (Council's delegate on the Broken Hill Traffic Committee) could advise the Working Group whether the Traffic Committee have considered the matters referred by the Working Group and whether any action has occurred to investigate the matters.

Councillor Browne advised that the Traffic Committee considered the matters referred by the Working Group at their previous meeting and that Council's Director Infrastructure and Environment is drafting a response to the Working Group on behalf of the Traffic Committee. This response will cover all traffic matters relating to the Broken Hill High School/Willyama High School site that have been referred to the Traffic Committee thus far. Councillor Browne also advised that the response should be provided in the near future as David Vant of Transport for NSW was in Broken Hill last week and would have inspected the school precinct with Janine Howse who is a member of the Traffic Committee for any school related matters.

Mr Bradley advised that the traffic in the mornings hasn't been too bad as it is staggered, but that he can't comment on what the traffic is like in the afternoons when both High Schools finish at the same time, as he remains in the school building. He has heard that the traffic situation in the afternoon is hectic and that some parents have mentioned that they won't park in Blende Street as it is still a 50km speed zone and not part of the school 40km zone.

2. Request for Financial Assistance from Y12 Willyama History Students

The Mayor advised that copies of correspondence referring this request to the Minister and Shadow Minister for Education and Early Learning is provided in the Agenda for information.

REPORTS

1. Verbal Report - Community Meeting

The Mayor opened up discussion about a suitable date and location for a community meeting to be held to ascertain an established position on what the community of Broken Hill want with regards to the number and format of High Schools in Broken Hill, and the rebuilding of Willyama High School.

The Working Group agreed that Council will advertise the Community Meeting in the next Community Newsletter and decided that the meeting be held in the upstairs conference room at the Civic Centre on a date in late August.

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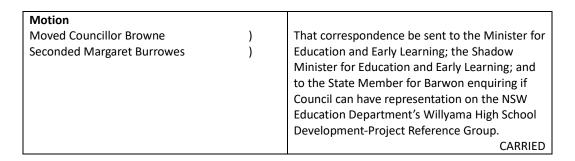
Council's Manager Communications and Marketing advised that he will provide a draft of the notice regarding a Community Meeting that will appear in the next Community Newsletter to the next Working Group Meeting for endorsement.

Following a question from Councillor Browne, Mr Bradley confirmed that the Education Department's consultation has finished; and Mr Bradley, the Mayor and General Manager advised that the consultation was not around the situation with the closure of Willyama High School and the two high schools co-locating on the same site. The consultation was very generic and broad and wasn't specific about Broken Hill's current situation. The only matter that was specific to Broken Hill was that a review of the City's school zoning needs to occur, and this matter was only discussed because it was raised by Council.

Mr Bradley advised that since the last Working Group Meeting he has spoken to various Teachers Federation Representatives and Teachers Association Presidents across the State regarding similar situations where schools have had to be re-built and they have advised that with a project of the size of rebuilding a whole school, the Education Department would appoint a Project Reference Group. Mr Bradley suggested that Council seeks to have a representative on the Education Department's Project Reference Group for the Willyama High School Development.

As the Shadow Minister for Education and Early Learning had joined the meeting, the Mayor introduced Councillor Browne to the Shadow Minister advising that Councillor Browne, as well as being an Elected Member, was previously a Teacher at Willyama High School for many years from when the school was first built and has a vast knowledge of the school. Councillor Browne advised that it is important for Council to have input into the rebuilding of Willyama High School to ensure that the new school is built to withstand Broken Hill's harsh climate and has adequate air-conditioning, insulation and shade etc.

Following a question from Mr Bradley as to how the Project Reference Group is formed, the Shadow Minister advised for Council to write to Mr Peter McBeth and/or directly to the Minister enquiring who the members are of the Project Reference Group (sometimes they have parents and students on the group) and how Council can have representation on the Group.



The Mayor advised that the above motion would be included on the agenda for the Community Meeting in August and also whether the Principal of Willyama High School has been consulted as to what they would like to see in a newly built school.

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GENERAL BUSINESS

Format of two High Schools in Broken Hill

Councillor Browne suggested that the Working Group gathers information from other schools in the State that have merged to find out some of the negatives of having separate Junior High Schools and Senior High Schools and how they had found this format. There is the risk of students of Junior High School age leaving to go to Boarding Schools until they are of the age to attend the Senior High School. This seems to be a trend in other locations; and that this has an impact on communities when students are lost to Boarding Schools.

The Mayor commented that he felt that the Department of Education are considering the option of a Junior High School and a Senior High School for Broken Hill due to a question in a meeting as to whether the Mayor thinks that the community wants a sporting orientated school or a music orientated school.

The Shadow Minister advised that she will inspect the State Budget when it is released next Tuesday to see if there is a line item for the rebuilding of Willyama High School, because if the Government is planning to rebuild the school then due to the size of the project, it should be included in the State Budget. The Shadow Minister will advise the Mayor next week.

Following a query from Mr Bradley as to whether the project would still be listed in the State Budget if it is covered by insurance, the Shadow Minister advised that it should still be included in the State Budget given the substantial size of the project.

Next Meeting

The next meeting of the Working Group will be held on Wednesday 24 July 2024 at 4:00pm.

As there was no further business for the Working Group to consider, the meeting was declared closed at 4:22pm.

Mayor	Tom	Kenr	iedy,	Chair	pers	on	

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ORDINARY MEETING OF THE COUNCIL

June 19, 2024

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 98/24

<u>SUBJECT:</u> <u>MINUTES OF THE LOCAL TRAFFIC COMMITTEEE - MEETING</u>
NO.447, HELD ON TUESDAY, 4 JUNE 2024 D24/30031

Recommendation

- 1. That Broken Hill City Council Report No. 98/24 dated June 19, 2024, be received.
- 2. That the minutes of the Local Traffic Committee Meeting No.447, held on Tuesday, 4 June 2024 be endorsed.
- 3. That Item No.445.10.3 recommendation be received:
 - That Council extend the continuity line to the end of the pedestrian refuge, from kerb extension to kerb extension on Blende Street, at the Argent Street intersection on both sides.
- 4. That Item No.442.8.2 recommendation be received:
 - That the complainant be advised of the Committee's decision for the intersection to remain unchanged and no directional line marking painted at the intersection.
- 5. That Item No.447.8.1 recommendation be received:
 - That the Local Traffic Committee deny the request for allocated customer and staff parking spaces and the business be advised of the Committee's decision.
- 6. That Items No.445.10.1, 447.8.2, 447.8.4 recommendations be received:
 - That Council complete a holistic concept plan be designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School surrounding the Broken Hill High School.
 - The completed concept plan to be presented to the Committee to review at their July 2024 meeting.
- 7. That Item No.447.8.3 recommendation be received:
 - That Council remove line marking for the parking space and inform Lehman Plumbing & Gas that Council can hatch the area in front of the driveway, at the responsibility of the business.
- 8. That Item No.447.8.5 recommendations be received:
 - That this matter be removed from the Local Traffic Committee Action List, as it is a condition of the Development Application.
 - That Council contact the applicant of the Development Application for the construction of the Liberty Service Station and request the conditions of the Development Application be adhered to and that the required median strip extension works be completed.

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, 4 June 2024 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

Minutes of the Local Traffic Committee - Meeting No.447, held on Tuesday, 4 June
 2024

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

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

LOCAL TRAFFIC COMMITTEE

MINUTES OF MEETING No. 447

Meeting held on Tuesday, 4 June 2024

Meeting commenced at 2pm

Location: Ground Floor Meeting Room, Council Administrative Centre

447.1 Acknowledgment of Country

Council's Director Infrastructure and Environment, Codie Howard chaired the meeting and welcomed all representatives present and recited the 'Acknowledgement of Country'.

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

447.2 Present

Codie Howard Director Infrastructure and Environment (Council Representative –

Chairperson)

Matt McCarthy Chief Inspector, NSW Police (Representative)

David Vant Road Safety and Traffic Management, Transport for NSW (TfNSW)

(Representative)

Councillor Marion Browne Councillor Delegate (Observer)

Peter Beven Local Member Delegated Representative

Tanya Ralph Administrative Officer (Council - Secretariat)

447.3 Apologies

Jenene House Associate Community and Safety Partner – Far West Precinct, Transport

for NSW (TfNSW) (Representative)

Dunstall Hibberd/

Sam Stuart

Council Compliance (Observer)

Faisal Salah Projects Engineer (Council Representative)

447.4 Absent

447.5 Disclosure of Interest - NIL

Local Traffic Committee Minutes – Meeting No.447 – 4/06/2024

Page 1 of 28

Attachment 1
Minutes of the Local Traffic
Committee - Meeting No.447, held on
Tuesday, 4 June 2024

447.6 Adoption of Previous Minutes

Minutes from the meetings held on **Tuesday**, **2 April 2024** and **Friday**, **10 May 2024** confirmed and approved.

Tuesday, 2 April 2024:

All in favour Moved: Matt McCarthy Seconded: Marion Browne

Friday, 10 May 2024:

All in favour Moved: Peter Beven Seconded: David Vant

Local Traffic Committee Minutes – Meeting No.447 – 4/06/2024

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447.7 Council Resolutions

The following Committee recommendations were adopted by Council at its meeting held on **Wednesday**, **29 May 2024**.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD MAY 29, 2024

	IVILLI ING	NO.446, HELD ON TUESDAY, 10 MAY 2024 D24/2547
RESOLUTION Minute No.[4755]	I.	Resolved
Councillor M Browne moved Councillor M Boland seconded) •	That Broken Hill City Council Report No. 82/24 dated May 23, 2024, be received.
	•	 That the minutes of the Local Traffic Committee – Meeting No. 446, held on Tuesday, 10 May 2024 be endorsed.
	•	That Item No. 446.10.1 recommendation be received:
		 That Council posts messaging on its social media encouraging members of the community to assist NSW Police, by providing helpful information to catch offenders of unregistered motorbikes.
	•	That Item No. 446.10.2 recommendation be received:
		 That Council further consult with management of SIXT in relation to their request and that Council inspect the area to consider possible options
	•	That Item No. 445.10.1 recommendation be received:
		 That Council undertake observation of parking arrangements and complete concept plan for possible angle parking on Garnet and Kaolin Street, adjacent to the Broken Hill High School.
	•	That Item No. 445.10.2 recommendation be received:
		 That consultation be undertaken with the taxi companies to seek feedback relation to the Local Traffic Committee's proposal, to allocate two of the taxi bays on Oxide Street, adjacent to the ANZ Bank for Uber ar Ride Share services.
	•	That Item No. 446.8.1 recommendation be received:
		 That Council analyse traffic and crash data, undertake a site inspection, including sight distances in the area and place traffic counters on Wyman Street, near the Oxide Street intersection to determine the speed and volume of traffic.

Local Traffic Committee Minutes – Meeting No.447 – 4/06/2024

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447.8 Correspondence In

Item No.	EDRMS No.	Details
447.8.1	D24/23678	Request for removal of parking time restrictions around Silkman Austen Brown Lawyers – 229 Argent Street
447.8.2	D24/22601	Request for review of traffic condition on Kaolin and Wolfram Streets – Broken Hill High School
447.8.3	D24/25104	Request for removal of angle parking space blocking business entry driveway – 80 Argent Street
447.8.4	D24/25980	Request for disability parking spaces on Wolfram Street, near Kaolin Street for the temporary Willyama High School – NSW Government – Education Public School
447.8.5	D24/25903	Request for review of the Menindee Road, Bagot Street and Argent Street Intersections – Traffic Hazard

447.9 Correspondence Out

Item No	EDRMS No.	Details
445.10.	D24/27340	Council Resolution – Request for review of parking arrangement at the Broken Hill High School
446.8.1	D24/27428	Council Resolution – Speeding motorist on Wyman Street, between Chloride and Oxide Streets
446.8.2	D24/27434	Council Resolution – Request to change 'Give Way' sign to 'Stop' sign – Argent and Kaolin Street intersection – Duke of Cornwall building
446.8.3	D24/27439	Council Resolution – Broken Heel Festival Event – Road Closure and Hoarding Application – Broken Hill Palace Hotel

447.10 General Business

Item No.	EDRMS No.	
447.10.2		2024 Mundi Mundi Bash Event
		David Vant asked if the Council has had any input with the Local Emergency Management Committee (LEMC) and if Council has been in contact with the new Safety Representative, who is redeveloping the Traffic Management Plan for the Mundi Mundi Bash planned event in August 2024.
		Codie Howard advised the Committee that he was not available to attend the last LEMC meeting and will need to follow up on the outcome. Council has been in contact with the Safety Representative, who has developed several strategies that will be implemented.

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The Silverton Village Committee has requested that Silverton be blocked off during the event. David Vant is working on the Traffic Guidance Scheme for this purpose and is coordinating further with the LEMC, Council and NSW Police. David Vant mentioned that the new traffic control plan has increased the queue length in the property from 1.2 km to 3 km.

It was determined that a strong police presence will be needed for the event as tighter are sald out. Codin Haward mentioned that Virual Message Signs

It was determined that a strong police presence will be needed for the even as tickets are sold out. Codie Howard mentioned that Visual Message Signs (VMS) were used for last year's event with good results. Council has again been asked to provide VMS for this year's event.

447.11 Action Item List

Date	Item Details
April 2024	Request from Broken Hill High School regarding bus zones, parking and signage around the school with additional attendance from Willyama students
Item No.	445.10.1
EDRMS No.	D24/12298
CRM No.	
Responsible Officer	Director Infrastructure and Environment
Current Status	Pending
Date	Committee Recommendation/s
June 2024	 That Council complete a holistic concept plan designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School, surrounding the Broken Hill High School. The completed concept plan be presented to the Committee to review at their July 2024 meeting.
May 2024	That Council undertake observation of parking arrangements and complete a concept plan for possible angle parking on Garnet and Kaolin Streets, adjacent to the Broken Hill High School.
April 2024	That Council move the existing bus zone implemented for Willyama High School students from Garnet Street to Kaolin Street to reduce congestion of the Garnet Street exit when students are leaving at the end of day.

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Action Date	Running Actions
June 2024	At a previous meeting, the Committee were asked to consider installing angle parking on Garnet Street, at the front of the Broken Hill School where the road is wider, to allow more parking.
	There has been an increase with the number of safety concerns raised at the Broken Hill High School. Codie Howard suggested that instead of the Committee reviewing new matters individually, that Council look at the whole area surrounding the Broken Hill High School and investigate the parking and road safety issues, involving the Transport Road Safety team and to prepare a holistic concept plan through consultation with both Broken Hill High School and Willyama High School.
	The concept plan be sent to the Committee for review prior to the July 2024 meeting.
	Recommendations:
	 That Council complete a holistic concept plan designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School, surrounding the Broken Hill High School.
	 The completed concept plan be presented to the Committee to review at their July 2024 meeting.
	Moved: Codie Howard
	Second: David Vant
	All in favour
May 2024	The Broken Hill High School were notified of the Committee's resolution to relocate the temporary bus zone to the Kaolin Street side of the Broken Hill High School for Willyama High School students.
	Further correspondence was received from the Broken Hill High School requested the Committee investigate and review the parking, drop off and pick areas at the school.
	The Principal at a special meeting with the Committee, expressed concerns with the parking arrangements at the Broken Hill High School, being now the Willyama High School is temporary located on the grounds. There is an increase with the number vehicles dropping off and picking up their children on both the Garnet and Kaolin Street sides of the school.
	The Committee members present, suggested angle parking could be installed on the Garnet Street side of the school, where the road is wider.
	Jenene House suggested, a site inspection during drop-off and pickup times at the school be undertaken to determine the volume of traffic in the area and observe traffic congestion.
	Recommendation:
	That Council undertake observation of parking arrangements and complete a concept plan for possible angle parking on Garnet and Kaolin Streets, adjacent to the Broken Hill High School.

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	Moved: Jenene House
	Second: Peter Beven
	All in favour
April 2024	Request received from Broken Hill High School for the Committee to consider upgrading parking and signs at the High School site including:
	 Move the second Bus Zone to Kaolin Street near Wolfram Street.
	 Change the Bus Zone signs to a smaller time frame. For instance, from 8.30 am to 9.00 am and 2.30 pm to 3.30 pm. This will allow parking for parents, visitors or guests attending meetings at the school and to allow for deliveries to both the Broken Hill High School and Willyama High School. Currently, the only available parking is in the 5-minute parking zone.
	 Installation of two Zebra Crossings on Kaolin and Garnet Streets so that students can cross the road safely with the increased volume of traffic in the area.
	 Parking arrangements around the perimeter of the school be reviewed to allow parking for additional staff and senior students. That parallel parking and line marking be installed to allow parking for more vehicles at the Broken Hill High School.
	David Vant suggested that a Teams meeting including both the Broken Hill High School and Willyama High School, TfNSW, Police, Traffic Committee be held to discuss these concerns and determine a recommendation.
	A meeting to be scheduled on Wednesday, 3 April 2024 between the Committee and Broken Hill High School's, Business Manager, Krista Sutton to discuss options.
	Notes from meeting held 3 April 2024 – when was the meeting held?
	"Krista Sutton requested to have the Willyama High School bus zone moved to Kaolin Street and informed the Committee that there are two buses for Willyama High School and two for Broken Hill High School. Moving this bus stop would reduce the congestion through the Garnet Street exit at the end of the day.
	David Vant asked if Willyama High School and Broken Hill High School students will have separate designated exits. Krista advised all students will be able to leave out of either of the two exits (Kaolin and Garnet Streets).
	David Vant asked if there were numbers on how many students will be using the bus services, and will the exits be staggered. Krista Sutton advised at this stage the school will be operating on the same exit time. Once school recommences if staggered exit times are necessary, it could be implemented.
	David Vant recommended that a site visit be organised for the committee when both schools are operating from the same site before any further changes are made. Proposed site visit to be organised between 29 April 202 and the next Local Traffic Committee meeting on Friday, 10 May 2024.
	Krista Sutton stated that the movement of the existing bus zone was their key concern with the increased number of students commencing school at the Broken Hill High School site as of Term 2 and their hope would be to have the zone moved prior to students return."

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Current bus zones on garnet street pictured below:



The green zone above would be moved to Kaolin Street in the below location indicated by the red line 10 metres from the School's exit on Kaolin Street.



Recommendation:

That Council move the existing bus zone implemented for Willyama High School students from Garnet Street to Kaolin Street to reduce congestion of the Garnet Street exit when students are leaving at the end of the day.

Move: David Vant Second: Faisal Salah

All in favour

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Date	Item Details
April 2024	ANZ Bank (Oxide Street) - Reduce Taxi spots - Request from Mayor. Cr Browne suggested possibly changing some to Ride Share spots
Item No.	445.10.2
CRM No.	
Responsible Officer	Director Infrastructure and Environment
Current Status	Pending
Date	Committee Recommendation/s
May 2024	That consultation be undertaken with the taxi companies to seek feedback in relation to the Local Traffic Committee's proposal, to allocate two of the taxi bays on Oxide Street, adjacent to the ANZ Bank for Uber and Ride Share services.
Action Date	Running Actions
June 2024	The Committee agreed to carry this matter over for discussion at the July 2024 meeting, following consultation with the Taxi companies.
May 2024	The Committee agreed to carry over this matter for discussion at the June 2024 meeting, following consultation with the Taxi companies, informing them of the proposed change to the Taxi zone on Oxide Street, adjacent to the ANZ Bank.
	Recommendation:
	That consultation be undertaken with the taxi companies to seek feedback for the Local Traffic Committee's proposal, to allocate two of the taxi bays on Oxide Street, adjacent to the ANZ Bank for Uber and Ride Share services.
	Moved: Jenene House
	Second: Peter Bevan
	All in favour
April 2024	Faisal Salah raised the suggestion from the Council meeting to change the taxi ranks in Oxide Street adjacent to the ANZ Bank to share the spaces with rideshare drivers, proposing there be two taxi and two rideshare spaces.
	David Vant asked if the local taxi drivers have been consulted, and if not, feels consultation is required before a decision is made.

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Date	Item Details
April 2024	Traffic Accident – Intersection Blende and Oxide Street – Councillor Browne
Item No.	445.10.3
EDRMS No.	
CRM No.	
Responsible Officer	Director Infrastructure and Environment
Current Status	Complete
Date	Committee Recommendation/s
June 2024	That Council extend the continuity line to the end of the pedestrian refuge, from kerb extension to kerb extension on Blende Street, at the Argent Street intersection on both sides.
Action Date	Running Actions
June 2024	This matter was raised following a motor vehicle accident at the intersection of Blende and Oxide Streets, during the June 2024 meeting. The incident had occurred in late March 2024 and had elicited a strong response on social media from the community, expressing their concerns about the intersection.
	Codie Howard informed the Committee that work was completed by Council at this intersection approximately two years ago, with funding received from Transport for NSW. This work included the installation of kerb extensions and bringing the stopping lines further into the intersection. It was determined that when vehicles are parked in the angle parking, they obstruct the line of sight for motorists at the intersection.
	David Vant suggested the continuity lines be extended to the end of the pedestrian refuge, between each refuge, to bring traffic further out into the intersection to improve visibility of oncoming vehicles.
	Recommendation:
	That Council extend the continuity line to the end of the pedestrian refuge, from kerb extension to kerb extension on Blende Street, at the Argent Street intersection on both sides.
	Moved: David Vant
	Second: Codie Howard
	All in favour
May 2024	The Committee discussed this matter and determined that it is difficult to see oncoming traffic travelling east along Oxide Street.
	This matter will be discussed further at the June 2024 meeting.

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April 2024	Councillor Browne asked if any consideration has happened after the accident that occurred at the Oxide and Blende Streets intersection. Councillor Browne raised that the community response was that this is a particularly difficult intersection to cross.
	David Vant noted that both sides of the 'Give way' have had curb extensions added. David suggested that a continuity line from the edges on the curb extensions be added after the 'Give way' line in Blende Street to add additional line of sight to drivers and avoid cars encroaching into through lane in Oxide Street, thus opening their sight distance.
	Faisal Salah informed the Traffic Committee that line marking around town is scheduled for May 2024.
Date	Item Details
December 2023	Council Customer Feedback Form – Request to place arrow markings on road at traffic light intersections to identify direction of traffic
Item No.	442.8.2
EDRMS No.	D23/63399
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Complete
Date	Committee Recommendation/s
June 2024	That the complainant be advised of the Committee decision for the intersection to remain unchanged and no directional line marking painted at the intersection.
December 2023	That a specialised technician from Transport for NSW be advised of the proposal to paint directional arrows on each of the three lanes found on Argent Street, at each of the traffic light intersections on Bromide, Chloride and Oxide Streets.
Action Date	Running Actions
June 2024	Prior to the meeting, the Committee were given information provided by the Transport for NSW technician and were asked to review for discussion at this meeting.
	David Vant advised Council to leave the current setup as is.
	The information provided mentioned that for traffic signal designs at the
	intersection, if there is a through and a right-turn lane, there should not be any markings. If there are three lanes on the approach and two on the departure, then the recommendation is to have them as through lanes.

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Comments provided by Transport for NSW technicians included below:

With cross junction:

If there are only one lane on the departure, then the approach (starting with left lane) lane 1 is dedicated left (with left pavement arrow); lane 2 through; lane 3 dedicated right (with right arrows) preferred if there is a heavy right turn movement too).

If there is two lanes on departure, then the approach (starting with left lane) lane 1 is dedicated left (with left pavement arrow); lane 2 through; lane 3 share and right (No arrows needed as regular road rules apply). Increase capacity and is more productive with two through lanes.

If there are three lanes on departure, then the approach (starting with left lane) lane 1 is shared left and through; lane 2 through; lane 3 share and right. Increase capacity with more through movement with three through lanes. No pavement arrow is needed as this is regular road rules.

Traffic signals design guideline note pavement arrow should not be used to reinforce lane usage which are regulated by traffic regulation and becomes additional maintenance. Regular road rule applies on a middle through lane or shared lane (either left and through or right and through) therefore no need for pavement arrows similarly on a two-lane T-junction we should not need left arrow for left lane and right pavement arrows for right lane.

Traffic Signal Design - Section 6 Pavement Marking



provide guidance through intersections with unusual geometry, skewed approaches or lanes not aligned across the intersection

The turn line need not necessarily continue until it reaches the departure lanes, especially if there is a danger of confusing other traffic movements.

6.8 PAVEMENT ARROWS

Pavement arrows should be used:

- in auxiliary lanes (left or right turns) to avoid inadvertent use by through vehicles
- to allow movements that would not otherwise be allowed under traffic regulations (e.g. a three-lane approach in the stem of a T-junction would need pavement arrows to permit the centre-lane vehicles to turn left or right, or left and right)
- to prohibit movements that would otherwise be allowed under traffic regulations (e.g. using right-turn pavement arrows to prohibit through movements from an
- exclusive right-turn lane or right turn bay to indicate the through movement when necessary
- to indicate a one-way street.

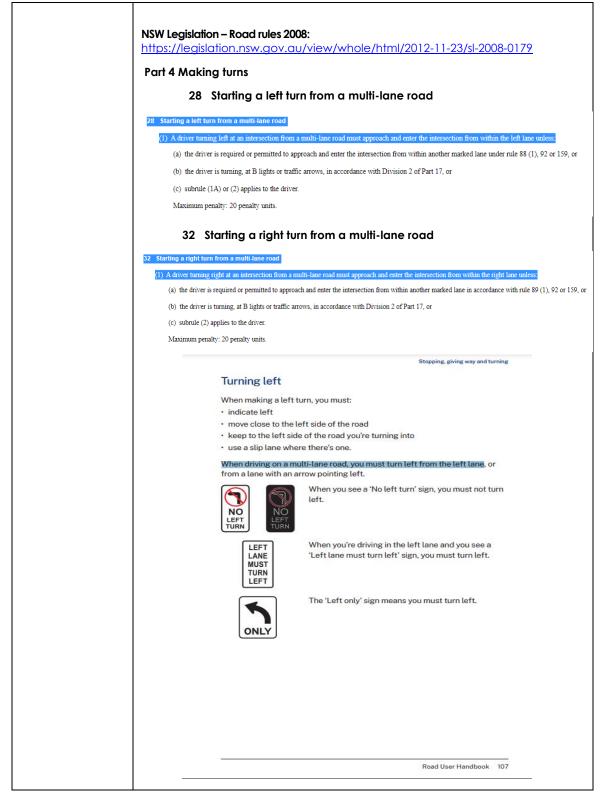
Pavement arrows should not be used to reinforce lane usage which is regulated by traffic regulations (e.g. using left-turn pavement arrows in the kerbside lane of a two-lane approach at the stem of a T-junction). If motorists are breaking the law relating to lane usage, it may indicate that the existing lane distribution is inappropriate and needs to be changed.

Where geometry permits, the **start** of the first pavement arrow should be placed 6 m from the stop line. Then additional pavement arrows should be spaced 20 m apart, measured from the tail of the first arrow to the tip of the following arrow, and so on. The resultant effect will be that the pavement arrows will be placed approximately adjacent to the centre of alternate gaps in the lane lines.

Where turn bays are provided, a minimum of two turn arrows should be provided to reserve these bays for exclusive use by turning vehicles, thus legally preventing queue jumping or overtaking manoeuvres.

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Stopping, giving way and turning

Turning right

When making a right turn, you must:

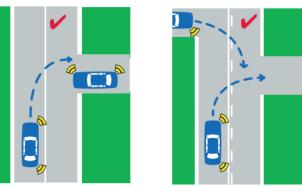
- · indicate right
- · follow any road markings for turning, such as lane lines and painted arrows
- move as close as possible to the dividing line on the road you're turning from
- · stay in the same lane as you turn from one road to another.

When driving on a multi-lane road, you must turn right from the right lane, or

from a lane with an arrow pointing right.

You can turn right across any type of dividing line to enter or leave a road, or a road-related area such as a driveway or car park.

Before you turn right, your front wheels and car should face straight ahead so they do not block oncoming traffic.



You can cross a single or double dividing line when entering or leaving a road.

108 Road User Handbook

In conclusion:

All the intersection is two phases ie, Argent Street then side street (Bromide Chloride and Oxide). The intersection should have L1 lane lines for guidance and detector to match up.

If there is parking on kerb side lane (lane 1) we could consider install a left arrow, but they are short lanes. A dedicated right turn lane is not required.

Recommendation:

That the complainant be advised of the Committee's decision for the intersection to remain unchanged and no directional line marking painted at the intersection.

Moved: Codie Howard Second: Peter Beven

All in favour

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-	
May 2024	Jenene House advised, David Vant received a response from Transport for NSW's specialised technician, in relation to directional arrows to be painted on the road at the Bromide and Argent Streets intersection.
	Details will be included on the Agenda for discussion at the June 2024 meeting.
April 2024	David Vant informed the Committee that he has not received further information, he will follow up on a response and update the Committee at the next meeting.
March 2024	David Vant informed the Committee that he has not received any information from Transport for NSW Technicians.
	David Vant advised that he will follow up a response and provide an update to the Committee at the next scheduled meeting.
February 2024	David Vant advised the Committee that he has not heard back from Transport for NSW technicians prior to this meeting and will provide the Committee an update at the next meeting.
December 2023	The Committee received a request for directional arrows to be painted on each of the three lanes, found at traffic lights at each of the Argent Street intersections of Bromide, Chloride and Oxide Streets.
	The complainant advised that motorists in the right turning lane, also travelling across the intersection speed up when the traffic lights change to green to beat the vehicle travelling in the middle lane. This action could result in an accident.
	It was noted that the parallel parking spaces on Bromide Street, adjacent to Sufi Bakery, does not affect the left turning lane as there is sufficient space for a vehicle to veer into the left lane to turn left.
	David Vant advised the Committee that the signal phasing for each of the lanes at these intersections operate by loop detectors in the road, which trade off in increments of time for each side to cross the intersection. If a larger vehicle was the only vehicle at the intersection and positioned in the turning lane, where there is no signal phasing, this will affect the time motorists are waiting at each side of the intersection before the lights change.
	David Vant advised the Committee that the traffic signals at these traffic light intersections are very old and may need some type of modification to the signals and suggested that the Committee hold off deciding, until after Transport for NSW technician's review the request.
	The modelling of these signals was originally based on two through lanes that would give sufficient capacity for the model of the existing signals. If the through port was changed to one lane, this will also potentially halve the capacity, which will cause queue delays at the intersection.
	Recommendation:
	That a specialised technician from Transport for NSW be advised of the proposal to paint directional arrows on each of the three lanes, found on Argent Street at each of the traffic light intersections on Bromide, Chloride and Oxide Streets.
	Moved: Codie Howard
	Second: David Vant

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	All in favour Following results of this review by Transport for NSW, David Vant will provide the committee an update at the next scheduled meeting in February 2024.
Date	Item Details
May 2024	Request for traffic calming devices on Wyman Street, between Chloride and Oxide Streets to prevent motorist speeding travelling toward the Oxide Street intersection
Item No.	446.8.1
EDRMS No.	D24/19070
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Pending
Date	Committee Recommendation/s
May 2024	That Council analyse traffic and crash data, undertake a site inspection, including sight distances in the area and place traffic counters on Wyman Street, near the Oxide Street intersection to determine the speed and volume of traffic.
Action Date	Running Actions
June 2024	The Committee agreed to carry this matter for discussion at the July 2024 meeting, when data from the traffic counters is available to review.
May 2024	The Committee received a request for calming devices to be installed on Wyman Street, between Chloride and Oxide Streets, to slow down speeding motorists.

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The resident has expressed safety concerns with the increase of speeding vehicles and motorbikes travelling along Wyman Street, towards lodide Street. Motorist travelling along Oxide Street are currently required to give way, however, recommends a 'Stop' sign be installed.

Jenene House suggested further investigation is needed, and that traffic counters be placed across Wyman Street, near the intersection of Oxide Street, to determine the speed and volume of traffic.

The Committee agreed to readdress this matter at the June 2024 meeting, following an inspection undertaken by Council.

The Police will increase their patrols in the areas.

Recommendation:

That Council analyse traffic and crash data, undertake a site inspection, including sight distances in the area and place traffic counters on Wyman Street, near the Oxide Street intersection to determine the speed and volume of traffic.

Moved: Jenene House Second: Peter Beven All in favour

Date	Item Details
May 2024	Request for the 'Give Way' sign located at the north side of the Kaolin and Argent Street intersection, be changed to a 'Stop' sign to decrease motorists speeding left around the corner onto Argent Street
Item No.	446.8.2
EDRMS No.	D24/16644
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Pending
Date	Committee Recommendation/s
May 2024	That Council design a concept plan showing the conversion of two angle parking spaces to one parallel parking space on Argent Street, adjacent to the Duke of Cornwall building at 76 Argent Street.
	That traffic counters be installed on Kaolin Street, near the Argent Street intersection to collect data to determine the volume and speed of traffic in the area.
	That the resident be advised of the Committee's recommendations.

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Action Date	Running Actions
June 2024	Council will develop the concept plan and provide it to the Committee for review and discussion at the July 2024 meeting. David Vant suggested that a crash analysis be completed.
	Council will install traffic counters on Kaolin Street, at the Argent Street intersection, to determine the speed of motorists when approaching the corner. David Vant expressed his concern with a 'Stop' sign and suggested that the two-angle parking spaces be changed to one parallel parking space. The drawback with a stop sign is that it would need to be duplicated on the other side of the intersection.
	There are no changes to the original recommendation from the May 2024 meeting.
May 2024	The Committee were asked to consider changing the 'Give Way' sign on Kaolin Street at the Argent Street intersection, adjacent to the Duke of Cornwall building at 76 Argent Street to a 'Stop' sign. Motorist are speeding around the corner when turning left onto Argent Street. The resident is concerned that when they reverse their vehicle from their driveway on the Argent Street side, the vehicles turning left cannot see them reversing. Given larger vehicles obstruct the line of sight, the resident has suggested the two parking spaces on Argent Street be allocated for small vehicles only.
	Jenene House suggested the area be inspected and the traffic and crash data be analysed, so the Committee can consider at the June 2024 meeting.
	The request for the two angle parking spaces to be changed was discussed by the Committee. The Committee determined that by changing the two angle parking spaces to one parallel parking space, would allow a clear line of sight for vehicles turning the corner and for the resident when reversing out of their driveway onto Argent Street.
	Recommendations:
	 That Council design a concept plan showing the conversion of two angle parking spaces to one parallel parking space on Argent Street, adjacent to the Duke of Cornwall building at 76 Argent Street.
	 That traffic counters be installed on Kaolin Street, near the Argent Street intersection to collect data to determine the volume and speed of traffic in the area.
	That the resident be advised of the Committee's recommendations.
	Moved: Jenene House
	Second: Simon Brown
	All in favour

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Date	Item Details
May 2024	Request to remove or relocate bus seat on Argent Street, adjacent to the Palace Hotel
Item No.	446.8.4
EDRMS No.	D24/22597
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Complete
Date	Committee Recommendation/s
May 2024	That the Local Traffic Committee support the bus company, CDC's decision to object the request for removal or relocation of the bus seat, located on Argent Street, adjacent to the Palace Hotel.
Action Date	Running Actions
June 2024	Additional information was received from the Palace Hotel, clarifying that they do not want the bus seat to be removed entirely; instead, they have requested it be moved about 2 meters to the right of the pole to allow space for outdoor seating and not to obstruct the window.
	This request will be managed by Council as this is not a Local Traffic Committee matter, being there are no changes to the existing parking arrangements. The further correspondence from the Palace Hotel confirmed that they only want to relocate the bus seat 2 meters from its current location. The bus zone will not be affected.

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May 2024	The Committee were asked to consider the removal or relocation of the bus seat, located on Argent Street, adjacent to the Palace Hotel.
	The Place Hotel is planning outdoor seating on the Argent Street frontage and have requested the bus seat be removed or relocated.
	Council Director Infrastructure & Environment, Codie Howard consulted with the bus company, CDC who objected to the removal or relocation of the bus seat, in terms of operations and community needs.
	Recommendation:
	That the Local Traffic Committee support the bus company, CDC's decision to object the request for removal or relocation of the bus seat, located on Argent Street, adjacent to the Palace Hotel.
	Move: Jenene House
	Second: Peter Beven
	All in favour
Date	Item Details
May 2024	Request for allocated parking for SIXT Trucks hire in the vicinity of the Visitor Information Centre
Item No.	446.10.2
EDRMS No.	
CRM No.	
Responsible Officer	Director Infrastructure and Environment
Current Status	Complete
Date	Committee Recommendation/s
May 2024	That Council further consult with management of SIXT in relation to their request and that Council inspect the area to consider possible options.
Action Date	Running Actions
June 2024	Codie Howard advised the Committee this matter will be managed by Council. There is no further action required by the Local Traffic Committee.
	That this matter be removed from the action list and that Council consult with the owners of the business, to discuss the options that were offered to them previously.
May 2024	In response to Council installing 'No Stopping' signs on both sides of Bromide Street, between the Beryl and Blende Street roundabouts, SIXT contacted Council expressing their concerns with the parking arrangements in the area.

expressing their concerns with the parking arrangements in the area.

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SIXT request the Local Traffic Committee review the parking arrangements in the area and suggest options on where they will be able to park the two hire trucks in the vicinity of the Visitor Information Centre, where the SIXT office is located.

Council's Ranger inspected the area and advised the Committee a suitable area for SIXT to park their trucks would be on the Beryl Street side of the Kintore Reserve or alternatively seek two allocated parking spaces in the Kintore Reserve.

Recommendation:

That Council further consult with management of SIXT in relation to their request and that Council inspect the area to consider possible options.

Moved: Jenene House Second: Peter Beven

All in favour

Date	Item Details		
May 2024	Traffic Safety Concerns at the Burke Ward Public School		
Item No.	446.10.2		
EDRMS No.			
CRM No.			
Responsible Officer	Director Infrastructure and Environment		
Current Status	Ongoing		
Date	Committee Recommendation/s		
Action Date	Running Actions		
June 2024	At the June meeting, Jenene House informed the Committee that the Principal of Burke Ward Public School had contacted Transport for NSW, raising more safety concerns with motorists driving through the signalised pedestrian crossing when the light is red.		
	Transport for NSW is conducting an observational study of the area and will complete an analysis before the end of the financial year, to determine the necessary actions and understand the situation accurately.		
	The Committee will discuss this further at the July 2024 meeting, when the data is available.		

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May 2024	In Jenene House informed the Committee; the Burke Ward Public School Principal reported concerns regarding traffic driving through the signalised pedestrian crossing, when a red light is showing. The Committee previously addressed matters raised. Transport for NSW also completed traffic observations in the area, to determine the behaviour of motorists for the safety of students when first arriving at the school in the mornings or leaving at the end of day. It was agreed by the Committee, this matter be included on the agenda for further discussion at the June 2024 meeting.	
Date	Item Details	
June 2024	Request for Removal of Parking Time Restrictions around Silkman Austen Brown Lawyers – 229 Argent Street	
Item No.	447.8.1	
EDRMS No.	D24/23678	
CRM No.		
Responsible Officer	Director Infrastructure and Environment	
Current Status	Complete	
Date	Committee Recommendation/s	
June 2024	That the Local Traffic Committee deny the request for allocated customer and staff parking spaces and the business be advised of the Committee's decision.	

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Action Date	Running Actions			
June 2024	The Committee received a request to remove parking restrictions on Argent Street, adjacent to Silkman Austen Brown Lawyers at 229 Argent Street, to allow longer parking times for their clients and staff. If complete removal of the restricted parking is not feasible, then Council is requested to explore opportunities to ensure adequate parking for their staff in the vicinity of the building on the corner of Argent and Sulphide Streets.			
	The correspondence noted that the lack of available parking makes it challenging for staff and clients to find nearby spaces, due to other businesses and accommodations occupying spaces. The Committee agreed that allowing this change could lead to similar requests from other businesses and pointed out that the existing parking restrictions were implemented to discourage employees from occupying spaces meant for customers in this high-traffic area.			
	Codie Howard informed the Committee that granting this request would contradict precedence set by Council and the objectives of the CBD Master Plan and Parking Strategy, particularly in high-traffic areas.			
	Recommendation:			
	That the Local Traffic Committee deny the request for allocated customer and staff parking spaces and the business be advised of the Committee's decision.			
	Moved: Codie Howard			
	Second: Matt McCarthy			
	All in favour			

Date	Item Details		
June 2024	Request for Review of Traffic Condition on Kaolin and Wolfram Streets – Broken Hill High School		
Item No.	447.8.2		
EDRMS No.	D24/22601		
CRM No.			
Responsible Officer	Director Infrastructure and Environment		
Current Status	Pending		
Date	Committee Recommendation/s		
June 2024	That Council complete a holistic concept plan designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School, surrounding, the Broken Hill		

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	High School.
	The completed concept plan be presented to the Committee to review at their July 2024 meeting.
Action Date	Running Actions
June 2024	The Committee were asked to review the traffic conditions at the Broken Hill High School and to consider installing a pedestrian crossing on the Kaolin Street side of the Broken Hill High School, near the Wolfram Street intersection, for Willyama High School students.
	It was noted that traffic in the area during the school pickup time, makes it difficult for students to safely cross the road. The complainant believes that a pedestrian crossing would make it safer for the high volume of students, when crossing the road.
	Codie Howard mentioned there could be scope for Council to do something however there is also the education factor for students, as they run across the without looking for vehicles.
	Council is in discussions with the Department of Education and have requested they consider introducing staggered times, to help reduce approximately 1,000 students leaving the school at the same time.
	The correspondence received identified the area of concern was Galena and Wolfram Streets. Prior to this meeting the complainant was contacted for clarity of the complaint, then advising Kaolin and Wolfram Streets were the correct location.
	Matt McCarthy has also observed a large volume of students crossing Bromide Street, heading towards the CBD. The Committee questioned, if a pedestrian crossing is to be installed, where should it be installed?
	David Vant advised he is against the idea of a pedestrian crossing, as he considers dangerous, especially around a school environment. He also advised as the request is for a high school, it does not warrant a children's crossing. A pedestrian crossing will also affect the number of parking spaces in the area. The suggested location for the pedestrian crossing on Kaolin Street, will cause queuing issues across the intersection for vehicles and a blind spot when vehicles commit to turning if there is someone using the crossing.
	David Vant suggested that it would be better to install a pedestrian refuge either side of the street, or kerb extensions to narrow the crossing point to reduce the area and slow the traffic down.
	David Vant mentioned that Council will be able to undertake this type of works, without the direction from Transport for NSW, in accordance with its new delegation for completing works on local roads.
	Recommendations:
	That Council complete a holistic concept plan designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School, surrounding the Broken Hill High School.
	 The completed concept plan be presented to the Committee to review at their July 2024 meeting.

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	Moved: Codie Howard		
	Second: David Vant		
	All in favour		
Date	Item Details		
June 2024	Request for angle parking space adjacent to business entry is blocking access to the driveway, be removed – Lehmann Plumbing & Gas		
Item No.	447.8.3		
EDRMS No.	D24/25104		
CRM No.			
Responsible Officer	Director Infrastructure and Environment		
Current Status	Complete		
Date	Committee Recommendation/s		
June 2024	That Council remove line marking for the parking space and inform Lehman Plumbing & Gas that Council can hatch the area in front of the driveway, at the responsibility of the business.		
Action Date	Running Actions		
June 2024	The Committee was asked to consider removing the parking space on Argent Street near the driveway for Lehman Plumbing & Gas at 80 Argent Street, being that when a vehicle is parked in this space, it obstructs the access to the property.		

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The parking space is not compliant because it partially covers the driveway. The lines have faded, making it unclear. To solve this, Council resolve to remove the line marking for this parking space and mark hatching in front of the driveway at the business's expense.

Recommendation:

That Council remove line marking for the parking space and inform Lehman Plumbing & Gas that Council can hatch the area in front of the driveway, at the responsibility of the business.

Moved: Codie Howard Second: Matt McCarthy All in favour

Date	Item Details		
June 2024	Request for disability parking spaces on Wolfram Street, near Kaolin Street for the temporary Willyama High School		
Item No.	447.8.4		
EDRMS No.	D24/25980		
CRM No.			
Responsible Officer	Director Infrastructure and Environment		
Current Status	Complete		
Date	Committee Recommendation/s		
June 2024	 That Council complete a holistic concept plan designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School, surrounding the Broken Hill High School. The completed concept plan be presented to the Committee to review at their July 2024 meeting. 		
Action Date	Running Actions		
June 2024	The Department of Education has requested the Committee support the need for inclusion of disability parking spaces on Wolfram Street, to be located near Kaolin Street, to support the focus on safety around the temporary Willyama High School.		

Local Traffic Committee Minutes – Meeting No.447 – 4/06/2024

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Th Committee agree and are happy to support the request. Council's Operations Department will be contacted to make the necessary arrangement for signage and line marking.



Recommendations:

- That Council complete a holistic concept plan designed for parking arrangements and traffic conditions, including proposed angle parking on Garnet Street, pedestrian refuge and kerb extensions on Kaolin Street near the Wolfram Street intersection, disability parking on Wolfram Street near the gates to the temporary Willyama High School, surrounding the Broken Hill High School.
- The completed concept plan be presented to the Committee to review at their July 2024 meeting.

Moved: Codie Howard Second: David Vant

All in favour

Date	Item Details		
June 2024	Traffic hazard concern at the Menindee Road, Bagot and Argent Street intersection		
Item No.	447.8.5		
EDRMS No.	D24/25903		
CRM No.			
Responsible Officer	Director Infrastructure and Environment		
Current Status	Complete		

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Date	Committee Recommendation/s		
June 2024	That this matter be removed from the Local Traffic Committee Action List, as it is a condition of the Development Application.		
	 That Council contact the applicant of the Development Application for the construction of the Liberty Service Station and request the conditions of the Development Application be adhered to and that the required median strip extension works be completed. 		
Action Date	Running Actions		
June 2024	Traffic safety concerns have been raised on the Menindee Road due to vehicles cutting across the double white lines to enter the service station. The complainant suggested that a traffic island be installed to prevent motorists from turning right from Menindee Road into the Liberty Service Station, located on the corner of Argent Street and Menindee Road.		
	Codie Howard advised the Committee that this work is a condition of the Development Application for the construction of the Liberty Service Station, which has not yet been completed. Council will contact the applicant of the Development Application to request that this condition be adhered to, and the works be completed to prevent motorists cutting across double white lines to enter the service station.		
	Recommendations:		
	 That this matter be removed from the Local Traffic Committee Action List, as it is a condition of the Development Application. 		
	 That Council contact the applicant of the Development Application for the construction of the Liberty Service Station and request the conditions of the Development Application be adhered to and that the required median strip extension works be completed. 		
	Moved: Codie Howard		
	Second: Matt McCarthy		
	All in favour		

446.12 Next Meeting Date: Tuesday, 2 July 2024

446.13 Meeting Close: 3.03pm

Marion Browne advised she will be an apology or the July 2024 meeting.

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Ordinary Council 26 June 2024

ORDINARY MEETING OF THE COUNCIL

May 21, 2024

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 99/24

<u>SUBJECT:</u> <u>MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE</u>

BARRIER RANGES COMMUNITY COMMITTEE MEETING HELD
14 MAY 2024 D24/24918

Recommendation

1. That Broken Hill City Council Report No. 99/24 dated May 21, 2024, be received.

- 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held 14 May 2024 be received.
- 3. That Council endorses and acknowledges in writing the resignation of Mr. Geoffrey Hoare and Ms. Susan Spangler from the Friends of the Flora and Fauna of the Barrier Ranges Community Committee. That Council express its gratitude and appreciation for Mr. Hoare's and Ms. Spangler's contribution to the Committee and the community.

Executive Summary:

Council has received minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held 14 May 2024 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.

The minutes note that Mr. Geoffrey Hoare and Ms. Susan Spangler have resigned membership on the Committee. The Committee would like to thank Mr. Geoffrey Hoare and Ms. Susan Spangler and have recommended that a letter of appreciation be forwarded to Mr. Geoffrey Hoare and Ms. Susan Spangler.

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

Ordinary Council 26 June 2024

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 - 14 MAY 2024

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, \$355 MEETING 12/51

Meeting held on Tuesday, 14 May 2024

Meeting commenced at 6pm

Location: Council Chambers, Administrative Centre, 240 Blende Street.

Minutes Taker: Darrell Ford

1. Present

Darrell Ford Living Desert Ranger (BHCC)

Councillor Darriea Turley Council Delegate

Jeff Crase Community Representative
Gaylene Ford Community Representative
Narelle Tweedie Community Representative
Greg Edwards Community Representative
Ann Evers Community Representative
Karen Ford Community Representative
Michael Ford Community Representative
Community Representative

2. Apologies

Merran Coombe Community Representative

Councillor Marion Brown Council Delegate

Kellie Scott Community Representative Evan Scott Community Representative Community Representative Jamie Scott Community Representative Emily Scott John Rogers Community Representative Paul Reed Community Representative Living Desert Ranger (BHCC) Jasmin Fryer Nick King Living Desert Ranger (BHCC) Rick Hall Community Representative

Non-Attendance

Nil

4. Confirmation of Minutes from Previous Meeting

Minutes from the meeting held on Tuesday, 9 April 2024 were confirmed at this meeting.

Moved: Karen Ford **Seconded:** Greg Edwards

5. Committee Nominations

Nil

6. Business arising from Previous Minutes

Nil

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Tuesday, 14 May 2024

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7. Correspondence

7.1 Resignations

Resignation letter received from Susan Spangler and Geoffrey Hoare. The Committee accepted and wished them all the best for the future and appreciates all the help they have given over many years.

Recommendation: Appreciation letters to be sent to Susan Spangler and Geoffrey Hoare.

7.2 Volunteer Awards

Volunteer awards are to be held on Tuesday, 28 May 2024, 4pm to 6pm. If any dietary requirements, please let Darrell know well in advance.

7.3 ID Cards

ID Cards are on hold due to both machines being out of service.

8. Update on Action List Items

8.1 Cement Paths

No Update

8.2 Improve Roadworks

No Update

8.3 Infrastructure Improvements

Update: All infrastructure improvement projects currently awaiting funding.

- 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.
- 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.

9. Reports

9.1 Visitors

- Group booking of 40 students and teachers flew in from Sydney for a BBQ dinner in the Picnic Area on Monday, 13 May 2024.
- The campsite has been very busy with both tent and van sites being full most nights.
- Large number of visitors walking the flora and cultural walks daily.
- ID cards will be printed by next meeting.

10. General Business

10.1 Master Plan

New Living Desert Master Plan is currently in progress.

10.2 Flora Site

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Tuesday, 14 May 2024

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Recent rains have given the flora site and all vegetation a good water, so Rangers have not had to water much over the holidays.

10.3 Shelter

New shelter has been built between the two shipping containers for more shade and to protect equipment from sun damage.

10.4 Working Bee

Next working bee will be held on Saturday, 1June 2024. Meet at the Ranger Hut at 9am.

11. Next Meeting

The next scheduled meeting will be held on Tuesday, 11 June 2024 commencing at 6pm at Council Chambers, 240 Blende Street.

12. Meeting Closed

6.20pm

13. 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

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Tuesday, 14 May 2024

Ordinary Council 26 June 2024

ORDINARY MEETING OF THE COUNCIL

June 20, 2024

ITEM 9

BROKEN HILL CITY COUNCIL REPORT NO. 100/24

SUBJECT: ACTION LIST REPORT D24/30185

Recommendation

1. That Broken Hill City Council Report No. 100/24 dated June 20, 2024, 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

Ordinary Council 26 June 2024

Attachments

1. 4 Action List Report for June 2024

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER For Action Division: Date From: 1/07/2020 Committee: Ordinary Council Date To: 19/06/2024 Officer:

Action Sheets Report

Further Report Required: Including Further Reports Printed: Wednesday, 19 June 2024 9:22:36 AM

Meeting	Officer/Dire ctor	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.
- 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.

17 Jun 2021 4:55pm Bartlett, Leisa

Waiting on response from Local Aboriginal Land Council.

15 Jul 2021 12:15pm Bartlett, Leisa

Solicitor is awaiting a response from the Local Aboriginal Land Council.

12 Aug 2021 3:04pm Bartlett, Leisa

Council's Solilcitor is awaiting a response from the Local Aboriginal Land Council.

15 Sep 2021 9:06am Bartlett, Leisa

Council staff following up with Local Aboriginal Land Council.

14 Oct 2021 4:12pm Bartlett, Leisa

Awaiting response from Local Aboriginal Land Council.

11 Nov 2021 9:02am Bartlett, Leisa

Awaiting response from the Local Aboriginal Land Council.

16 Dec 2021 11:51am Bartlett, Leisa

Awaiting response from Local Aboriginal Land Council.

18 Jan 2022 2:55pm Butcher, Lacey

Awaiting response from Aboriginal Land Council

15 Feb 2022 10:58am Bartlett, Leisa

Awaiting response from Aboriginal Land Council.

23 Mar 2022 2:42pm Bartlett, Leisa

No change in status.

19 May 2022 11:23am Bartlett, Leisa

No change in status.

22 Jun 2022 11:04am Guerin, Emily

No change in status

18 Jul 2022 3:07pm Guerin, Emily

No change in status

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Division: Date From: 1/07/2020 For Action Committee: Ordinary Council **Date To:** 19/06/2024

Officer:

Printed: Wednesday, 19 June Further Report Required: Including Further Reports **Action Sheets** 2024 9:22:36 AM

24 Aug 2022 3:28pm Bartlett, Leisa

No change in status.

Report

07 Sep 2022 3:24pm Guerin, Emily - Reallocation Action reassigned to Mason, Michael by Guerin, Emily

20 Sep 2022 12:16pm Guerin, Emily

No change in status.

18 Oct 2022 9:36am Guerin, Emily

Still awaiting response from Aboriginal Land Council. Further follow up with LALC to again occur.

16 Nov 2022 8:25am Guerin, Emily

No change in status

13 Dec 2022 8:56am Guerin, Emily

No change in status

17 Jan 2023 11:16am Guerin, Emily

No change in status

13 Feb 2023 11:43am Guerin, Emily

No change in status

21 Mar 2023 1:29pm Guerin, Emily

No change in status

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

21 Nov 2023 2:24pm Falkner, Georgina

No change in status.

07 Dec 2023 10:40am Falkner, Georgina

No change in status.

19 Jan 2024 1:44pm Falkner, Georgina

No change in status. Follow up correspondence sent.

21 Feb 2024 9:19am Butcher, Lacey

No change in status

20 Mar 2024 10:04am Falkner, Georgina

No chnage in status

17 Apr 2024 10:22am Butcher, Lacey No change in status

21 May 2024 3:16pm Falkner, Georgina

No change in status.

18 Jun 2024 3:13pm Falkner, Georgina No change in status. Further follow up correspondence sent

Meeting	Officer/Dire ctor	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.
- That Council note the progress update on the proposed acquisition of Federation Way.
- 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

InfoCouncil Page 2 of 26 For Action Division: 1/07/2020 Committee: Ordinary Council Date To: 19/06/2024 Officer:

Action Sheets Report

Further Report Required: Including Further Reports Printed: Wednesday, 19 June

2024 9:22:36 AM

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

15 Feb 2022 11:07am Bartlett, Leisa

Negotiations continuing.

23 Mar 2022 2:43pm Bartlett, Leisa

No change in status.

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.

19 May 2022 11:26am Bartlett, Leisa

On hold, pending further discussion with Crown Lands as per the April 2022 Council Meeting Resolution.

22 Jun 2022 11:28am Guerin, Emily

Correspondence sent to Crown Lands

18 Jul 2022 3:08pm Guerin, Emily

No change in status

24 Aug 2022 3:31pm Bartlett, Leisa

No change in status.

07 Sep 2022 3:25pm Guerin, Emily - Reallocation

Action reassigned to Mason, Michael by Guerin, Emily

20 Sep 2022 12:16pm Guerin, Emily

No change in status

18 Oct 2022 9:46am Guerin, Emily

No change in status

16 Nov 2022 8:26am Guerin, Emily

No change in status

13 Dec 2022 8:56am Guerin, Emily

No change in status

17 Jan 2023 11:17am Guerin, Emily

No change in status

13 Feb 2023 11:43am Guerin, Emily No change in status

21 Mar 2023 1:30pm Guerin, Emily

No change in status

18 Apr 2023 11:23am Guerin, Emily No change in status

23 May 2023 8:49am 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 2:22pm Falkner, Georgina

No change in status

23 Aug 2023 11:51am Howard, Codie

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Division: Date From: 1/07/2020 For Action 19/06/2024 Committee: Ordinary Council **Date To:** Officer:

Action Sheets Report

Printed: Wednesday, 19 June Further Report Required: Including Further Reports

2024 9:22:36 AM

No change in status

20 Sep 2023 10:39am Howard, Codie No change in status

11 Oct 2023 1:15pm Falkner, Georgina

No change in status.

21 Nov 2023 2:25pm Falkner, Georgina

No change in status.

07 Dec 2023 10:40am Falkner, Georgina

No change in status

19 Jan 2024 1:45pm Falkner, Georgina

No change in status

21 Feb 2024 9:23am Butcher, Lacey

Contact will be made with Crown Lands to understand their desire to continue, otherwise action will be closed and finalised.

20 Mar 2024 1:02pm Falkner, Georgina

Contact made with Crown Lands

17 Apr 2024 10:20am Butcher, Lacey

Advice received from Crown Lands on 15 April 2024, around an alternate option to avoid Native Title Issues. Staff investigating impacts and way

21 May 2024 3:17pm Falkner, Georgina

Report regarding alternative option prepared for Council meeting.

18 Jun 2024 3:14pm Falkner, Georgina

Crown Lands have proposed alternative pathway and land is to be vested with Council as per May 2024 Council resolution. Compulsory acquisition no longer occuring and this action item has been superseded.

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 23/02/2022	Nankivell, Jay Nankivell, Jay	Confidential Matters	LEGAL EXPENDITURE - CIVIC CENTRE OMBUDSMAN'S REPORT

Resolved

- That Broken Hill City Council Report No. 54/22 dated February 15, 2022, be received.
- 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.

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

23 May 2023 3:19pm Butcher, Lacey

Ongoing

InfoCouncil Page 4 of 26 For Action Division: Date From: 1/07/2020 Ordinary Council Date To: 19/06/2024 Officer:

Action Sheets Report

Further Report Required: Including Further Reports Printed: Wednesday, 19 June 2024 9:22:36 AM

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

18 Jan 2024 8:41am Butcher, Lacey

Ongoing

08 Feb 2024 4:45pm Butcher, Lacey

Ongoing

11 Mar 2024 11:49am Butcher, Lacey

Ongoing

16 Apr 2024 1:56pm Butcher, Lacey

Ongoing

20 May 2024 4:08pm Butcher, Lacey

Ongoing

18 Jun 2024 3:05pm Murray, Jessica

Ongoing

Meeting	Officer/Dire ctor	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.
- 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

ease with Silver City Archers for signing

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Division: Date From: 1/07/2020 For Action Committee: Ordinary Council **Date To:** 19/06/2024 Officer:

Action Sheets Report

Printed: Wednesday, 19 June Further Report Required: Including Further Reports

2024 9:22:36 AM

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.

21 Nov 2023 2:25pm Falkner, Georgina

Discussions ongoing with Crown Lands.

07 Dec 2023 10:41am Falkner, Georgina

Discussions ongoing.

19 Jan 2024 1:45pm Falkner, Georgina

No change in status

21 Feb 2024 9:25am Butcher, Lacey

No change in status

20 Mar 2024 10:05am Falkner, Georgina

Potential amendments being discussed with Crown Lands

17 Apr 2024 10:23am Butcher, Lacey

No change in status

21 May 2024 3:19pm Falkner, Georgina

No change in status

18 Jun 2024 3:18pm Falkner, Georgina

Crown Lands have since advised that a licence would be preferable as opposed to a lease due to Native Title. Potential amendents being discussed.

Meeting	Officer/Dire ctor	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.

21 Nov 2023 12:04pm Howard, Codie

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Draft Policy preparation is on-going

12 Dec 2023 2:29pm Howard, Codie

Officer:

No change in Status

23 Jan 2024 2:05pm Howard, Codie

No change in status.

20 Feb 2024 12:04pm Butcher, Lacey

No change in status

20 Mar 2024 11:41am Butcher, Lacey

No change in status

17 Apr 2024 10:23am Butcher, Lacey

No change in status

06 May 2024 10:26am Butcher, Lacey

No change in status

18 Jun 2024 11:51am Howard, Codie

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 30/11/2022	Howard, Codie Nankivell, Jav	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.
- 2. 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

23 Jan 2024 2:05pm Howard, Codie

Ongoing negotiations with Crown Lands has resulted in the recommendation to proceed with compulsory acquisitions of the lot. These plans and surveys are now being planned for Council's endorsement.

21 Feb 2024 9:25am Butcher, Lacey

No change in status

20 Mar 2024 10:05am Falkner, Georgina

No change in status

17 Apr 2024 10:22am Butcher, Lacey

Advice and recommendations received from Council's Solicitors for formalisation to Council and the Minister. Still awaiting surveys to be completed.

14 May 2024 4:16pm Butcher, Lacey

No change in status

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Division: Date From: 1/07/2020 For Action 19/06/2024 Committee: Ordinary Council **Date To:** Officer:

Action Sheets Report

Printed: Wednesday, 19 June Further Report Required: Including Further Reports

2024 9:22:36 AM

21 May 2024 3:19pm Falkner, Georgina Surveys in progress 18 Jun 2024 3:19pm Falkner, Georgina

No change in status

Meeting Offictor	cer/Dire Section	Subject
30/11/2022 Cod	vard, Works Committee Reports likivell,	RENEWABLE ENERGY ACTION PLAN STAGE 2

Resolved

- 1. That Broken Hill City Council Report No. 246/22 dated November 11, 2022, be received.
- 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.
- That subject to recommendation two, Council notes the General Manager will identify budgetary adjustments and impacts in the September Quarterly Budget Review.
- 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

21 Nov 2023 12:05pm Howard, Codie

No change in status

12 Dec 2023 2:30pm Howard, Codie

No change in Status

23 Jan 2024 2:06pm Howard, Codie

No change in status.

20 Feb 2024 12:03pm Butcher, Lacey

Discissions happening with Council's consultants about alternate opportunities due to an active Aborigial Land Claim

20 Mar 2024 11:42am Butcher, Lacey

No change is status

17 Apr 2024 10:19am Butcher, Lacey

Alternative option being presented to Council for review. Grant application to be submitted by 30 April 2024

14 May 2024 4:16pm Butcher, LaceyGrant application submitted. Presentation being finalised for Council.

18 Jun 2024 11:51am Howard, Codie

No Change in Status

Meeting	Officer/Dire ctor	Section	Subject

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Division: Date From: 1/07/2020 For Action Committee: Ordinary Council **Date To:** 19/06/2024 Officer: Printed: Wednesday, 19 June Further Report Required: Including Further Reports **Action Sheets** 2024 9:22:36 AM Report

Ordinary Council Nankivell, Policy And General Reports ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION 29/03/2023 Jay Nankivell. Jay

Resolved

- 1. That Broken Hill City Council Report No. 49/23 dated February 16, 2023, be received.
- 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

12 Dec 2023 2:50pm Butcher, Lacey No change in status

18 Jan 2024 8:42am Butcher, Lacey No change in status

07 Feb 2024 10:10am Butcher, Lacey

No change in status

11 Mar 2024 11:50am Butcher, Lacey

No change in status 16 Apr 2024 1:56pm Butcher, Lacey

No change in status

20 May 2024 4:09pm Butcher, Lacey

No change in status

18 Jun 2024 3:33pm Murray, Jessica

No change in status

Meeting	Officer/Dire ctor	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

Resolved

- 1. That Broken Hill City Council Report No. 166/23 dated August 11, 2023, be received.
- 2. 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:
 - That the Local Traffic Committee supports relocation of the 'Bus Stop' on Blende Street, adjacent to the Con Crowley Retirement Village.

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Division: Date From: 1/07/2020 For Action Committee: Ordinary Council **Date To:** 19/06/2024 Officer:

Action Sheets Report

Printed: Wednesday, 19 June Further Report Required: Including Further Reports 2024 9:22:36 AM

4. That Item No. 427.9.1 recommendation be endorsed:

- That Council continue to liaise with KFC Management regarding traffic matters and that no further action be required by the Local Traffic Committee.
- 5. That Item No. 436.8.1 recommendation be endorsed:
 - That Council's Community Safety Officer-Ranger's continue to monitor the 15-minute timed parking, adjacent to Aruma Lodge - Southern Cross Care.
- That Item No. 437.8.2 recommendation be endorsed:
 - That the Local Traffic Committee endorse the Traffic Control/Management Plans provided for the Broken Heel 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 - COMPLETED - Action with TfNSW & NSW Police for approval - No Further Action.

18 Oct 2023 8:45am Howard, Codie

No change in status

21 Nov 2023 12:05pm Howard, Codie

No change in status

12 Dec 2023 2:31pm Howard, Codie No change in Status

20 Feb 2024 12:03pm Butcher, Lacey

Item No. 427.6.1 - with operational team for completion

20 Mar 2024 11:43am Butcher, Lacey

No change in status

17 Apr 2024 10:16am Butcher, Lacey No change in status

14 May 2024 4:04pm Butcher, Lacey No change in status

18 Jun 2024 11:52am Howard, Codie

No Change in Status

Meeting	Officer/Dire ctor	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.
- That Council proceed with the transfer of Assessment 36970 101 Cornish Lane into Councils possession in accordance with Section 570 of the Local Government Act 1993
- 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.
- That Council delegate authority to the General Manager to sign documents required to complete the transfer.

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Division: Date From: 1/07/2020 For Action Committee: Ordinary Council **Date To:** 19/06/2024 Officer:

Action Sheets

Report

Printed: Wednesday, 19 June Further Report Required: Including Further Reports 2024 9:22:36 AM

5. That Council pay conveyancing costs to complete the transfer.

CARRIED UNANIMOUSLY

21 Sep 2023 12:42pm Butcher, Lacey conveyaning process is in progress 18 Oct 2023 9:21am Butcher, Lacey No change to status 20 Nov 2023 11:11am Butcher, Lacey No change to status 12 Dec 2023 2:54pm Butcher, Lacey No change in status 19 Jan 2024 2:13pm Butcher, Lacey

07 Feb 2024 2:06pm Butcher, Lacey

No change in status No change in status

17 Apr 2024 8:46am Butcher, Lacey Contracts have been provided to the vendor.

19 Jun 2024 9:21am Murray, Jessica

No change in status

Meeting	Officer/Dire ctor	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.
- 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 lodide, Thomas, Bromide and Mica Streets including Oxide Street from Thomas Street through to Morgan Street.
- 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.
- That a further report be submitted to Council upon completion of the consultative process.

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Action Sheets Report

Further Report Required: Including Further Reports Printed: Wednesday, 19 June

2024 9:22:36 AM

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

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.

17 Nov 2023 4:26pm Brealey, Jodie

Investigation still in progress

13 Dec 2023 9:24am Butcher, Lacey

No change in status

18 Jan 2024 3:31pm Butcher, Lacey

In progress - discussions held with Licensing Sergeant in December 2023, with face to face meeting to be arranged to discuss options in 2024

21 Feb 2024 10:58am Brealey, Jodie

Face to face meeting to be scheduled with Licensing Sergeant

19 Mar 2024 11:03am Brealey, Jodie

No change in status

11 Apr 2024 9:27am Brealey, Jodie

No change in status

13 May 2024 1:47pm Brealey, Jodie

No change in status

18 Jun 2024 4:52pm Murray, Jessica

Meeting to be followed up and re-scheduled

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/11/2023	Howard, Codie Nankivell,	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 441, HELD ON WEDNESDAY, 8 NOVEMBER 2023

Resolved

- 1. That Broken Hill City Council Report No. 229/23 dated November 14, 2023, be received.
- That the minutes of the Local Traffic Committee Meeting No.441, held on Wednesday, 8 November 2023 be endorsed.
- 3. That Item No.423.8.3 recommendations be endorsed:
 - That the eight disability parking spaces at the Broken Hill Regional Aquatic Centre carpark remain
 unchanged, based on the number of current disability parking spaces, being 2% of the total parking spaces
 in the area, which indicates the total number of available disability parking spaces surpasses the mandated
 standards.
 - That a pedestrian crossing not to be installed, due to the data collected from the traffic counters, does not meet Transport for NSW requirements to warrant a pedestrian crossing, due to the low volume of traffic in this area; and that installation of a pedestrian crossing would also reduce the number of parking spaces.
 - That the current disability parking spaces adjacent to the amenities block at the North Family Play Centre remain unchanged and the request for relocation be denied, due to safety concerns.
 - That correspondence be forwarded to the complainant, advising of the Committee's determination.
- 4. That Item No.441.11.1 recommendation be endorsed:

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For Action

Division: Committee: Ordinary Council Officer:

Further Report Required: Including Further Reports

Date From: 1/07/2020 **Date To:** 19/06/2024

Printed: Wednesday, 19 June 2024 9:22:36 AM

Action Sheets Report

> That the organiser of the 16 Days of Activism event and protest march be requested to complete Council's application for a full road closure for the event, including a Traffic Control Plan for the closure of Chloride Street, between Cobalt Street and Argent Street, at the Town Square for the event.

- 5. That Item No.441.11.2 recommendation be endorsed:
 - That the Local Traffic Committee endorse the Traffic Control Plans for the Christmas Pageant, including closure of associated drop-off areas.
 - That additional 'Road Closed' signs be placed at the Beryl and Chloride Streets and the Blende and Chloride Streets intersection and the Traffic Control Plans be updated.
- 6. That Item No.441.11.3 recommendation be endorsed:
 - That the Local Traffic Committee endorse the Traffic Control Plan prepared for the temporary closure of Federation Way for the New Year's Eve Fireworks display on Sunday, 31 December 2023.
- That Item No.441.11.5 recommendations be endorsed:
 - That 'No Stopping' signs be installed 20 meters on the approach to the pedestrian crossing on Comstock Street and Boughtman Streets, adjacent to the Alma Public School.
 - That the 45-degree angle parking on Cobalt Street, adjacent the YMCA Wellness Centre be changed to 60degree angle parking, bringing the rear of parked vehicles closer to the kerb, to reduce the impact on the carriage way.
 - That the 'No Stopping' area between the angle parking and the disability parking spaces on Cobalt Street, be changed to 'No Parking' to allow a drop-off and pick-up area.
- 8. That Item No.439.8.2 recommendation be endorsed:
 - That correspondence be forwarded to the complainant advising of the Committee decision to change the angle parking spaces to two parallel parking spaces, adjacent to Hungry Jacks at 445 Argent Street.
- That Item No.441.9.1 recommendation be endorsed:
 - That the unrestricted parking space on Gawler Place adjacent to the RFDS Wellbeing Place gates, be removed and the businesses in the vicinity be notified of the Local Traffic Committee's determination.

CARRIED UNANIMOUSLY

12 Dec 2023 2:35pm Howard, Codie

Item No. 423.8.3 - Response has been sent to complainant, no further action. COMPLETED., Item No. 441.11.1 - Event location has now been changed with traffic control plan, no longer needed. No further action - COMPLETED., Item No.441.11.2 - Event was successfully held. No further action - COMPLETED., Item No.441.11.3 - Event to be held 31 December., Item No.441.11.5 - With operational team for completion., Item No.439.8.2 - Response has been sent to business owner., Item No.441.9.1 - Currently in consultation period with neighbouring businesses.

23 Jan 2024 2:13pm Howard, Codie

Item No.423.8.3 - COMPLETED., Item No.441.11.1 - COMPLETED., Item No.441.11.2 - COMPLETED., Item No.441.11.3 - COMPLETED., I No.441.11.5 - No change in status., Item No.439.8.2 - COMPLETED., Item No.441.9.1 - No change in status.

29 Jan 2024 2:20pm Butcher, Lacey - Completion
Completed by Butcher, Lacey on behalf of Howard, Codie (action officer) on 29 January 2024 at 2:20:56 PM

29 Jan 2024 2:39pm Butcher, Lacey - Completion

Uncompleted by Butcher, Lacey

20 Feb 2024 12:00pm Butcher, Lacey

Item No.441.11.5 - No change in status, Item No.441.9.1 - No change in status

20 Mar 2024 11:43am Butcher, Lacey

No change in status

17 Apr 2024 10:14am Butcher, Lacey

No change in status

14 May 2024 4:05pm Butcher, Lacey Item No 441.11.5 - Complete

18 Jun 2024 11:53am Howard, Codie

Item No. 441.9.1 - No change in status

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Committee: Ordinary Council
Officer:

Further Report Required: Including Further Reports

Date From: 1/07/2020
Date To: 19/06/2024

Printed: Wednesday, 19 June 2024 9:22:36 AM

Meeting	Officer/Dire ctor	Section	Subject
20/12/2023	Falkner, Georgina Nankivell, Jay	onfidential Matters	PROPOSED EASEMENT TO A-CAES NSW PTY LTD

Resolved

Report

- 1. That Broken Hill City Council Report No. 243/23 dated November 28, 2023, be received.
- That Council (as Willyama Common Trust Manager and Crown Land Manager) consent the proposed easement to A-CAES NSW Pty Ltd, for the purposes of access and a transmission easement over the Willyama Common and other Crown Land managed by Council (as identified in Attachment 1 – Schedule of Land).
- 3. That the General Manager be delegated to negotiate the final terms and conditions of the proposed easement.
- 4. That the Mayor and General Manager be authorised to sign and execute the easement documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

19 Jan 2024 1:50pm Falkner, Georgina Draft documents being reviewed by solicitors. 20 Mar 2024 10:06am Falkner, Georgina Negotiations ongoing

17 Apr 2024 10:24am Butcher, Lacey

No change in status

21 May 2024 3:20pm Falkner, Georgina

Negotiations ongoing

18 Jun 2024 3:11pm Falkner, Georgina

Latest version of easement documents with A-CAES for review.

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/02/2024	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.443, HELD ON TUESDAY, 6 FEBRUARY 2024

Resolved

- That Broken Hill City Council Report No. 25/24 dated February 14, 2024, be received.
- That the minutes of the Local Traffic Committee Meeting No. 443, held on Tuesday, 6 February 2024 be endorsed.
- That Item No. 443.10.3 recommendations be received:
 - That the Committee support the request for two additional bus zones on Garnet Street, adjacent to the Broken Hill High School, during Term 1 for Willyama High School students attending the school.
 - That a 'No Stopping' sign be installed 10 meters from the temporary bus zone to the disability parking on the left side of the hatching on Galena Street, adjacent to the Broken Hill High School, to allow a safe sight distance for disability parking between the bus zones.
- That Item No. 443.10.4 recommendation be received:
 - That Council issue a media release informing that Council has introduced new measures for trafficcontrolled worksites, advising if a motorist is seen or caught driving through a traffic-controlled worksite, details will be forwarded to the NSW Police to enforce action and issue fines.
- That Item No. 443.8.1 recommendation be received:

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2024 9:22:36 AM

For Action Character Further Report Required: Including Further Reports Printed: Wednesday, 19 June

Action Sheets Report

That Council paint double white lines on Argent Street, from the median strip up to and in line with Delamore Street, to prevent motorist performing U-turns at the end of the median strip.

CARRIED UNANIMOUSLY

20 Mar 2024 4:06pm Butcher, Lacey

With operational tem for completion. **08 Apr 2024 9:14am Howard, Codie**

Item No. 443.10.3 - Completed, Item No. 443.10.4 - Currently Liaising with NSW Police for joint media release., Item No. 443.8.1 - To be completed in May.

17 Apr 2024 10:19am Butcher, Lacey

No change in status

14 May 2024 4:15pm Butcher, Lacey

No change in status

18 Jun 2024 4:00pm Howard, Codie

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/02/2024	Nu'man, Razija Nankivell,	Question On Notice	COUNCILLOR QUESTIONS ON NOTICE TAKEN AT THE JANUARY 2024 COUNCIL MEETING

Resolved

- 1. That Questions On Notice No. 2/24 dated February 1, 2024, be received.
- That Council assists the Broken Hill Alcohol and Other Drugs Detox and Rehabilitation Steering Committee by organising a meeting with the Minister for Health to discuss opportunities for a Drug Rehabilitation Centre in Broken Hill.

CARRIED UNANIMOUSLY

20 Mar 2024 12:05pm Howse, Alison

Meeting held with the Chair of the Broken Hill Alcohol and Other Drugs Steering Group in March with further contact to be made with the Broken Hill Alcohol and Other Drugs Detox and Rehabilitation Steering Committee to arrange a meeting to further discuss.

17 Apr 2024 8:58am Butcher, Lacey

Ongoing

18 Jun 2024 9:00am Howse, Alison

Meeting held with Minister Ryan Park on 9 May 2024. COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/02/2024	Howard, Codie Nankivell, Jay	Confidential Matters	BROKEN HILL LIBRARY PROJECT - GENERAL UPDATE AND CONSTRUCTION CONTRACT FORMATION

Resolved

- 1. That Broken Hill City Council Report No. 28/24 dated February 20, 2024, be received.
- 2. That Council notes the latest updates on the project as of February 2024.
- 3. That Council approve delegation for the General Manager to sign all contracts and associated documents related to the project as per the below report to a value of \$14.55 million (excluding GST)

CARRIED UNANIMOUSLY

20 Mar 2024 3:49pm Butcher, Lacey

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 Committee:
 Ordinary Council
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 19/06/2024

Officer:

Action Sheets Further Report Required: Including Further Reports Printed: Wednesday, 19 June 2024 9:22:36 AM

Contracts to be signed in April

17 Apr 2024 10:18am Butcher, Lacey

No change in status

Report

23 May 2024 2:44pm Bartlett, Leisa

Contracts finalised and agreed. With North Constructions for signing.

18 Jun 2024 3:40pm Murray, Jessica

Contracts signed. COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 27/03/2024	Howard, Codie Nankivell,	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.444, HELD ON TUESDAY, 5 MARCH 2024
	Jay		

Resolved

- 1. That Broken Hill City Council Report No. 43/24 dated March 13, 2024, be received.
- That the minutes of the Local Traffic Committee Meeting No.444, held on Tuesday, 5 March 2024 be endorsed.
- 3. That Item No.444.10.2 recommendation be received:
 - That Council change two of the four parking spaces at the 'Taxi Zone', located on the left side of the Airport Terminal, to designated parking spaces for Ride Share/Uber services.
- 4. That Item No.440.10.1 recommendations be received:
 - That correspondence be forwarded to the appropriate Council Department requesting a Risk Assessment of the Heritage Walk Tour route be completed and that a Traffic Control Plan be developed.
 - That results of the Risk Assessment and a Traffic Control Plan be provided to the Local Traffic Committee for review and feedback.
 - That this matter be removed from the Local Traffic Committee's Agenda and be readdressed once Council
 has a solution, which can be reviewed and considered by the Local Traffic Committee at a future meeting.
- 5. That Item No.442.8.3 recommendations be received:
 - That Council install a 'No Right Turn' sign on Cobalt Lane, at the intersection of Gossan Street.
 - That the complainant received correspondence advising of the Committee decision to install a 'No Right Turn' sign and advise other matters raised were noted by the Committee.
- 6. That Item No.444.8.1 recommendation be declined. That Council does not approve to change the parking space next to the hatched area, adjacent to Outback Whips and Leather at 350 Argent Street, to an 'Emergency Services Vehicles Only' parking space, to allow parking of Emergency Services vehicles.
- That the Traffic Committee investigates reducing the taxi rank parking spaces in Oxide Street adjacent to the ANZ building and provides a recommendation to Council on the outcome of the investigation.

CARRIED UNANIMOUSLY

17 Apr 2024 10:16am Butcher, Lacey Currently with the operations team for action 14 May 2024 4:15pm Butcher, Lacey No change in status 18 Jun 2024 4:02pm Howard, Codie No change in status

Meeting	Officer/Dire	Section	Subject

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For Action

Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

Printed: Wednesday, 19 June 2024 9:22:36 AM

Report

Ordinary Council Falkner, Georgina Nankivell, Jay

Resolved

- 1. That Broken Hill City Council Report No. 39/24 dated February 28, 2024, be received.
- 2. That Council grant a new lease to the existing tenant (Muhammad Illyas Dexter) at Suite 2 / 23-27 Bromide Street for a period of 12 months with an option to renew for a further two years, with the new lease to reflect the terms and conditions of the previous lease.
- 3. That the Mayor and General Manager sign the new lease under the Common Seal of Council.

CARRIED UNANIMOUSLY

17 Apr 2024 10:24am Butcher, Lacey Lease being drafted 21 May 2024 3:21pm Falkner, Georgina No change in status 18 Jun 2024 3:12pm Falkner, Georgina No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 24/04/2024	Howard, Codie Nankivell, Jay	Works Committee Reports	BROKEN HILL CITY STREETLIGHTING REPORT

Resolved

- 1. That Broken Hill City Council Report No. 55/24 dated April 10, 2024, be received.
- 2. That Council accept the report providing a summary assessment of the current lighting levels.
- 3. That Council approves the recommendation to install new streetlight(s) at Comstock Street between Duff Street and Knox Street.

CARRIED UNANIMOUSLY

22 May 2024 9:00am Butcher, Lacey In progress

18 Jun 2024 4:02pm Howard, Codie

Report accepted and streetlighting works now with Operational Team for scheduling. - COMPLETED

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa	Mayoral Minute FOR RETURN FLIGHTS BETWEEN SYDNEY AND REGIO	INTRODUCTION OF A REGIONAL AIRFARE ZONE CAP SUBSIDY FOR RETURN FLIGHTS BETWEEN SYDNEY AND REGIONAL AND REMOTE LOCATIONS OF NSW
	Nankivell, Jay		

Resolved

- 1. That Mayoral Minute No. 6/24 dated May 15, 2024, be received.
- 2. That Council advocates for the NSW State Government to initiate discussions between Regional Express Airlines and Qantas Airways to establish a Regional Zone Cap Fare Scheme between Sydney and regional and remote cities in NSW, similar to the Regional Zone Cap Fare Scheme that is currently operating in Western Australia.

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Division: Date From: 1/07/2020 For Action Committee: Ordinary Council **Date To:** 19/06/2024 Officer: Further Report Required: Including Further Reports

Action Sheets Report

Printed: Wednesday, 19 June

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CARRIED UNANIMOUSLY

18 Jun 2024 12:22pm Murray, Jessica

Correspondence sent out as per Council resolution on 14 June 2024 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa Nankivell, Jay	Mayoral Minute	STATE GOVERNMENT AGENCY OUSTS AN ESTABLISHED RETAIL FRANCHISE AT WESTIDE PLAZA

Resolved

- 1. That Mayoral Minute No. 7/24 dated May 20, 2024, be received.
- 2. That correspondence be sent to the NSW Minister for Transport, The Hon Jo Haylen MP; the NSW Minister for Customer Service and Digital Government, The Hon Jihad Dib MP; the NSW Minister for Jobs and Tourism, The Hon John Graham MLC; and NSW Minister for Western NSW, The Hon Tara Moriarty MLC, expressing Council's disappointment that The Broken Hill Roads and Maritime Service - Service NSW Customer Service Centre (a State Government Agency) has caused the demise of a retail franchise store in Broken Hill without any community consultation that the Agency's move to the shopping complex is warranted or in the best interests of the City.
- 3. That Council contacts the Management group for Westside Plaza and Broken Hill Village along with vacant shop owners in the CBD to provide assistance where possible in attracting new retail to the City.

CARRIED UNANIMOUSLY

18 Jun 2024 12:22pm Murray, Jessica

Correspondence sent out as per Council resolution on 16 June 2024 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa	Notice of Motion	ENDORSEMENT OF NOMINATION OF COUNCILLOR MARION BROWNE AS EXECUTIVE MEMBER OF REGION 4 MURRAY DARLING ASSOCIATION
	Nankivell, Jay		

Resolved

- 1. That Motions of Which Notice has been Given No. 3/24 dated May 17, 2024, be received.
- 2. That Council endorse the nomination of Councillor Marion Browne as President of Region 4 Murray Darling Association.

CARRIED UNANIMOUSLY

18 Jun 2024 3:44pm Murray, Jessica

Councillor resolution sent to Councillor Browne to submit nomination of Executive member to Region 4 Murray Darling Association - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Howard, Codie Nankivell, Jay	Health and Building Committee Reports	PLANNING PORTAL WORKSHOP
Resolved			

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2024 9:22:36 AM

For Action

Division:
Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

Date From: 1/07/2020
Date To: 19/06/2024
Printed: Wednesday, 19 June

Action Sheets Report

1. That Motions of Which Notice has been Given No. 1/24 dated May 16, 2024, be received.

That the Health & Building Committee invite the General Manager to arrange a series of workshop evenings with local builders and other interested parties to discuss the lodgement of Development Applications (DA) and Construction Certificates (CC).

CARRIED UNANIMOUSLY

18 Jun 2024 4:39pm Murray, Jessica In progress

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa Nankivell, Jay	Health and Building Committee Reports	ADOPTION OF DRAFT SCORES ON DOORS POLICY

Resolved

- 1. That Broken Hill City Council Report No. 66/24 dated April 15, 2024, be received.
- 2. That Council notes that the draft revised Scores on Doors Policy was placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public.
- 3. That Council adopts the draft revised Scores on Doors Policy as a Policy of Council and notes that it will supersede the 2016 Scores on Doors Policy.

CARRIED UNANIMOUSLY

04 Jun 2024 10:12am Butcher, Lacey

COMPLETE - Policy adopted and placed on Council's website

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Brown, Simon Nankivell, Jay	Policy And General Reports	ANNUAL FEES - MAYOR AND COUNCILLORS

Resolved

- 1. That Broken Hill City Council Report No. 70/24 dated May 13, 2024, be received.
- 2. That Council notes that the Local Government Remuneration Tribunal determined that there be a 3.75 percent per annum increase to the minimum and maximum fees applicable to all NSW Mayors and Councillors in each existing category for the financial year commencing 1 July 2024.
- 3. 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".
- 4. That there be no increase applied to the current fees paid to the Mayor and Councillors for the Mayoral and Councillor Fees payable for the 2024/2025 financial year.
- 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.

CARRIED UNANIMOUSLY

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For Action Division: Date From: 1/07/2020
Committee: Ordinary Council Date To: 19/06/2024
Officer: Depart Required: Including Further Reports

Action Sheets Report Further Report Required: Including Further Reports Printed: Wednesday, 19 June 2024 9:22:36 AM

04 Jun 2024 3:24pm Murray, Jessica COMPLETE - Finance advised no increase for this financial year

Meeting	Officer/Dire ctor	Section	Subject
29/05/2024	Bartlett, Leisa Nankivell, Jay	Policy And General Reports	MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETINGS HELD 28 MARCH 2024 AND 23 APRIL 2024

Resolved

- 1. That Broken Hill City Council Report No. 72/24 dated May 15, 2024, be received.
- 2. That the minutes of the Broken Hill Heritage Committee Meetings held 28 March 2024 and 23 April 2024 received.
- 3. That the Broken Hill Heritage Committee March and April meeting minutes recommend:
 - a. That Council notes the updates from the General Manager on specific matters raised by the committee as an Action Item.
 - b. That Council sends correspondence to Committee members of the Broken Hill Heritage Committee to remind them of their attendance responsibilities should they wish to remain on the committee, or alternatively, that said members resign from the Committee as their absence contributes to a lack of quorum.
 - c. That Council sends correspondence to the Broken Hill Heritage Committee to advise that the Museum Adviser is on a set contract with Council and that this contract does not include attendance at Broken Hill Heritage Committee Meetings; nor does Council's budget allow for an increase to the Museum Adviser's contract; and that the correspondence also advises that for any additional requests of Council/staff resourcing is raised as a request to the Elected Body not as an instruction to staff.
 - d. That Council invites the General Manager to contact the Directors of the Barrier Truth to ascertain what their intentions are for the future of the Barrier Truth's Archives and if there is any assistance required from Council, given its historical value to the City.
 - e. That the Broken Hill Heritage Committee be advised that their minutes in the current format are not acceptable in that the Committee is a S355 Advisory Committee of Council that advises and makes recommendations to Council. The Advisory Committee cannot direct staff to undertake tasks.

CARRIED UNANIMOUSLY

18 Jun 2024 12:21pm Murray, Jessica

Correspondence sent as per Council resolution on 18 June 2024 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Nu'man, Razija Nankivell, Jay	Policy And General Reports	MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 1 MAY 2024

Resolved

- 1. That Broken Hill City Council Report No. 73/24 dated May 7, 2024, be received.
- 2. That the minutes of the S355 Ageing Well Advisory Committee meeting held 1 May 2024 be received.
- That Council defer the establishment of a taskforce pending the outcome of the Working Better for Medicare review.

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2024 9:22:36 AM

For Action

Division:
Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

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Date From: 1/07/2020
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Printed: Wednesday, 19 June

Action Sheets Report

4. That Council sends correspondence to the appropriate Ministers and Local Members outlining information provided by the Committee which demonstrates just how critical the aged care crisis continues to become in the City; and that the correspondence also refers to the childcare crisis in Broken Hill and how this also impacts the attraction and retention of key workers and their families to the City.

5. That a report be presented to Council regarding the circumstances of the government's population forecasting for Broken Hill, at the time when the current Hospital was being built (1999), which resulted in the reduction in hospital beds to accommodate a forecast population of approximately 12,000 people. This population forecasting proved to be inaccurate (with Broken Hill's population being over 17,000 and slowly increasing) and this situation has significantly contributed to the inadequate number of hospital beds at the Broken Hill Hospital.

CARRIED UNANIMOUSLY

18 Jun 2024 8:53am Howse, Alison 4. COMPLETE, 5. Research in Progress

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa Nankivell, Jay	Further Reports	CORRESPONDENCE REPORT - THE IMPENDING CLOSURE OF ALLISON HOUSE STUDNET ACCOMMODATION

Resolved

- 1. That Broken Hill City Council Report No. 77/24 dated May 14, 2024, be received.
- That correspondence from The Hon Prue Car MP, Minister for Education and Early Learning, regarding the impending closure of Allision House Student Accommodation be received and noted.
- 3. That correspondence be sent to the Minister for Education and Early Learning thanking her for her reply correspondence and asking if there are any avenues available to assist Allison House Student Accommodation to reopen as it is a vital service for pastoralists in the Far West Region of NSW.

CARRIED UNANIMOUSLY

18 Jun 2024 12:24pm Murray, Jessica

Correspondence sent on 18 June 2024 as per Council resoluton - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa Nankivell, Jay	Further Reports	COUNCILLOR ATTENDANCE AT THE 2024 WESTERN DIVISION COUNCILS OF NSW ANNUAL CONFERENCE

Resolved

- 1. That Broken Hill City Council Report No. 78/24 dated April 17, 2024, be received.
- That the General Manager and Council's delegates on the Western Division Councils of NSW Association, being the Mayor, Deputy Mayor Hickey and Councillor Gallagher be approved to attend the 2023 Western Division Councils of NSW Annual Conference to be held in Cobar, 13-14 June 2024.
- That Councillors Jewitt, Browne and Chandler also be approved to attend the 2023 Western Division Councils of NSW Annual Conference.

CARRIED UNANIMOUSLY

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For Action Division: 1/07/2020 Committee: Ordinary Council Date To: 19/06/2024 Officer:

Action Sheets Full

Report

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M. Jun 2024 3:20nm Murray. Jossica

04 Jun 2024 3:29pm Murray, Jessica COMPLETE - All travel arrangements have been made

Meeting Of cto	fficer/Dire Section	Subject
29/05/2024 Co	oward, Further Reports odie ankivell, ly	PROPOSED VESTING OF FEDERATION WAY

Resolved

- 1. That Broken Hill City Council Report No. 79/24 dated May 20, 2024, be received.
- 2. That Council agree to the proposed vesting of the land known as Federation Way (Lots 1 17 DP 1222604) with Council in accordance with Division 4.2 of the *Crown Land Management Act 2016*, as proposed by Crown Lands
- 3. That Council agree to make payment of the proposed compensation of \$2,747.65, being the market value as determined by Crown Lands.
- That Council request that the land be declared as 'operational land' in the vesting notice published in the NSW Gazette.
- 5. That the Mayor and General Manager be authorised to sign and execute any documents relating to the vesting under the Common Seal of Council.

CARRIED UNANIMOUSLY

18 Jun 2024 3:20pm Falkner, Georgina

Letter to Crown Lands advising of resolution has been drafted

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.446, HELD ON TUESDAY, 10 MAY 2024

Resolved

- That Broken Hill City Council Report No. 82/24 dated May 23, 2024, be received.
- That the minutes of the Local Traffic Committee Meeting No. 446, held on Tuesday, 10 May 2024 be endorsed.
- That Item No. 446.10.1 recommendation be received:
 - That Council posts messaging on its social media encouraging members of the community to assist NSW Police, by providing helpful information to catch offenders of unregistered motorbikes.
- That Item No. 446.10.2 recommendation be received:
 - That Council further consult with management of SIXT in relation to their request and that Council inspect the area to consider possible options.
- That Item No. 445.10.1 recommendation be received:
 - That Council undertake observation of parking arrangements and complete a concept plan for possible angle parking on Garnet and Kaolin Street, adjacent to the Broken Hill High School.
- That Item No. 445.10.2 recommendation be received:
 - That consultation be undertaken with the taxi companies to seek feedback in relation to the Local Traffic Committee's proposal, to allocate two of the taxi bays on Oxide Street, adjacent to the ANZ Bank for Uber

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For Action Division: 1/07/2020 Committee: Ordinary Council Date To: 19/06/2024 Officer:

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and Ride Share services.

- That Item No. 446.8.1 recommendation be received:
 - That Council analyse traffic and crash data, undertake a site inspection, including sight distances in the area and place traffic counters on Wyman Street, near the Oxide Street intersection to determine the speed and volume of traffic.
- That Item No. 446.8.2 recommendations be received:
 - That Council design a concept plan showing the conversion of two angle parking spaces to one parallel parking space on Argent Street, adjacent to the Duke of Cornwall building at 76 Argent Street.
 - That traffic counters be installed on Kaolin Street, near the Argent Street intersection to collect data to determine the volume and speed of traffic in the area.
 - That the resident be advised of the Committee's recommendations.
- That Item No. 446.8.3 recommendations be received:
 - That the Traffic Control Plan for the Road Closure and Hoarding required for the Broken Heel Festival event, adjacent to the Palace Hotel from 4-9 September 2024, be approved.
 - That the organiser of the Broken Heel Festival be instructed to ensure a traffic controller is onsite for the duration of the event to manage traffic control.
- That Item No. 446.8.4 recommendation be received:
 - That the Local Traffic Committee support the bus company, CDC's decision to object the request for removal or relocation of the bus seat, located on Argent Street, adjacent to the Palace Hotel.

CARRIED UNANIMOUSLY

18 Jun 2024 4:03pm Howard, Codie

Item No. 446.10.1 - Consultation with NSW Police on-going, Item No. 446.10.2 - Consultation on-going, Item No. 445.10.1 - A concept design is being completed., Item No. 445.10.2 - Consultation on-going, Item No. 446.8.1 - Traffic counters still to be installed. , Item No. 446.8.2 - A concept design is being completed and Traffic counters still to be installed. , Item No. 446.8.3 - Completed, Item No. 446.8.4 - Completed

Meeting	Officer/Dire ctor	Section	Subject
	Howard, Codie Nankivell, Jay	Confidential Matters	T23-27 – REQUEST FOR TENDER – SUPPLY OF 1 X STREETSWEEPER – REVISION 2

Resolved

- 1. That Broken Hill City Council Report No. 64/24 dated May 13, 2024, be received.
- 2. That Council purchase the plant package tendered by Rosmech Sales & Service Pty Ltd for the total price of \$348,928.80 incl GST (\$475,428.80 incl GST less trade in price of \$126,500.00 incl GST).
- 3. That Council approve the trade in sale of Council's current Streetsweeper (fleet ID F2332) to Rosmech Sales & Service Pty Ltd for the amount of \$126,500.00 incl GST.

CARRIED UNANIMOUSLY

18 Jun 2024 4:34pm Howard, Codie

Purchase order has been raised. COMPLETED

Meeting	Officer/Dire ctor	Section	Subject

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For Action

Committee: Ordinary Council
Officer:
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Ordinary Council
29/05/2024
Howard,
Codie
Nankivell,
Jay

Howard,
Confidential Matters
ELEVATED WORK PLATFORM REV 3

Resolved

- 1. That Broken Hill City Council Report No. 65/24 dated May 13, 2024, be received.
- That Council increase the remaining available 2022/23 Fleet Renewal budget by the amount of \$247,952.00 incl GST (\$225,410.91 ex GST).
- 3. That Council purchase the plant package tendered by Active Tree Services Pty Ltd (Aerial Access) for the total price of \$671,828.20 inc. GST (\$610,725.91 ex GST).
- 4. That Council proceed to public auction to dispose of Council's current Elevated Work Platform and if unsuccessful proceed to sale for scrap.

CARRIED UNANIMOUSLY

18 Jun 2024 4:34pm Howard, Codie
Purchase order has been raised. COMPLETED

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Brown, Simon Nankivell, Jay	Confidential Matters	PROPOSED LEASE OF 252 ARGENT STREET

Resolved

- 1. That Broken Hill City Council Report No. 84/24 dated May 23, 2024, be received.
- 2. That Council approve, for the purposes of public exhibition, the granting of a 12-month license for 252 Argent Street to the Broken Hill Military Museum for the establishment of a museum with the view to obtaining ministerial consent for a longer-term lease.
- 3. That the proposed license of 252 Argent Street be placed on public exhibition for a period of 28 days for public comment.
- 4. That following the conclusion of the public exhibition period a report be presented to Council detailing submissions received and any recommended amendments.
- 5. That the Broken Hill Military Museum Committee be invited to provide a presentation to Councillors regarding their proposed use and operation of a Military Museum at 252 Argent Street.

CARRIED UNANIMOUSLY

18 Jun 2024 12:27pm Murray, Jessica

The matter is on public exhibition, closing on 3 July 2024 and Councillor Briefing set up for 19 June 2024 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Bartlett, Leisa Nankivell, Jay	Mayoral Minute	Line of Lode Cafe and Visitors Centre
Resolved That correspondence is	ha aant ta ral	event Ministers and Leas	J. Mambara regarding Council's concerns with the look of
That correspondence I	be sent to rel	evant Ministers and Loca	Il Members regarding Council's concerns with the lack of

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For Action Division: Date From: 1/07/2020
Committee: Ordinary Council Date To: 19/06/2024
Officer:

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interest shown to lease the Line of Lode Café and Visitors Centre and explaining the issues that Council raised with the Crown Lands Department following a site visit of the precinct towards the finalisation of the refurbishment project. That the correspondence also requests the Crown Lands Department to consider offering an incentive of free rent for the first 6 or 12 month period to attract the interest of potential new tenants as they may be hesitant to lease the premises due to the number of failed businesses at the precinct.

CARRIED UNANIMOUSLY

18 Jun 2024 12:15pm Murray, Jessica

Correspondence sent 18 June 2024 as per Council resolution - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Howard, Codie Nankivell, Jay	Mayoral Minute	ADVOCACY FOR THE SEALING OF THE DAYDREAM MINE/SILVERTON WINDFARM ROAD

Resolved

That Council supports the sealing of the Daydream Mine/Silverton Windfarm Road and provides advocacy wherever possible as the Daydream Mine is an iconic tourist attraction for Broken Hill and Silverton.

CARRIED UNANIMOUSLY

18 Jun 2024 4:36pm Howard, Codie

The request for the sealing of Daydream Mine Road was made to Transport for NSW at the Local Traffic Committee held June 4th. Additionally conversations have been held with officers of Transport for NSW the responsible body of the road for it to be sealed, works to be discussed internally at TfNSW before a response to Council will be made.

Meeting	Officer/Dire ctor	Section	Subject
29/05/2024	Howard, Codie Nankivell, Jay	Confidential Matters	T23/46 - REQUEST FOR TENDER - TOWN SQUARE REDEVELOPMENT

Resolved

- 1. That Broken Hill City Council Tender Report No. 2/24 dated May 14, 2024, be received.
- That Broken Hill City Council award tender T23/46 Request for Tender Town Square Redevelopment to Landscape Construction Services Pty Ltd trading as LCS Landscapes as the principal contractor on the Town Square Redevelopment project for a total price of up to \$1,216,211 (excluding GST) for stages 1 and 2 detailed in this report.
- That the General Manager and/or Mayor be authorised to sign the Tender contract and affix the Seal of Council if required.
- 4. That the General Manager be authorised to negotiate directly with the successful tenderer LCS Landscapes for stage 1a to be constructed at a later date.

CARRIED UNANIMOUSLY

18 Jun 2024 4:57pm Howard, Codie

Purchase Order has been raised - COMPLETED

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Deery, Casey Nankivell, Jay		Motion

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Division: Date From: 1/07/2020 For Action Committee: Date To: 19/06/2024 Ordinary Council

Officer:
Further Report Required: Including Further Reports Printed: Wednesday, 19 June **Action Sheets**

2024 9:22:36 AM Report

Resolved

That Council sends best wishes to Council's Projects Engineer and his family and extend the message that the whole community are behind them; and that Council wishes him a speedy recovery.

CARRIED UNANIMOUSLY

18 Jun 2024 3:10pm Murray, Jessica
Best Wishes on behalf of Councilors were passed on as per the motion. - COMPLETED

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QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

1.	QUESTIONS ON NOTICE NO. 7/24 - DATED MAY 31, 2024 - COUNCILLOR	
	QUESTIONS ON NOTICE TAKEN AT THE APRIL AND MAY COUNCIL	
	MEETINGS (D24/26753)	491

Ordinary Council 26 June 2024

ORDINARY MEETING OF THE COUNCIL

May 31, 2024

ITEM 1

QUESTIONS ON NOTICE NO. 7/24

SUBJECT: COUNCILLOR QUESTIONS ON NOTICE TAKEN AT THE APRIL

AND MAY COUNCIL MEETINGS

D24/26753

Summary

This report provides responses to questions raised by Councillors during the Council Meeting held 29 May 2024 and a questions that was inadvertently omitted from last month's report that relates to a question from the Council Meeting held 24 April 2024, which were taken on notice.

Recommendation

1. That Questions On Notice No. 7/24 dated May 31, 2024, be received.

Background

Following are the responses to questions raised by Councillors which the Mayor or General Manager took on notice at the Council Meeting held 29 May 2024, and one question from the Council Meeting held 24 April 2024.

Council Meeting held 24 April 2024 – question that was inadvertently omitted from the minutes document						
Question:	Cost of Replacement Gateway Sign					
	The Mayor took a question on notice from Councillor Browne for Council to be provided with the total cost of replacing the gateway sign on the Wentworth Road and for the costing to also include the value of the donated items.					
Response:	Below is the amount that Council paid for the Wentworth Road sign:					
	Item Cost (incl GST)					
	Fabrication and Installation – Fab Tec	\$30,205.12				
	Construction Certificate Inspections and Issue - Group DLA \$3,113.40					
	Development Application Fee - Portal	\$248.18				
	TOTAL	\$33,566.70				

Ordinary Council 26 June 2024

Ordinary Council Meeting held 29 May 2024	
Question:	From Item 25 – Broken Hill Traffic Committee
	The Mayor referred to the issue of speeding motorists along Silverton Road and Brookfield Avenue and asked that the matter be referred to the Traffic Committee for investigation.
Response:	Item will be raised at the July Local Traffic Committee Meeting being held on Tuesday 2 nd July 2024.
Question:	From Item 17 – Minutes of the Ageing Well Advisory Committee
	Councillor Turley referred to Council's resolution of Item 17 and asked whether Southern Cross Care have a pipeline plan for the training of their Enrolled Nurses to transition to Registered Nurses?
	The Mayor confirmed that the Government has implemented a pipeline plan for the transition of Enrolled Nurses to be trained to become Registered Nurses at Southern Cross Care, but that this is a long-term plan and doesn't address the short-term shortage of Registered Nurses.
	Councillor Turley requested that Council seeks data on the number of Enrolled Nurses at Southern Cross Care which have graduated as Registered Nurses over the past few years, as this program is important to "grow our own" staffing resources in Broken Hill due to the various reasons for the keyworker shortages in the City (lack of family networks, the City's childcare crisis, remoteness of Broken Hill). The staff at Southern Cross Care have a special caring nature around aged care and if there is a pipeline program for these staff to transition from Enrolled Nurses to Registered Nurses then it would be beneficial for the Ageing Well Advisory Committee and Council to understand the data around this program.
	The Mayor advised that Council will investigate this matter.
Response:	Consultation with Southern Cross Care Broken Hill, Executive Manager of People and Culture Kym Ferguson.
	SCC doesn't have an internal program for EN's transitioning to RN's. The Australian College of Nursing (ACN) runs a transition into practice program which is designed to prepare new graduates for entry into the workforce. Their program covers 13 units and is self-directed, online and completed in six months.
	In addition, The Aged & Community Care Providers Association (ACCPA) also provides a transition to practice program designed to support RN's and EN's in the aged care sector. This course is run over 12 months and is also online.

For those new graduates who undertake a transition program, they are supported by a workplace mentor (an experienced nurse) who guides and supports them through the program.

Transitioned EN to RN numbers at SCCBH not provided to date.

Council Research

In New South Wales, several programs facilitate the transition from Enrolled Nurse (EN) to Registered Nurse (RN). These programs are designed to support ENs in advancing their careers while providing them with the necessary education, clinical experience and support needed to progress to RNs.

- Western Sydney University Bachelor of Nursing (Enrolled Nurse Pathway): This program allows ENs to receive Recognition of Prior Learning (RPL) for certain subjects, enabling them to fast-track their studies. Upon successful completion, students are eligible to apply for registration as an RN with the Nursing and Midwifery Board of Australia (NMBA) (Western Sydney University).
- 2. NSW Health Scholarships and Cadetships: NSW Health offers various scholarships to support ENs transitioning to RNs. The EN to RN Conversion Scholarship includes paid study leave, travel and accommodation subsidies, and requires applicants to submit detailed applications through their Director of Nursing or Health Service Manager (NSW Government).
- 3. St Vincent's Hospital Sydney Enrolled Nurse Transition Program: This 12-month full-time program is aimed at newly graduated ENs, providing a supportive learning environment to develop their professional skills. The program includes regular intakes in March and September, with applications opening in June and November (St Vincent's Hospital Sydney).
- 4. GradStart: Coordinated by the Nursing and Midwifery Office (NaMO), GradStart is a state-wide recruitment process for graduate nurses and midwives in NSW Health, including ENs transitioning to RNs. It offers a variety of locations and settings, comprehensive training, and professional development opportunities (NSW Health).

Re-Entry to Practice Pathways:

If you want to re-enter practice as an RN, you can choose from two Nursing and Midwifery Board of Australia (NMBA) approved re-entry pathways:

Pathway 1: A period of supervised practice.

Pathway 2: Completion of an NMBA approved re-entry to nursing program3

In addition, there are online collaboration hubs, forums, and professional development sessions run by industry experts.

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Question:	Heat pump for the Hydrotherapy Pool at the Broken Hill Regional Aquatic Centre
	Councillor Turley referred to the broken heat pump for the Hydrotherapy Pool at the Aquatic Centre and asked when the heat pump will be replaced?
	The Mayor advised that Council approved the Tender for the replacement of heat pumps at the Broken Hill Regional Aquatic Centre at the April Council Meeting and that the tender has been awarded and works will commence soon.
Response:	Replacement heat pump installation began on 17 June 2024 with completion handover scheduled for 19 June 2024.
Question:	Advertising Committee and Council Meetings Councillor Turley asked that, while Broken Hill doesn't have a newspaper, can Committee and Council Meetings be advertised through the local radio stations (as well as the current method of advertising)?
	The Mayor agreed that this can occur.
Response:	Information regarding the June Committee Meetings and Council Meeting has been sent to the local radio stations and this will continue to occur whilst Broken Hill does not have a local newspaper.
Question:	Avenue of Trees on the Silverton Road
	Councillor Browne referred to the number of dead trees along the Avenue of Trees on the Silverton Road and asked when these dead trees will be replaced?
	The General Manager advised that the program to replace dead trees around the City has commenced. Council's contractors had commenced the process to remove dead trees and replace with new trees on the Racecourse Road and Airport Road and had started to remove dead trees on the Silverton Road but unfortunately could not continue with the work. The tree replacement program will now be undertaken by Council staff and included on Council's Works Schedule to be performed in-house.
Response:	With over approximately 220 trees to be removed and replaced with new trees, the project will be staged to try and limit the effect to the landscape. This will start within the coming months and will be completed taking into account resourcing constraints.
Question:	Detour Road Signs associated with the Roadworks on Gypsum Street
	Councillor Jewitt advised of a near accident at the corner of Bismuth and Pell Streets as the Give Way sign post has fallen down, which is associated with the detour of traffic due to the Gypsum Street roadworks. Councillor Jewitt asked that the Give Way sign be reinstated as a matter of urgency.
	The Mayor advised that this will be investigated and rectified.
Response:	Avenue of Trees on the Silverton Road Councillor Browne referred to the number of dead trees along the Avenue of Trees of the Silverton Road and asked when these dead trees will be replaced? The General Manager advised that the program to replace dead trees around the City has commenced. Council's contractors had commenced the process to remove dead trees and replace with new trees on the Racecourse Road and Airport Road and had started to remove dead trees on the Silverton Road but unfortunately could not continue with the work. The tree replacement program will now be undertaken by Council staff and included on Council's Works Schedule to be performed in-house. With over approximately 220 trees to be removed and replaced with new trees, the project will be staged to try and limit the effect to the landscape. This will start within the coming months and will be completed taking into account resourcing constraints. Detour Road Signs associated with the Roadworks on Gypsum Street Councillor Jewitt advised of a near accident at the corner of Bismuth and Pell Streets as the Give Way sign post has fallen down, which is associated with the detour of traffic due to the Gypsum Street roadworks. Councillor Jewitt asked that the Give Way sign be reinstated as a matter of urgency.

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Response:

Council's Manager Infrastructure Operations was made aware of Councillor Jewitt's concerns the day following the May Council Meeting and he advised that the Gypsum Roadworks were complete and temporary detour signage had been removed. The Trades Team were sent out to inspect the intersections that were part of the temporary detours and found that a Give Way sign was not in place at the Pell and Newton Street T-junction. This Give Way sign was reinstated the day following (Friday 31 May 2024).

Question:

Lamb Memorial Oval Lighting

Councillor Gallagher referred to works required to the light towers at the Lamb Memorial Oval and that replacement works are not included in Council's 2024/2025 budget and asked that this work be included in Council's 2025/2026 budget. Councillor Gallagher asked whether anything could be done in the interim in order that the Rugby clubs can practice in the evenings during winter as it is a winter sport.

The Mayor advised that it would have been good to use the old lights from the Broken Hill tennis courts but that these lights are non-compliant with current electrical codes and cannot be used. Replacing the lights at the Lamb Memorial Oval will require to be budgeted as a complete upgrade is required (installation of new poles and lights).

The Mayor advised that correspondence will be sent to the ET Lamb Memorial Oval Community Committee explaining the non-compliance issue with the current lighting and the requirements to carry out a full upgrade of lighting at the oval which will be budgeted to be carried out in the 2025/2026 financial year.

Response:

Project planning will begin to prepare a submission for the 2025/26 financial budget and capital works schedule in conjunction with S355 Committee for Council's consideration.

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. 86/24 - DATED JUNE 06, 2024 - Q23/53 - REQUEST FOR QUOTATION - SUPPLY OF 1 X WASTE FACILITY TIPPER - CONFIDENTIAL

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

2. TENDER REPORT NO. 3/24 - DATED JUNE 06, 2024 - T24/3 - TENDER REPORT - AIRPORT FIRE SYSTEM PIPE REPLACEMENT AND HYDRANTS - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers 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).



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