



BUSINESS PAPER

Finance and Governance
Committee Meeting

Council Chambers
23 April 2025

5.30pm

BROKEN HILL

CITY COUNCIL

AUSTRALIA'S FIRST
HERITAGE LISTED CITY

MEMBERS OF THE FINANCE AND GOVERNANCE COMMITTEE:

Mayor Kennedy, Councillor Algate (Chairperson), Councillor Boland, Councillor Byrne, Councillor Chandler and Councillor Turley

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that the Finance and Governance Standing Committee of the Broken Hill City Council will be held in the Council Chambers on **Wednesday, 23 April 2025** commencing at **5:30pm** to consider the following business:

| AGENDA | |
|--------|---|
| 1 | Opening the Meeting |
| 2 | Apologies |
| 3 | Leave of Absence Applications |
| 4 | Prayer |
| 5 | Acknowledgement of Country |
| 6 | Acknowledgement of Broken Hill's Mining History |
| 7 | Minutes for Confirmation |
| 8 | Disclosure of Interest |
| 9 | Reports |
| 10 | Confidential Matters |
| 11 | Conclusion of the Meeting |

STATEMENT OF ETHICAL OBLIGATIONS

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

LIVE STREAMING OF COUNCIL MEETINGS

This Committee Meeting is being livestreamed via YouTube and recorded and published online via Council's website. To those present in the meeting today, by attending in this public meeting you are consenting to your image, voice and comments being recorded and published.

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

JAY NANKIVELL
GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Finance and Governance Committee of the City of Broken Hill held Wednesday,
March 19, 2025.

**MINUTES OF THE FINANCE AND GOVERNANCE COMMITTEE MEETING HELD
WEDNESDAY, MARCH 19, 2025 (5:30 PM)**

PRESENT:

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

Councillor H. Jewitt.

General Manager, Director Finance and Commercial, Manager
Communications and Marketing, Executive Officer and Executive Assistant.

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

APOLOGIES:

Councillor D. Turley AM.

Procedural Motion

Moved Councillor Ashely Byrne, Seconded Mayor Tom Kennedy

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

CARRIED UNANIMOUSLY

LEAVE OF ABSENCE

APPLICATIONS: Councillor A. Chandler

Procedural Motion

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

That the application submitted by Councillor Chandler be accepted and Leave of Absence granted
for this meeting.

CARRIED UNANIMOUSLY

PRAYER

Mayor Kennedy delivered the Prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Boland delivered the Acknowledgement of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

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

MINUTES FOR CONFIRMATIONRecommendation

Moved Mayor Tom Kennedy, Seconded Councillor Ashley Byrne

That the Minutes of the Finance and Governance Committee meeting held Wednesday February 19, 2025 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 39/25 - DATED MARCH 11, 2025
- ALTERATION TO SCHEDULED STANDING COMMITTEE MEETING DATES
FOR APRIL 2025 DUE TO EASTER PUBLIC HOLIDAYS D25/11135

Recommendation

Moved Councillor Michael Boland, Seconded Councillor Ashley Byrne

1. That Broken Hill City Council Report No. 39/25 dated March 11, 2025, be received.
2. That the Infrastructure and Environment Committee Meeting that is schedule for Monday 21 April 2025 (Easter Monday) be postponed and held on Tuesday 22 April 2025 at 5:30pm.
3. That the Community Development Committee Meeting that is scheduled for Tuesday 21 April 2025 at 5:30pm be held directly following the Infrastructure and Environment Committee Meeting.

CARRIED UNANIMOUSLY

2. BROKEN HILL CITY COUNCIL REPORT NO. 40/25 - DATED MARCH 12, 2025
- ADOPTION OF THE DRAFT INFORMATION AND COMMUNICATIONS
TECHNOLOGY POLICY D25/11344

Recommendation

Moved Councillor Ashley Byrne, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 40/25 dated March 12, 2025, be received.
2. That Council notes that the draft Information and Communications Technology Policy was endorsed by the Audit, Risk & Improvement Committee at its meeting held 13 February 2025.
3. That Council adopts the Draft Information and Communications Technology Policy and notes that its adoption will render the current Email Internet and Use of Computer Systems Policy obsolete.

CARRIED UNANIMOUSLY

3. BROKEN HILL CITY COUNCIL REPORT NO. 41/25 - DATED MARCH 12, 2025
- DISPOSAL OF SURPLUS EQUIPMENT - TIERED SEATING D25/11488

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 41/25 dated March 12, 2025, be received.
2. That Council approve the sale of retractable tiered seating purchased as part of the Civic Centre refurbishment in 2016.
3. That the General Manager be authorised to negotiate sale of item by auction, expression of interest or private treaty.
4. That the General Manager be authorised to dispose of the item for scrap value if no willing purchaser can be found.

CARRIED UNANIMOUSLY

4. BROKEN HILL CITY COUNCIL REPORT NO. 42/25 - DATED MARCH 06, 2025
- INVESTMENT REPORT FOR FEBRUARY 2025 D25/10550

Recommendation

Moved Councillor Michael Boland, Seconded Councillor Ashley Byrne

1. That Broken Hill City Council Report No. 42/25 dated March 6, 2025, be received.

CARRIED UNANIMOUSLY

5. BROKEN HILL CITY COUNCIL REPORT NO. 43/25 - DATED MARCH 12, 2025
- MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE
MEETING HELD 13 NOVEMBER 2025 D25/11354

Recommendation

Moved Mayor Tom Kennedy, Seconded Councillor Ashley Byrne

1. That Broken Hill City Council Report No. 43/25 dated March 12, 2025, be received.
2. That minutes of the Audit, Risk and Improvement Committee meeting held 13 February 2025 be received and endorsed.

CARRIED UNANIMOUSLY

CONFIDENTIAL MATTERS

Nil

CONCULSION OF THE MEETING

There being no further business to consider, the meeting was declared closed at 5:40.pm.

The foregoing minutes were read and confirmed at the Finance and Governance Committee meeting held on Wednesday 23 April 2025

Chairperson

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 58/25 - DATED APRIL 10, 2025 - DRAFT COMMUNITY STRATEGIC PLAN - 2025 REVIEW (D25/16370) 9
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5. BROKEN HILL CITY COUNCIL REPORT NO. 62/25 - DATED APRIL 10, 2025 - MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETINGS HELD 19 MARCH 2025 AND 9 APRIL 2025 AND RECOMMENDED AMENDMENTS TO THE TERMS OF REFERENCE (D25/16316)122

FINANCE AND GOVERNANCE COMMITTEE

April 10, 2025

ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 58/25**

SUBJECT: **DRAFT COMMUNITY STRATEGIC PLAN - 2025 REVIEW**
D25/16370

Recommendation

1. That Broken Hill City Council Report No. 58/25 dated April 10, 2025, be received.
2. That Council endorse the Draft Community Strategic Plan – Your Broken Hill 2040 for public exhibition.
3. That the Draft Community Strategic Plan – Your Broken Hill 2040 be placed on public display for 28 days in accordance with legislation.
4. That Council receives a further report at the conclusion of the exhibition period, outlining submissions and feedback received and any recommended changes, with a view to adopting the Draft Community Strategic Plan for implementation 1 July 2025.

Executive Summary:

The Community Strategic Plan is the highest-level plan that a council will prepare and its above all other Council's plans and policies in accordance with Integrated Planning and Reporting Guidelines (October 2021) and the *Local Government Act 1993* and Regulations. The Community Strategic Plan is a strategic plan from which flows Council directions for the next four years via its Delivery Program and on-year Operational Plan.

The purpose of the plan is to understand the range of services the community wants, the service standards they expect and the infrastructure that will be required; to identify the community's main long-term priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the plan considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the aims and aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as levels of government, State agencies, business, educational institutions and community groups have an important role in engaging and delivering the long-term objectives of the plan.

All councils in NSW are required to work within the Integrated Planning and Reporting (IP&R) framework. The framework reinforces and guides Council in planning and decision making based on a sound understanding of the community's expectations around priorities and service levels.

IP&R is aligned with the NSW local government cycle. The Community Strategic Plan must be reviewed every four years, whereby each newly elected council completes the review by 30 June in the year following the Local Government Elections and rolls the planning period forward by at least four years so that it is always a 10-year minimum plan.

Report:

The Community Strategic Plan 2033 was originally developed in 2010. With a major review in 2013 following extensive community consultation, followed by smaller revisions in 2014 and 2017. In 2022 Council adopted the new Community Strategic Plan – “*Your Broken Hill 2040*”, following an extensive community engagement program commencing pre-covid with completion post-covid.

Council adopted the Community Strategic Plan Engagement Strategy for the 2025 review of the plan at its meeting held 18 December 2024. The engagement strategy detailed the community engagement activities to be undertaken.

The engagement period commenced early February 2025 and concluded the first week of April 2025. The program kicked off with a survey of five questions seeking to check in on the ongoing relevance of the objectives, strategies and vision of the Community Strategic Plan. The survey was delivered via:

- Individual invitation to identified focus groups and key stakeholders
- Youth Advisory Group for engagement in high schools
- Open invitation to the general community available online or hard copy print

The questions asked were:

1. What makes Broken Hill a great place to live, work, learn and play?
2. What issues are important to you for Broken Hill in the next 10 years?
3. What challenges do we have for Broken Hill in the next 10 years?
4. What opportunities do we have for Broken Hill in the next 10 years?
5. What are your hopes for the City in 2040?

Other engagement undertaken included Pop-Up Listening Posts at:

- Broken Hill City Library
- Broken Hill Airport Terminal
- Broken Hill Hospital Foyer
- Broken Hill Regional Aquatic Centre
- Patton Street Precinct (South Trading Post)
- Community Markets
- Community Form – Open Day and Evening (Council Chambers)
- Council Staff Workshops

The Broken Hill City Council Community Satisfaction Survey undertaken in 2023 was also referenced when reviewing the Community Strategic Plan.

The engagement participation from the community and key stakeholders was considered low with only 165 respondents, however the meaningful participation that did occur highlighted a consistency in relation to issues, challenges and opportunities. The community's spirit and strength and building trusted and lasting relationships in the community was highly regarded by the majority.

The feedback received from the community aligned issues, challenges and opportunities very closely to each other, with key factors said to be enhancing population growth; attraction of new industry; skills development and training; education; apprenticeships and

traineeships; improved health services and access to GP doctors; aged care; increased childcare and recreational activities for young people.

Other key areas were affordable housing options, residential land availability, visitor experiences, increased tourism and promotion of Broken Hill as an attractive place to attract new residents and retain our young people and young families.

The Community Satisfaction Survey carried out in 2023 saw resident's responses to personal satisfaction areas on average significantly happier with their lives than other Australian citizens, although safety was highlighted as a concern. Housing, health care, aged care, services and facilities, creation and promotion of tourism, maintenance of roads and footpaths were among the highest priorities indicated by residents in planning for the future; followed by employment and education, safety and security, small business, population growth and heritage status.

The data collated confirmed that the Community Strategic Plan – “*Your Broken Hill 2040*” adopted 29 June 2022, remains current and relevant with the objectives and strategies addressing the factors important to the community, with the inclusion now of increased land availability for residential housing development as a factor.

The Plan has been updated as follows:

| Page No. | Description |
|----------|---|
| 3 | Acknowledgement of Country - photograph replacement |
| | Table of Contents - updated |
| 5 | Mayoral Message – minor update |
| 9 | Snapshot of our City – updated to reflect current demographics, economy and narrative |
| 14 | Checking in with Our Community – 2025 Review – new section |
| 17 | Guiding Principles – new section, replaces Our Statements |
| 20 | How to read this plan – updated to include Quadruple Bottom Line (QBL) considerations |
| 23-25 | Our Community – updated to include Quadruple Bottom Line (QBL) considerations |
| 25 | Objective 1.5 – Our built environment supports our quality of life. New strategy – 1.5.8 Identify land availability for residential development |
| 29-30 | Our Economy – updated to include Quadruple Bottom Line (QBL) considerations |
| 34 | Our Environment – updated to include Quadruple Bottom Line (QBL) considerations |
| 36 | Our Leadership Cover Page – photograph replacement |
| 38-39 | Our Leadership – updated to include Quadruple Bottom Line (QBL) considerations |
| 41 | Relationship to other Plans – updated to reflect current planning |
| 42 | Related Plans – updates to reflect current planning |
| 43-44 | Photo Inventory and Credits – updated to reflect changes in images |

Community Engagement:

The Draft Community Strategic Plan will be placed on public exhibition for a period of 28 days.

Strategic Direction:

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

Relevant Legislation:

Section 402 of the *Local Government Act 1993* states:

- (1) Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.
- (2) A community strategic plan is to establish strategic objectives together with strategies for achieving those objectives.
- (3) Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.

Financial Implications:

The Community Strategic Plan forms the base document upon which the next four-year Delivery Program and one-year Operational Plan will be budgeted.

A Long-Term Financial Plan (10 years minimum) will be developed to inform decision making in collaboration with the CSP and the development of the Delivery Program and Operational Plan.

Financial implications of endorsing the Draft Community Strategic Plan for public display of a period of 28 days will include advertising costs estimated to be \$350.

Attachments

1. [!\[\]\(97faa0168e491544be255cfcab218e9b_img.jpg\)](#) Draft Community Strategic Plan Your Broken Hill 2040

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER



Draft Community Strategic Plan

Your Broken Hill 2040

**BROKEN HILL CITY COUNCIL
COMMUNITY STRATEGIC PLAN –
“Your Broken Hill 2040”**



Prepared by Broken Hill City Council
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19/124 - D22/19758

Endorsed by Council for public exhibition – (Date to be inserted)



Acknowledgement of Country

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



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Introduction

Mayoral Message

It gives me great pleasure to introduce the City's new Community Strategic Plan (CSP).

The CSP is a document created by the people of Broken Hill to outline their priorities and their aspirations for the City's future.

It is important to remember that this is not a Council plan, but a community plan that Council simply compiles to help provide strategic direction for Broken Hill.

This new plan has been completed using input from a large and diverse range of locals, businesses, and community groups who provided feedback in various ways.

Council held focus groups, pop up sessions, surveys, and a host of other community sessions - both before and after COVID-19 - to inform this plan and ensure it reflects the community's views.

I wish to thank everyone who provided feedback to this plan to ensure the voices of the community were heard.

The CSP should ideally be read in conjunction with Council's Delivery Program (DP) and Operation Plan (OP).

The DP and OP outline what steps Council will take in the coming years to help accomplish the outcomes listed in the CSP.

I also encourage all local businesses, services, and community groups to read this plan and consider how they can help achieve the goals that have been highlighted by locals.

Councillor Tom Kennedy
MAYOR





Your Broken Hill 2040 is a whole of community plan, in which levels of government, state agencies, business, educational institutions, community groups and individuals have an important role.

The Community Strategic Plan (CSP) outlines the community's main priorities and aspirations for the future and includes strategies for how we will achieve them. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long-term objectives of the Community Strategic Plan.

Broken Hill City Council initiated and facilitated the development of this community plan and will continue to have a custodial role during its implementation, monitoring and reporting and review.

Your Broken Hill 2040 was developed with extensive community input including representatives from community, government, business, health, education institutions, non-government organisations, First Nation people, community groups and Council staff.

Social justice principles of equity, access, participation and rights have been central to the development of this plan under the theme headings of community, economic, environmental and civic leadership.

Results from a series of engagement activities have informed the development of *Your Broken Hill 2040* Community Strategic Plan.

The Plan has a new vision, resonating with the community's aspirations and retains the four themes, with strategies, objectives and actions updated to reflect the current focus, challenges and goals of our community.

Key questions considered throughout the development of this Plan:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have got there?

The community were also asked to describe what makes us a flourishing community?



We are a strong, vibrant and growing regional city with wide opportunities, abundant natural assets, and a commitment to living lives of quality and connection in a unique location.

Our CSP Themes

To support the achievement of our community vision, collaborative efforts will focus on four interconnected themes:

1. **Our Community** – We value lifestyle and wellbeing; a place that encourages safe, active, cultural and social opportunities
2. **Our 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
3. **Our Environment** – We value our unique landscape; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community
4. **Our Leadership** – We value collaboration and working together for the greater good – Broken Hill community continues shared responsibility for good governance



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, 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 the BHP mining company was founded on the richest mineral deposit and where safe working practices and workers' legislation were first developed for miners in Australia. The city 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, the attraction of investment and entrepreneurial opportunity.

As part of a very elite listing, there is potential to heighten the brand of Broken Hill to world status.

Snapshot of our City

The external environment will continually impact on Broken Hill's capacity to deliver on our agreed objectives. There is a complex global economic environment with significant uncertainty around the outlook for interest rates, labour shortages, and global political risk – particularly in the USA - which will influence the success of growing the economy.

Increases in the prices of food, energy, commodity fluctuations, and international tariffs threaten to weaken global supply chains. Climate change may also increase commodity price volatility. However, while the current global economic trends have, and will continue to cause disruption to the National and local economy, Broken Hill's economic outlook is strong, with the investment from new mining ventures in Far West NSW representing a positive impact on the Far West NSW economy. Potentially, there are 3,000 jobs being created across five projects in the next decade with mining and renewable energy companies committed to employing a residential workforce.

The challenges for Broken Hill will be to advocate for locally provided training and professional development opportunities to prepare the local workforce for new opportunities and the City's ability to attract a new workforce to limit the potential to become a fly-in fly-out community. The political willingness of the State and Federal Government to invest in infrastructure and services will also influence the City's capacity to encourage new residents to live and work in Broken Hill.



| BROKEN HILL CITY | |
|---|--|
| Land area | 170.4km ² |
| | 1,100km west of Sydney and 500km east of Adelaide |
| DEMOGRAPHICS | |
| Estimated Resident Population 2024 (ABS) | 17,541 |
| Projected population in 2025 (Place Forecast) | 17,634 |
| Female population – Census 2021 | 51.3% |
| Male population – Census 2021 | 48.7% |
| Identifying as Aboriginal and Torres Strait Islander – Census 2021 | 9.2% |
| Total Households – Census 2021 | 8,854 |
| Median House Price (June 2024) | \$192,500 |
| Median House Rental (June 2024) | \$330/week |
| Occupied Dwellings – Census | 80.1% |
| Unoccupied Dwellings – Census 2021 | 19.4% |
| OUR ENVIRONMENT | |
| Mean maximum temperature (°c) 1991 - 2020 | 24.8 |
| Mean minimum temperature (°c) 1991 - 2020 | 11.8 |
| Mean Rainfall (mm) – 1994 - 2020 | 244.8 |

Sources: profile.id.com.au, Australian Bureau of Statistics - abs.gov.au, National Institute of Economic and Industry Research - nieir.com.au and Bureau of Meteorology - bom.gov.au

| OUR ECONOMY | |
|---|--|
| Gross Regional Product | \$2.31 billion |
| Local jobs - NIEIR 2024 | 8,263 |
| Employed residents- NIEIR 2024 | 8,360 |
| Local businesses | 941 |
| People working in health care and social assistance (2024) | 21.8% |
| People working in retail | 9.9% |
| People working in mining (2024) | 12.8% |
| Jobs to worker ratio (2020/2024) | 0.988 |
| Total tourism and hospitality sales in the City (2024) | \$182.4m total value added \$85.5m |
| High income earners | 25% (\$1,750 per week or more) |
| Low-income earners | 13% (\$500 per week or less) |
| Full-time employment – Census 2021 | 62.6% |
| Part-time employment – Census 2021 | 35.1% |
| Unemployment rate – 2021 | 5.5% |
| Tertiary qualification | 18.3% |
| Workers who held educational qualifications | 71% |
| No qualifications | 29% |



Engaging with Our Community

Engagement is all about involving our community in the decision- making process

Broken Hill City Council, as the coordinator of the engagement of the Community Plan also collated the information into a format that is readily accessible and can be used as a community wide resource. As the plan identifies and amplifies the voice of Broken Hill's residents, Council appreciates the time and effort invested by the community in this process.

Consultation for the plan was undertaken over a 15-month period across the City. It began with an analysis of Council plans, local strategic plans from business, industry and agencies and a background paper highlighted some megatrends, which informed the face-to-face engagement.

The engagement activities targeted groups, industries, individuals and communities. Consultation included facilitated forums, pop up information booths in Argent Street and Westside Plaza, surveys, individual interviews and interviews with small groups with special interests.

People involved in consultation were generous and forthright and could both name what was great about Broken Hill and where our City's challenges lie. Discussion included ideas on how we can reach our community goals.

The 15-month period in which engagement activities were undertaken, incorporated both pre pandemic and mid pandemic

times which allowed for discussion of the impact of COVID-19 and the public health measures on the community and its sense of wellbeing.

The success of this plan relies on collaboration between all levels of government, health, education, economic development, business, industry, environment, cultural sector, social services, the community and the stakeholders that operate within the Broken Hill City Council Local Government Area.

Council's role in the development of this plan is to collate the information provided by the community, including its goals and aspirations, and present the information in a plan.

Ongoing ownership of the plan and reaching the identified goals of the community is a shared responsibility in which every person, every group, business, industry, and service, has an important role to play.



What We Said ...about Our Now and our Future

Through an extensive range of engagement activities including focused and open workshops, interviews and a series of pop-up listening pots along with research from studies of the Broken Hill community, we said this:

"We are down to earth, hardworking, diverse people who are part of a close-knit community who know where they are going, say it as it is and see the future as a positive albeit challenging on a number of fronts."

"We don't want our population to shrink any further, in fact it is important that we turn this around and grow it."

"We respect and include our First Nations people and consider their perspective in our work, our decisions, solutions and activities."

"We must look after and celebrate our unique natural environment better."

"We are a beautiful and unique Heritage City and we are proud of our mining history."

"We need to look after our health better."

"We like the investment in all our public facilities and transport."

"We need to keep our young people happy and engaged with our community – creating opportunities and jobs is key."

"We need to keep growing, diversifying our economy and looking for opportunities that are compatible with our unique location, history and social fabric."

"We need better access to health and community services."

"We need to deal with drought, our Darling Baaka River, the Menindee Lakes and water generally better."

"We need our partners and leaders to work better together and coordinate their response and solutions to our issues."

"Our businesses both large and small need to be supported and encouraged."

"We have a bright future and our visitors are welcomed in growing numbers."

Engagement Timeline

Intensive Research

The engagement plan structure included a four-step plan, which began with the analysing of plans from a range of businesses, industries, agencies, the social sector and any others available for inclusion, to gather a flavour of where the community is aiming. This intensive research produced a background paper that was used to inform the commencement of engagement.

Engagement Commencement

In preparation for the new Community Strategic Plan, the research phase of the engagement with the community began in 2020. Fortuitously, two personnel from Blackadder Associates led two days of the engagement at the Civic Centre prior to the imposition of public health orders limiting gathering.

Council led consultation continued throughout the shutdown period and two community surveys were also conducted.

Checking In

Touching base with focus groups from a broad range of areas. Engaging with voices not always represented and engaging with those people with similar interests to progress conversation and drill into specific needs and goals.

Heading to the People

A series of pop-up listening posts conducted by Council staff and including a range of activities to ensure that people had an opportunity to contribute and capture their goals. Two online surveys were conducted- one targeting people with disability and the other broadly assessing the impact of COVID 19 on the information gathered prior to the pandemic public health measures.

Closing the Loop

A comprehensive checking in process undertaken during the 28-day public exhibition period to ensure further community engagement confirms their goals and aspirations for the future are expressed in the Community Strategic Plan.

The delay in the scheduled NSW Council elections has drawn out the timeline of the Community Strategic Plan but

also offered the opportunity to consult widely with the community over a longer period.

Community Consultation provided important information about how the community sees itself prior to and post COVID 19 pandemic public health restrictions and influenced the direction of the goals that the community identified.

In Summary

The engagement period extended to 15 months and involved a wide range of opportunities for community consultation.

A large and diverse range of people contributed their thoughts to Broken Hill's plan for the future, through targeted activities such as:

- Twelve focussed workshops
- Five pop up listening posts
- Two online surveys
- Individual interviews

Extensive minutes were taken by staff at workshops and all remaining material from consultations added to the analytical process that defined the themes and final objectives.



As a community it is important to have a document that defines how we want to grow into the future and what we need as a community now. This document is called the Community Strategic Plan. This plan seeks to guide us all in how to achieve these goals and how we can measure if we are on track or not.

What our community told us

The community identified the following to be considered in developing the Community Strategic Plan

Affordable housing
Airport redevelopment
Allied services
Cleaner and greener city
Climate change and renewable energy
Community facilities maintenance
Development
Drug rehabilitation
Effective community engagement
Employment and local jobs

Financial sustainability
Heightened cooperation between indigenous and non-indigenous
Trees, parks and open spaces
Health and ageing population
Homelessness
Local environmental protection
Mental health
Population growth and management
Roads and infrastructure
Tourism
Training and Education
Transport
Waste management and recycling
Youth and childcare

Checking in with

Our Community

2025 Review

In accordance with section 402 of the *Local Government Act 1993*, the Council must review its Community Strategic Plan (CSP) before 30 June in the year following an ordinary election of council. The Community Strategic Plan Engagement Strategy for the 2025 review of the plan was adopted by Council at its meeting held 18 December 2024. The engagement strategy detailed the community activities to be undertaken.

The engagement period commenced early February 2025 and was kicked off with a survey of five questions seeking to check in on the ongoing relevance of the objectives and strategies of the Community Strategic Plan. The survey was delivered via:

- Individual invitation to identified focus groups and key stakeholders
- Youth Advisory Group for engagement in high schools
- Open invitation to the general community available online or hard copy print

The questions asked were:

1. What makes Broken Hill a great place to live, work, learn and play?
2. What issues are important to you?
3. What challenges do we have?
4. What opportunities do we have?
5. What are your hopes for the City in 2040?

Other engagement undertaken included:

- Pop up Listening Posts at:
 - Broken Hill City Library
 - Broken Hill Airport Terminal
 - Broken Hill Hospital Foyer
 - Broken Hill Regional Aquatic Centre
 - Patton Street Precinct (South Trading Post)
 - Community Markets
- Community Forum - Open Day and Evening (Council Chambers)
- Council Staff Workshops

The Broken Hill City Council Community Satisfaction Survey – August 2023 results and findings were also included in the review of the Plan.

What we value...

Community spirit and strength
Community relationships
Our built environment
Our young people
Safety

"feeling part of the community"

"the people, the community and the spirit"

"love living here, great place to grow up, safe community, great amenities"

"Broken Hill has a unique charm, combining a strong sense of community with rich history, stunning landscapes and a vibrant art and culture scene"

"the resilience and friendliness of the people make it a welcoming place"

"its proximity to beautiful and unique landscape – its access to indigenous culture and history and its thriving and diverse arts community"

Issues, challenges and opportunities identified by the community aligned very closely to each other, with key factors identified being enhancing population growth; attraction of new industry, skills development and training, education, apprenticeships and traineeships improved health services, increased childcare, recreational activities for young people.

Other key areas were affordable housing options, visitor experiences, increased tourism and promotion of Broken Hill as an attractive place to establish and grow a business.

Our Community

A healthy connected community
 A safe place to live
 Activities for our young people
 Celebration of our Aboriginal history and culture
 Drug detoxification and rehabilitation
 Improved access to GP doctors
 Improved health services, including mental health and aged care
 Improved stormwater management
 Increased access to childcare
 Land availability for housing development and growth
 Maintenance of local roads and footpaths
 More diverse and affordable housing supply
 Promotion of our cultural assets
 Protection and promotion of our heritage assets and status
 Responsible pet ownership and effective animal control
 Sustainable maintenance of infrastructure assets
 Upgrades to Patton Street shopping precinct
"ensuring access to quality healthcare, improving infrastructure and maintaining affordable housing"
"there is very little suitable land available for housing development"
"population retention, employment diversification beyond mining, and the need for improved health and aged care services"

Our Economy

Attract new residents
 Develop tourism attractions
 Explore and attract new industry to the City
 Importance on education
 Improved public transport
 Increased affordable travel options to and from the City
 Keep our young people from moving away
 Retail development and growth
 Small to medium business incentives
 Support businesses and jobs across our existing industries
 Tourist destination promotion
 Trade and apprenticeship training courses
 Upgrade to Airport facilities

"retaining our younger population, investment in training opportunities and jobs"

"the ability to be able to shop without having to shop online"

"initiatives to support small businesses and startups could contribute to economic growth"

"reduction in retail and business closures worrying"

Our Environment

- Energy and climate change
- Energy efficiency initiatives
- Enhance the City's appearance
 - Lead remediation
- Protection and conservation of natural environment
- Renewable energy
- Waste minimisation
- Weed control

"appearance of the streets" –
"people to be more responsible for
own footpaths"

"ideal location for alternate
energy, wide open spaces, increased
employment opportunities"

"investment in renewable energy
to support the City"

Our Leadership

- Community feels informed
- Consulted in decision making
- Effective long-term planning
- Increased community engagement
- Increased engagement with Councillors
 - Open communication
- Sound management of finances
- Transparency and accountability

"strong civic leadership with a
vision for tomorrow"

"more community engagement by
Councillors"

"hope that government bodies
make the big decisions"

"What are our hopes..."

The City's hopes for the future are optimistic and align very closely with the issues that concern the community, the challenges identified and the opportunities suggested. A strong aspiration was the focus on enhancing the population by growing industry and enhancing training opportunities in the City, particularly for our young people. Other hopes were the beautification of the City and enhanced community safety in public spaces.

"a safe, vibrant and growing
community with opportunities for
career pathways, enhanced
liveability, strong education and
training for our younger people"

"I hope to see Broken Hill thrive
as a sustainable, inclusive, and
forward-thinking community. A
future where young people see
opportunities to build their
careers and families here, where
infrastructure and services meet
the needs of all residents, and
where the town's rich history and
natural beauty continue to be
preserved and celebrated"





"opportunities for young people,
employment and growth"

"I hope that Broken Hill continues
to grow and move forward whilst
preserving its community values,
pride, unique qualities, heritage
and culture"

Guiding Principles





Social Justice

Preparation of “**Your Broken Hill 2040**” has been guided by the following social justice principles:

|  Equity |  Access |  Participation |  Rights |
|---|--|---|---|
| Ensuring fair and just outcomes for all members of the community, regardless of background or circumstances | Guaranteeing that everyone has the opportunity to participate in decision-making and benefit from services and resources | Actively involving community members in the planning and decision-making processes, fostering a sense of ownership and responsibility | Recognising and upholding the fundamental human rights of all community members, including the right to participate, be heard, and have their needs met |

The Quadruple Bottom Line (QBL)

The QBL addresses social, environmental, economic and civic leadership (governance) considerations. The social justice principles (above), together with the QBL ensures a holistic balanced approach is applied to all aspects of “**Your Broken Hill 2040**”.

|  Social Sustainability |  Environmental Sustainability |  Economic Sustainability |  Civic Leadership |
|--|--|--|---|
| Access and equity issues Cultural activities Recreation and active living Built environment – urban design and planning for growth Providing and maintaining community facilities Heritage issues Consultation networks Public health and safety Affordable housing Education Transport links between communities in our LGA | Total water cycle management Preserving biodiversity Waste management Protecting specific environmental features Climate change impacts and initiatives Alternative energy sources Air quality Environmental impact of development Environmentally sound operation of assets | Regional economic profiles and opportunities Economic sustainability strategies Commercial and industrial opportunities Small business strategies Tourism Providing vocation pathways Supply chain issues Transport and trade links with other centres Financial sustainability of the council | Policy frameworks Decision-making principles and allocation of priorities Leadership and representation Levels of service Council's role as a responsible employer Business efficiency and probity expectations of the council Ethical practices Consultation and community participation in decision making Community ownership and implementation of the strategic plan |

Council's Role

Council plays an important role in providing services, building infrastructure and managing regulations for our community. The decisions we make at the local level directly affect life in our community.

Responsibility for achieving the long-term goals of our community rests with all levels of government, as well as individuals, organisations and industry groups; where Council is not the provider of a service or program, we are committed to taking action to facilitate change through advocacy, leadership and collaboration on behalf of our community.

| | | | |
|---|---|---|---|
|  <p>Leader</p> <p>We plan and provide direction; we identify key community issues that stakeholders should respond to</p> |  <p>Provider</p> <p>We provide services, facilities, infrastructure and programs to meet the long-term goals and needs of our community</p> |  <p>Collaborator</p> <p>We support and work in partnership with stakeholders to deliver the best outcomes for our community</p> |  <p>Advocator</p> <p>We ensure major priorities for the community are known and promoted to other decision-making organisations</p> |
|---|---|---|---|

Our Statements

Social Justice and Inclusion Statement

We ensure that the social justice principles are embedded in the delivery of the Community Strategic Plan and interaction between the partners. We welcome and celebrate diversity including people of all ages, abilities, cultural backgrounds, sexual preferences, religious beliefs, political perspectives and linguistic backgrounds.

Inclusion, full participation and representation within our community is the key to building a strong resilient place that can achieve outcomes that reflect our true and varied needs.

Environmental Sustainability Statement

We acknowledge the impact of the changing climate on our community, its resources and liveability factors. Our focus includes protecting ourselves from the worst effects of climate change, protecting our unique and fragile landscapes and the plants and animals within it, ensuring fresh food and water security and leaving a positive legacy to our young people. We welcome opportunities to increase our sustainability, including recycling and energy efficiency and we look to set an example to the rest of Australia.

Intergeneration Equity Statement

We acknowledge the generational gap in Broken Hill, and that the needs of generations are different.

We will ensure that the needs of all generations are met. These include the need for connection to each other and the wider community, opportunity for good health and social and emotional wellbeing, quality education, suitable recreation, satisfying work and worthwhile leadership opportunities. Planning and decision making will ensure short term solutions do not compromise our longer-term opportunities. The health, diversity and productivity of the environment must be protected, maintained and enhanced for the benefit of our future generations.

First Nations and Cultural Importance Statement

Broken Hill acknowledges the Wilyakali people of the Barkindji nation as the Traditional Custodians of our land. We recognize the cultural importance of this place to Aboriginal people, and that cultural respect and acknowledgement brings the opportunity for greater health and wellbeing to the whole community. We promise to honour the history and ongoing contribution of Aboriginal and Torres Strait Islander people to the community.



In 2009, the NSW Government introduced the Integrated Planning and Reporting (IP&R) framework. The requirements for IP&R are set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

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

Under the Framework, Broken Hill City Council 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 Council Delivery Program.

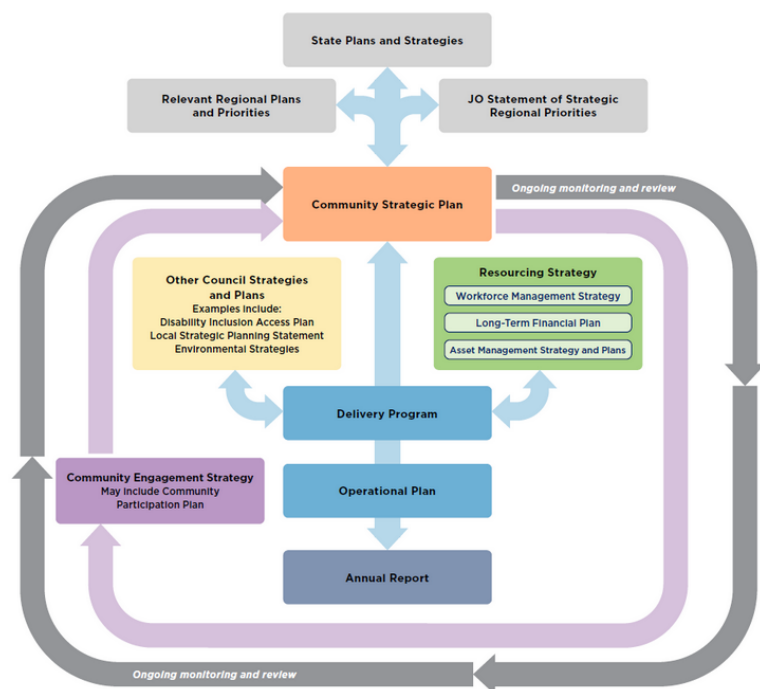
To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning.

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

Each year, Council's success in achieving the goals and strategies

set out in these plans will be reported through Council's Annual Report.

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





Key Themes

The key theme areas place structure to the Community Strategic Plan. The four key themes are the same as the community values that were adopted by Council in 2010 and reflect those in the IP&R Framework.

Our Community

Objective 1.2 People in our community are in safe hands

| | |
|---|---------------------------------|
| 1.2.1 Enhance community safety within homes, neighbourhoods, and public spaces by building partnerships and using coordinated targeted local programs | Quadruple Bottom Line Social |
| 1.2.2 Increase the level of disaster preparedness across the community and ensure first responder services are adequately resourced | Social |
| 1.2.3 Community and social service providers are adequately resourced and connected to meet community needs | Social |
| 1.2.4 Continue to advocate for affordable, sustainable water and food security with all stakeholders | Social |
| 1.2.5 Provide and maintain sustainable, affordable, efficient and reliable utilities and services to the Broken Hill community | Social |

Strategies

How will we get there? These are the activities and plans that contribute to achieving the long-term objectives and the City's vision.

QBL

Quadruple Bottom Line
Addresses social, environmental, economic and civic leadership consideration

Objectives

Where do we want to be? These are the community's long-term priorities and aspirations for the City. Council has a custodial role in working towards realising these outcomes; however, it is not wholly responsible for achieving them.

Performance Measures

How will we know when we have got there? Track progress towards the long-term objectives. Identify a data source that can be used to quantify progress.

| Where do we want to be in the future? | How will we get there? | Who will play a part? |
|--|--|--|
| Our City has events and festivals that enhance our lifestyle and communicates them effectively | Host and support a diverse range of events, activities, and festivals Communications with the wider community are improved through updated directories and accessible event calendars | Aboriginal Affairs NSW Aboriginal Community Working Party Broken Hill City Council Charity organisations |
| Our public spaces and activities help us feel healthy and happy | Ensure sport and recreation facilities are available to meet community needs Ensure that future development supports the growth of our community Ensure that public spaces and community buildings meet the needs of the community | Department Family and Community Services Department of Justice Department of Planning and Environment Far West Local Health District Federal and State Government Agencies |
| Our community has access to adaptable and inclusive community and health services We are a supportive and inclusive community | Support and continue to develop services to promote health and wellbeing Implement and review plans and strategies to support an inclusive community Support volunteer and community groups to increase community capacity | Local sports and recreation Clubs Non-Government Agencies NSW Department of Premier and Cabinet NSW Police – Barrier Police District |
| We are a healthy community | People are engaged and taking advantage of the opportunities available to connect with others | NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW |
| It is safe and easy to get around our City | Ensure that infrastructure meets community needs and service levels Ensure that active transport infrastructure meets community need and service levels | |
| How will we know when we have got there? | | |
| Measures | Source | |
| 1. Increased measures of health and wellbeing | Health Surveys | |
| 2. Increased attendance at community events and celebrations | Data collection | |
| 3. Access to suitable support and services are available | Community Survey | |
| 4. The community feels safe | Community Survey | |
| 5. There is adequate housing and sufficient employment for all | Data Collection | |
| 6. Minority groups are engaged and participating in the life of the community | Community Survey | |
| 7. The social and lifestyle factors affecting health of residents are monitored for improvement | Data Collection | |
| 8. Our residents know the history of the City | Community Survey | |
| 9. Young people feel connected to the community and have growing opportunities to contribute | Community Survey | |
| 10. The community narrative is increasingly positive | Community Survey | |

Partners

Who will play a part?
Local and state government agencies, other organisations and community groups have an important role in delivering the long-term objective

Our Community



Our Community

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

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.



We have a healthy community in a liveable City

We will achieve this by...

| Objective 1.1 Our community spirit is our strength | Quadruple Bottom Line |
|--|-----------------------|
| 1.1.1 Work to connect people, build capacity and create local solutions to solve a range of social and health issues that may impact community wellbeing and vulnerable people | Social |
| 1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown | Social |
| 1.1.3 Provide equitable, affordable, flexible, and co-located community services and facilities based on community need | Social |
| 1.1.4 Provide opportunities to practice traditions in community settings and experience good social and cultural health | Social |
| 1.1.5 Support and encourage volunteering across all age, cultural and ability sectors of the community | Social |
| 1.1.6 Young people are provided the opportunities required to learn, connect, and grow | Social |

| Objective 1.2 People in our community are in safe hands | Quadruple Bottom Line |
|---|-----------------------|
| 1.2.1 Enhance community safety within homes, neighbourhoods, and public spaces by building partnerships and using coordinated targeted local programs | Social |
| 1.2.2 Increase the level of disaster preparedness across the community and ensure first responder services are adequately resourced | Social |
| 1.2.3 Community and social service providers are adequately resourced and connected to meet community needs | Social |
| 1.2.4 Continue to advocate for affordable, sustainable water and food security with all stakeholders | Social |
| 1.2.5 Provide and maintain sustainable, affordable, efficient and reliable utilities and services to the Broken Hill community | Social |

We have a healthy community in a liveable City

We will achieve this by...

| Objective 1.3 Our community works together | Quadruple Bottom Line |
|--|--|
| 1.3.1 Develop, implement, support and promote initiatives to celebrate the range of people and programs within the community | Social |
| 1.3.2 Engage, develop and maintain relationships to address local issues and create opportunities for residents, groups and business | Social |
| 1.3.3 Openly share information within the community to allow participation and inclusion | Social Civic Leadership |
| 1.3.4 Grow access to quality, accessible, accredited, and affordable social services | Social |
| 1.3.5 Implement measures to ensure sustainable transport options | Social |
| 1.3.6 Support the transition of young people from school to career | Social |
| 1.3.7 Encourage collaboration between services, sporting competitions, arts, creative enthusiasts and community groups to facilitate the sharing of resources | Social |
| 1.3.8 Monitor and plan for the community's changing needs | Social Civic Leadership |

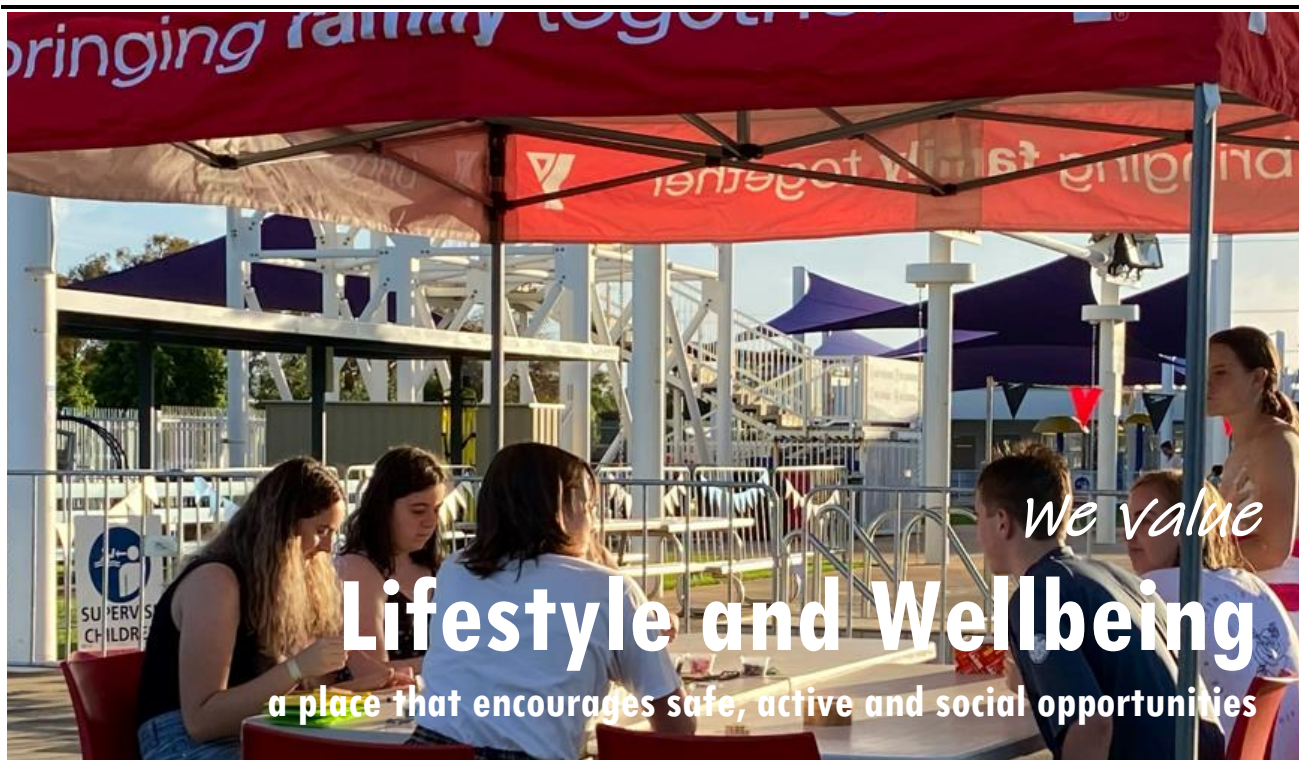
| Objective 1.4 Our history, culture and diversity are embraced and celebrated | Quadruple Bottom Line |
|---|------------------------------|
| 1.4.1 Raise awareness of cultural and community events that celebrate Broken Hill's cultural diversity | Social |
| 1.4.2 Promote and support reconciliation and inclusion with the Aboriginal community | Social |
| 1.4.3 Ensure our residents and visitors are aware of the importance of Broken Hill in Australian history and as Australia's first city on the National Heritage List | Social |
| 1.4.4 Sustain and grow arts and culture and events and preserve the importance of our social capital, built heritage and history | Social |
| 1.4.5 Celebrate the City's milestones and traditions publicly to increase the opportunity for tourism interest, social interaction and gathering | Social Economic |

We have a healthy community in a liveable City

We will achieve this by...

| Objective 1.5 Our built environment supports our quality of life | Quadruple Bottom Line |
|---|------------------------------|
| 1.5.1 Maintain the character of our historic City through good design and initiatives | Social |
| 1.5.2 Maintain an attractive and welcoming Central Business and Activities District | Social |
| 1.5.3 Manage community infrastructure sustainably | Social |
| 1.5.4 Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility | Social |
| 1.5.5 Advocate for a mix of housing stock that is affordable and supports growing our population | Social |
| 1.5.6 Seek opportunities for vibrant spaces and facilities to increase access to active and passive recreational facilities | Social |
| 1.5.7 Provide the infrastructure required to reach positive life outcomes including an Alcohol and Drug Facility, Child Contact Centre, and Youth spaces | Social |
| 1.5.8 Identify land availability for residential development | Social |

| Objective 1.6 Our health and wellbeing ensure that we live life to the full | Quadruple Bottom Line |
|--|--------------------------------|
| 1.6.1 Maintain awareness of and create strategies and partnerships to address the impact of the social and lifestyle factors affecting the health and wellbeing of residents | Social Civic Leadership |
| 1.6.2 Create opportunities for people to participate in active and healthy recreational activities | Social |
| 1.6.3 Provide quality health, medical and allied services to meet community need, particularly 24-hour medical services, paediatric and other specialist services, mental health support services, allied health, and rehabilitation services | Social |
| 1.6.4 Ensure the support and information required to access programs and funding for individuals navigating aged care, childcare, NDIS and other programs are readily available and accessible | Social |
| 1.6.5 Advocate for the provision of a suitable range of social services in the City including disability, childcare and aged care services | Social |



| Where do we want to be in the future? | How will we get there? | Who will play a part? |
|---|--|---|
| Our City has events and festivals that enhance our lifestyle and communicates them effectively | Host and support a diverse range of events, activities, and festivals Communications with the wider community are improved through updated directories and accessible event calendars | Aboriginal Affairs NSW Aboriginal Community Working Party Broken Hill City Council Charity organisations Department Family and Community Services Department of Justice Department of Planning and Environment Far West Local Health District Federal and State Government Agencies |
| Our public spaces and activities help us feel healthy and happy | Ensure sport and recreation facilities are available to meet community needs Ensure that future development supports the growth of our community Ensure that public spaces and community buildings meet the needs of the community | Local sports and recreation Clubs Non-Government Agencies NSW Department of Premier and Cabinet NSW Police – Barrier Police District NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW |
| Our community has access to adaptable and inclusive community and health services | Support and continue to develop services to promote health and wellbeing | |
| We are a supportive and inclusive community | Implement and review plans and strategies to support an inclusive community Support volunteer and community groups to increase community capacity | |
| We are a healthy community | People are engaged and taking advantage of the opportunities available to connect with others | |
| It is safe and easy to get around our City | Ensure that infrastructure meets community needs and service levels Ensure that active transport infrastructure meets community need and service levels | |
| How will we know when we have got there? | | |
| Measures | | Source |
| 1. Increased measures of health and wellbeing | | Health Surveys |
| 2. Increased attendance at community events and celebrations | | Data collection |
| 3. Access to suitable support and services are available | | Community Survey |
| 4. The community feels safe | | Community Survey |
| 5. There is adequate housing and sufficient employment for all | | Data Collection |
| 6. Minority groups are engaged and participating in the life of the community | | Community Survey |
| 7. The social and lifestyle factors affecting health of residents are monitored for improvement | | Data Collection |
| 8. Our residents know the history of the City | | Community Survey |
| 9. Young people feel connected to the community and have growing opportunities to contribute | | Community Survey |
| 10. The community narrative is increasingly positive | | Community Survey |



Our Economy

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

We aspire to create a thriving and vibrant local economy in Broken Hill where traditional (e.g., mining, art, and tourism) and new industries (e.g., technology and renewable energies) 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.

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.

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.



We have an innovative and sustainable economy

We will achieve this by...

| Objective 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth | Quadruple Bottom Line |
|--|----------------------------------|
| 2.1.1 Improve access to business information, incentive programs and enterprise support | Economic |
| 2.1.2 Ensure an adequate supply of industrial land with the capacity to enable the development of specialised industry clusters and encourage co-location of related industries | Economic |
| 2.1.3 Advocate for improved accessible transport and connectivity including air, road and rail services to and around the City | Economic |
| 2.1.4 Ensure strategic planning addresses the capacity to increase economic activity for the retention of residents | Economic Civic Leadership |
| 2.1.5 Encourage innovation in business and industry | Economic |

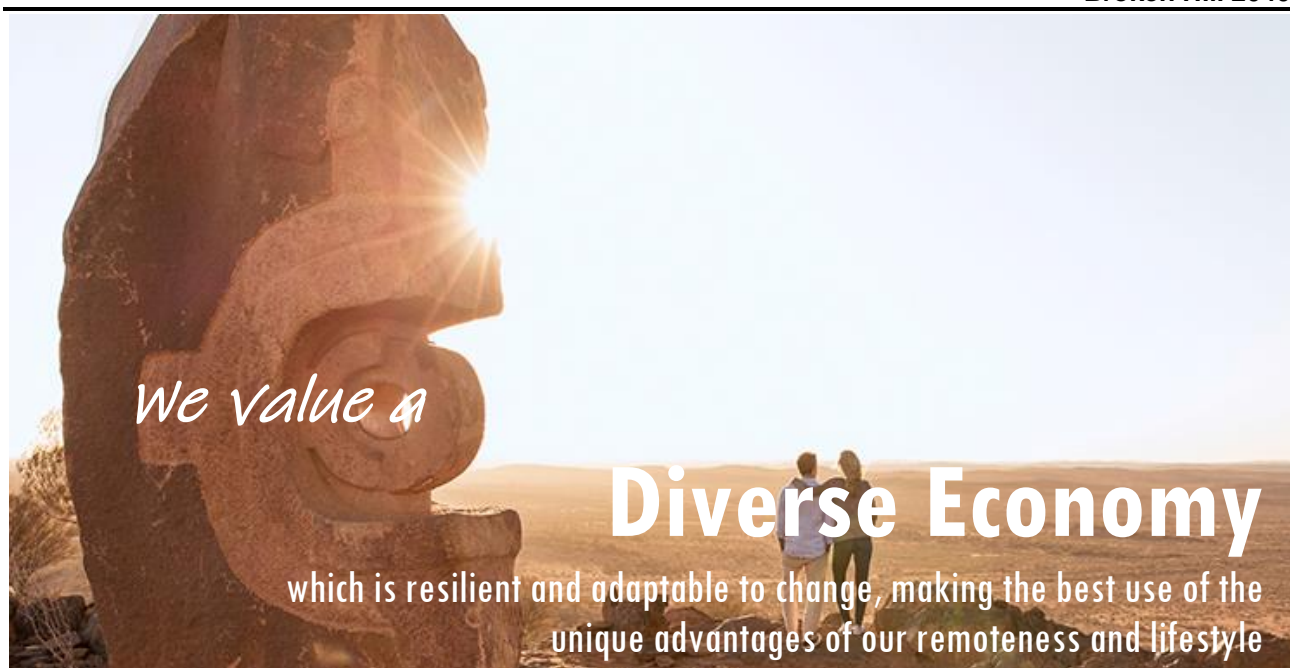
| Objective 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth | Quadruple Bottom Line |
|--|------------------------------|
| 2.2.1 Attract new industries for employment and skill growth | Economic |
| 2.2.2 Promote employment and training opportunities for all residents | Economic |
| 2.2.3 Support businesses and local leaders to ensure that apprenticeship and traineeship opportunities continue to grow | Economic |
| 2.2.4 Ensure secondary and tertiary education, distance education and placement experience are locally accessible and the sector is supported to grow | Economic |
| 2.2.5 Ensure that our private and public educational entities are provided with the resources required to deliver quality learning outcomes | Economic |

We have an innovative and sustainable economy

We will achieve this by...

| Objective 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life | Quadruple Bottom Line |
|--|------------------------------|
| 2.3.1 Promote Broken Hill as an attractive place to establish and grow a business | Economic |
| 2.3.2 Partner to pursue opportunities to work on projects, government contracts and scaled opportunities available in the City and region | Economic Civic Leadership |
| 2.3.3 Promote the narrative of long-term economic stability to the community | Economic |

| Objective 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation | Quadruple Bottom Line |
|--|------------------------------|
| 2.4.1 Engage government, business and community stakeholders in supporting the management of tourism | Economic Civic Leadership |
| 2.4.2 Deliver service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism | Economic |
| 2.4.3 Deliver authentic visitor products and experiences | Economic |
| 2.4.4 Ensure a strategic and proactive approach to the development, management and marketing of business and destination events, tourism and filming activities | Economic Civic Leadership |
| 2.4.5 Encourage and support Aboriginal business and tourism projects | Economic Social |



| Where do we want to be in the future? | How will we get there? | Who will play a part? |
|---|---|---|
| Broken Hill is a popular destination with a wide variety of experiences | Raise the City's profile as a visitor destination Support the City's strong city identity | Broken Hill City Council Business Far West Department of Regional NSW Destination NSW Far West Joint Organisation Foundation Broken Hill Local business and major employers Non-Government Agencies NSW Crown Land NSW Department of Education NSW Health Regional Development Australia – Far West Registered training organisations State and Federal Government Agencies TAFE |
| We have an adaptable and diverse economy | Promote an environment where start-ups, small and medium businesses are encouraged Support businesses to build capability and capacity to use new technology to realise opportunities Our City has a strong creative industry | |
| Our growing population supports a thriving local economy | Ensure the availability of land for a variety of community health and wellbeing, economic and housing uses | |
| How will we know when we have got there? | | |
| Measures | | Source |
| 1. Visitation is increasing | | Tourism Research Australia |
| 2. Opportunities to grow industry are realised | | Data Collection- RDA |
| 3. Population is increasing | | Data Collection |
| 4. Young people have opportunities post school and are staying in the community | | Data Collection |
| 5. Housing is affordable and fit for purpose | | Data Collection |
| 6. Secondary, tertiary and vocational educational options are growing | | Data Collection |
| 7. Access to services is increasing (including childcare and NDIS services) | | Data Collection |
| 8. The economic value of the local community is growing | | Regional Gross Domestic Data |
| 9. Investment opportunities are growing | | Data Collection |



Our Environment



Our Environment

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

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 - 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.



We value and protect our environment

We will achieve this by:

| Objective 3.1 Our environmental footprint is minimised | Quadruple Bottom Line |
|--|-----------------------------------|
| 3.1.1 Implement measures to reduce the city's carbon footprint and enhance the circular economy by educating and demonstrating the use of renewable resources | Environmental |
| 3.1.2 Educate the community on measures to avoid waste and reduce littering and waste to landfill | Environmental |
| 3.1.3 Investigate and plan for the minimisation of environmental, social and rehabilitation impacts associated with mining activity on the City | Environmental Civic Leadership |
| 3.1.4 Pursue opportunities for scale renewable energy and back up battery capability and investigate new technologies as they emerge | Environmental |

| Objective 3.2 Natural environments and flora and fauna are enhanced and protected | Quadruple Bottom Line |
|---|-----------------------|
| 3.2.1 Recognise and communicate the fragility of the natural environment and insist on its respectful use and the protection and restoration of local biodiversity and lands | Environmental |
| 3.2.2 Increase awareness and understanding of climate change and active protection of the natural environment | Environmental |
| 3.2.3 Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City | Environmental |
| 3.2.4 Minimise the impact of feral and domestic animals and noxious weeds on the natural environment | Environmental |
| 3.2.5 Advocate 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 | Environmental |

| Objective 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City | Quadruple Bottom Line |
|--|-------------------------|
| 3.3.1 Encourage measures that limit the impact of the changing climate and enhance environmentally sustainable building and land use planning | Environmental |
| 3.3.2 Create green and resilient environments by improving tree cover, native vegetation, landscaping and water management systems | Environmental |
| 3.3.3 Preserve the heritage and streetscapes of the City | Environmental Social |
| 3.3.4 Reuse and repurposing of the existing built environment are managed in a sustainable manner | Environmental |



| Where do we want to be in the future? | How will we get there? | Who will play a part? |
|---|---|---|
| Have access to a clean, healthy environment | Ensure water quality is maintained Ensure the regeneration areas are maintained Ensure that shade trees and quality cool recreational spaces are a feature of our community | Australian Renewable Energy Agency (ARENA) Broken Hill City Council Crown Lands NSW Broken Hill Local Aboriginal Land Council Federal and State Government Agencies Landcare Local environmental and heritage groups Mining and Industry Non-Government Agencies NSW Aboriginal Land Council NSW Department of Planning and Environment NSW Environment Protection Authority NSW Local Land Services NSW National Parks and Wildlife Service Our media partners Our volunteers |
| Our blood lead levels are managed | The community receives regular updates from ongoing monitoring | |
| We are recycling our waste into needed products | Reduction of waste is addressed through programs and partnerships Successful waste reduction outcomes are celebrated | |
| Our reliance on fossil fuels is decreasing | Active transport, walkability, and liveability factors are considered for any new developments Renewable energy solutions are embraced by the community | |
| How will we know when we have got there? | | |
| Measures | | Source |
| 1. Maintain quality, affordable water | | Data collection |
| 2. Decreasing ecological footprint (monitoring renewable energy and recycling levels) | | Data collection |
| 3. Limit the detrimental health impacts of mining on the community | | Data collection |
| 4. Increased involvement in environmental activities | | Community survey |
| 5. The tree canopy in our CBD and across the City is increasing | | Data collection |
| 6. Recreational water is maintained for community use | | Data Collection |
| 7. The City is promoted as clean, green, comfortable, sustainable and affordable | | Liveability Data |



Our Leadership



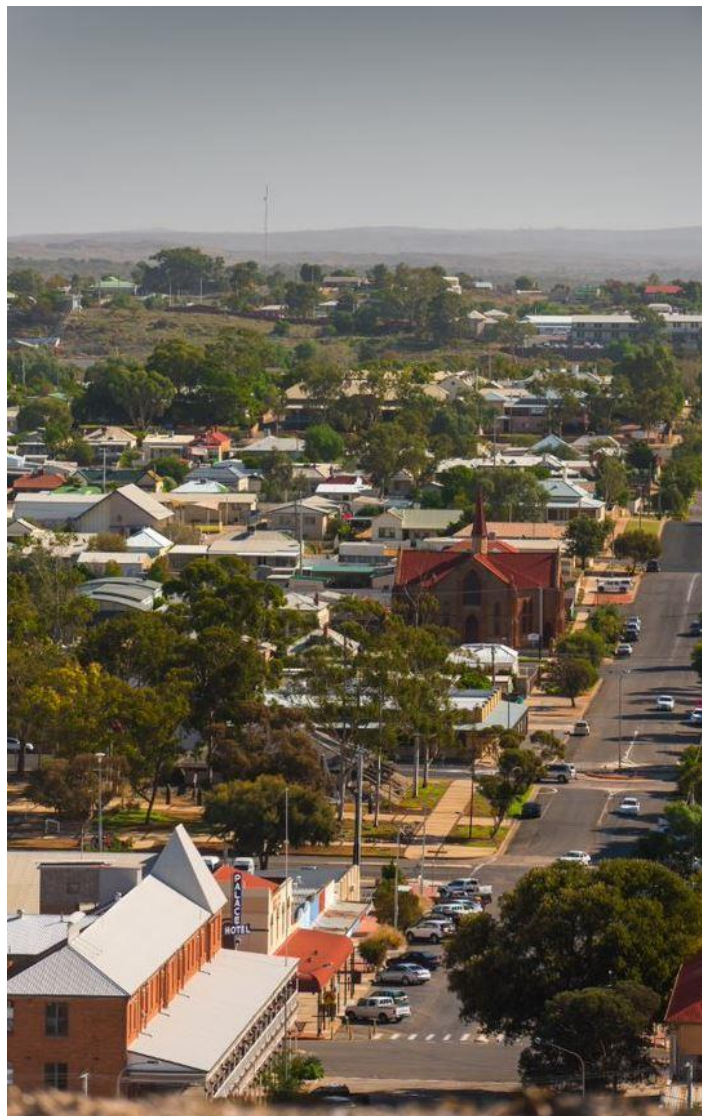
Our Leadership

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

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.



We are a connected and engaged community

We will achieve this by...

| Objective 4.1 Openness and transparency in decision making | Quadruple Bottom Line |
|--|--|
| 4.1.1 Build strong relationships and ensure responsibilities and benefits of putting strategic plans into practice are shared amongst key community sectors | Civic Leadership |
| 4.1.2 Undertake communication and authentic, open and reciprocal engagement with the community to increase confidence in decision-making | Civic Leadership |
| 4.1.3 Social, environmental and economic sustainability is considered when making decisions | Civic Leadership Social Economic |
| 4.1.4 Decision-makers provide accountability through planning and reporting frameworks | Civic Leadership |

| Objective 4.2 Our leaders make smart decisions | Quadruple Bottom Line |
|--|-----------------------|
| 4.2.1 Support leaders through the process of making difficult decisions | Civic Leadership |
| 4.2.2 Our leaders seek information, are well informed and aware of emerging issues and new information in order to advocate and respond appropriately | Civic Leadership |
| 4.2.3 Leadership capability and capacity, including cultural awareness within our community is increased | Civic Leadership |

| Objective 4.3 We unite to succeed in Australia's First City on the National Heritage List | Quadruple Bottom Line |
|--|-----------------------|
| 4.3.1 Ensure a collaborative partnership forum is developed to drive the implementation of the Community Strategic Plan | Civic Leadership |
| 4.3.2 Partnerships, role models and joint success are celebrated and promoted | Civic Leadership |
| 4.3.3 Develop and build strong, productive relationships with State and Federal Governments and their agencies | Civic Leadership |

We are a connected and engaged community

We will achieve this by...

| Objective 4.4 Our community is engaged and informed | Quadruple Bottom Line |
|--|-------------------------|
| 4.4.1 Increase community involvement in decision-making by establishing a representative Engagement Framework | Civic Leadership |
| 4.4.2 Engage the community through information and activities aimed at increased participation and reciprocal information sharing | Civic Leadership |
| 4.4.3 Increase knowledge and awareness of challenges and opportunities facing the City | Civic Leadership |



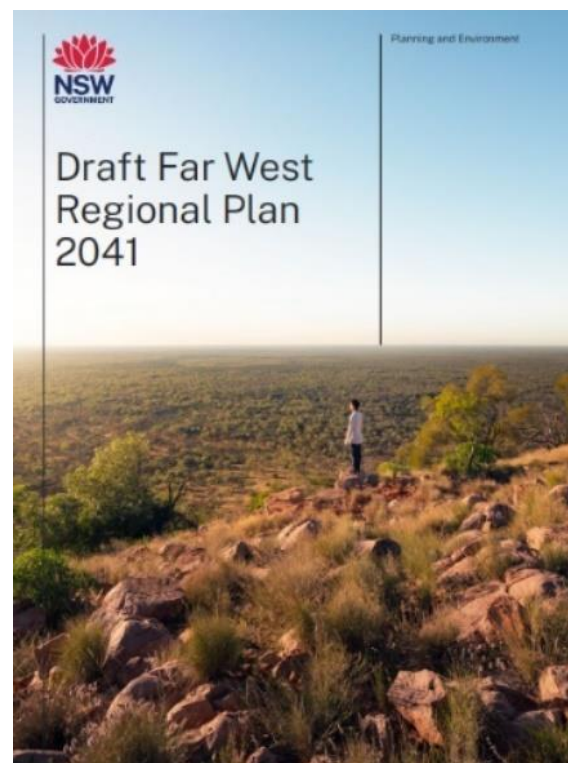
| Where do we want to be in the future? | How will we get there? | Who will play a part? |
|--|--|---|
| We are confident that partnerships between community, government and business benefit our City | Develop and maintain a network of key agencies, organisations, peak bodies and community groups Influence decisions that impact our region | Broken Hill City Council Business and business groups Community members and local community groups Department of Premier and Cabinet Federal and State Government Agencies Non-Government Agencies NSW Auditor General NSW Office of Local Government Our media partners NSW Ombudsman NSW Treasury |
| We know how and why decisions are made | Deliver high quality and informative customer service and engagement activities Provide clear, accessible and relevant information to the community | |
| Our community influences decisions that shape our City | Actively engage with and seek direction from the community and key stakeholders | |
| How will we know when we have got there? | | |
| Measures | | Source |
| 1. The community is increasing in confidence that a sustainable future is being created | | Community Survey |
| 2. Our leadership is collaborative | | Data Collection |
| 3. The community is involved in decision making | | Community Survey |
| 4. Communications to the community are comprehensive | | Community Survey |
| 5. Key stakeholders and partners realise joint outcomes that match the Community Strategic Plan | | Community Survey |
| 6. The community increasingly understands the challenges faced and opportunities available to the City | | Community Survey |
| 7. Joint initiatives are undertaken | | Data Collection |



In the development of our
“Your Broken Hill 2040”
Community Strategic Plan,
consideration has been given to
the relationship to other plans
objectives and strategies,
including the Far West Regional
Action Plan.

Far West Regional Action Plan

The new Draft Far West Regional Plan is a 20-year strategic blueprint for the future of the region and identifies a focus and priority on Broken Hill as a regional city that provides services for much of the region, and as the focus of an increasing renewable energy, mining and visitor economy.



Related Plans

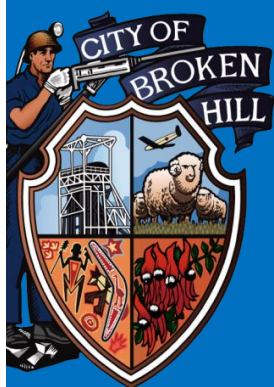
| All relevant State and Regional Plans | |
|---|---|
| Advocacy Strategy 2024 | Destination country and Outback NSW Destination Management Plan |
| Albert Kersten Mining & Minerals Museum Strategic Business Plan 2025-2028 (under development) | Digital Strategy |
| Asset Management Plan Buildings | Economic Development Strategy 2022-2027 |
| Asset Management Plan Parks and Open Spaces | Enterprise Risk Management Policy |
| Asset Management Plan Roads and Footpaths | Far West Joint Organisation Statement of Strategic Regional Priorities 2019-2022 |
| Benchmark for Building Assets Rationalisation | Far West Regional Action Plan 2021 |
| Broken Hill Airport Master Plan 2023 | Far West Regional Drought Resilience Plan |
| Broken Hill CBD Masterplan 2021 | Far West Regional Economic Development Strategy 2023 |
| Broken Hill City Art Gallery Strategic Business Plan 2025-2028 (under development) | Far West Regional Plan 2036 |
| Broken Hill Community Working Party – Community Action Plan 2019 – Murdi Paaki | Future Transport Strategy 2022 Transport for NSW |
| Broken Hill Cultural Framework and Synopsis Report 2019 | Landfill Environmental Management Plan |
| Broken Hill Cultural Plan 2021-2040 | Living Desert Plan of Management and Master Plan (under development) |
| Broken Hill Development Control Plan 2016 | NSW Visitor Economy Strategy 2030 |
| Broken Hill Displan 2011 – Local Disaster Plan | Parking Strategy |
| Broken Hill Heritage Study 2020-2023 | Pollution Incident Response Management Plan |
| Broken Hill Liveability Strategy 2023 | Privacy Management Plan |
| Broken Hill Local Environmental Plan 2013 | Renewable Energy Action Plan 2021 |
| Broken Hill Local Strategic Planning Statement 2020-2040 | Section 7.12 Developer Contributions Plan |
| Broken Hill National Values Study 2021 | Smart Community Framework |
| Business Support Policy | Social Media Strategy |
| Communications and Community Engagement Strategy (under review) | State of our City Report 2022-2024 |
| Companion Animal Management Plan | Strategic Tourism Plan |
| Crown Lands – Strategic Vision Report 2021 | Sustainability Strategy 2025-2030 (under development) |
| Cultural Infrastructure 2025 – NSW Government | Tree Management Plan |
| Cyber Security Framework | Urban Stormwater Plan |
| | Waste and Sustainable Materials Strategy 2025-2035 (under development) |
| | Workforce Development Report 2022 – RDA Far West |
| | Workforce Development Study 2019 – RDA Far West |



Photo Inventory and Credits

| PAGE NO | PHOTO INVENTORY | PHOTO CREDITS |
|--------------------|---|--|
| Front Cover | Country Universities Centre (CUC) Far West - Graduation Ceremony 2021 | Country Universities Centre (CUC) Far West |
| | Mayor Tom Kennedy, Ambassador Bronte Hendricks, Mr Steve Radford OAM Broken Hill Citizen of the Year 2022 | BHCC Photo Library |
| | Youth event participants at Regional Aquatic Centre | BHCC Photo Library |
| | Youth Week celebrations in Sturt Park | BHCC Photo Library |
| | Image from Reconciliation Week 2024 | BHCC Photo Library |
| Page 3 | Community event in Sturt Park | BHCC Photo Library |
| Page 4 | Councillor Tom Kennedy, Mayor of Broken Hill | BHCC Photo Library |
| Page 5 | Mayor Tom Kennedy with 2022 Australia Day Award recipients, Barry King, Natasha Bearman, Steve Radford OAM, Arliah Pearce, Lesley Harvey and Shane Webb | BHCC Photo Library |
| Page 6 | Argent Street precinct streetscape, including TAFE, Police Station, Town Hall Facade and Australia Post | BHCC Photo Library |
| Page 7 | Line of Lode and Miners Memorial on top of the ore body that bisects the City | BHCC Photo Library |
| Page 8 | Map of NSW, highlighting Far Western Region and location of Broken Hill | NSW State Archives |
| Page 9 | Youth Community Engagement Focus Session | BHCC Photo Library |
| Page 10 | Council staff engaging with residents during a CSP pop-up listening post in Argent Street at the pop-up Aboretum in the Art Gallery carpark | BHCC Photo Library |
| Page 11 | Eastern town overview | BHCC Photo Library |
| Page 13 | | |

| | | |
|------------|--|--|
| Page 19 | Syndicate of Seven statutes, which line the frontage of the Council Chamber | BHCC Photo Library |
| Page 20 | Totem Skateboarding workshop Duff Street Park – Rage Cage | BHCC Photo Library |
| Page 21 | Liam and Emma McLaughlin on new play equipment at Queen Elizabeth Park | Rebecca McLaughlin |
| | YMCA Community Exercise Group – South Community Centre | BHCC Photo Library |
| | Community march – Sturt Park | BHCC Photo Library |
| | YMCA Colour Run – Sturt Park | BHCC Photo Library |
| | YMCA Colour Run – Clown activities – Sturt Park | BHCC Photo Library |
| | Local Artist, Amanda Johnston | BHCC Photo Library |
| Page 22 | Visitors and residents enjoying Alfresco dining in Argent Street | BHCC Photo Library |
| Page 26 | Participants of Youth event at Regional Aquatic Centre | BHCC Photo Library |
| Page 27 | Country Universities Centre (CUC) Far West students | Country Universities Centre (CUC) Far West |
| | View of the Line of Lode and Miners Memorial on top of the ore body that bisects the City | BHCC Photo Library |
| | Broken Hill Festival, parade participants | BHCC Photo Library |
| | Filming in the City - "Last Cab to Darwin" | BHCC Photo Library |
| | Retail worker at Bell's Milk Bar | BHCC Photo Library |
| | Tourists enjoying the view from the Living Desert Sculpture Site | Destination NSW |
| Page 28 | Argent Street roadway, showcasing the City's banner poles | BHCC Photo Library |
| Page 31 | Tourists enjoying the view from the Living Desert Sculpture Site | Destination NSW |
| Page 32 | Sturt peas growing within the local region | Debbie Coady |
| | Outcrop on the City's outskirts | Debbie Coady |
| | Landcare Broken Hill members taking part in a working bee along Bromide Street between Blende and Beryl Streets | Landcare Broken Hill |
| | AGL Solar Farm aerial view | BHCC Photo Library |
| | Our built environment – walk tour group gathering in front of the Trades Hall | BHCC Photo Library |
| Page 33 | Visitors to the Living Desert, enjoying the birdlife and fauna in the area | BHCC Photo Library |
| Page 35 | Landscape on the City's outskirts | Debbie Coady |
| Page 36 | Young Leaders Campbell Quintrell and Kelsie Mitchel with Roy Butler MP | YMCA NSW Broken Hill |
| | Mayor Tom Kennedy on being elected for a second term | BHCC Photo Library |
| | Mayor Tom Kennedy, Ambassador Bronte Hendricks and Steve Radford OAM during 2022 Australia Day Awards | BHCC Photo Library |
| | Council's General Manager, Jay Nankivell | BHCC Photo Library |
| Page 37 | Central-east view of the City, centred by Sulphide Street, Broken Hill | BHCC Photo Library |
| Page 40 | Civic Centre lit up to pay tribute to the City's dedicated health workers and first responders during the COVID-19 pandemic | Barrier Truth |
| Page 41 | Junction Mine | BHCC Photo Library |
| Page 43 | YMCA Colour Run | BHCC Photo Library |
| Back Cover | Far West Local Health District celebrating National Reconciliation Week with Aunty Dulcie O'Donnell officiating the Smoking Ceremony and accompanied by Melissa Cumming | Far West Local Health District |
| | Broken Hill Hospital Kiosk volunteer, Meredith Farquhar | Far West Local Health District |
| | Community event - Baby Bounce in Sturt Park | BHCC Photo Library |
| | Murdi Paaki Young Leaders- NAIDOC week | BHCC Photo Library |
| Note | Council events display signage informing community members that by taking part in the event, community members grant Council permission to use the images from the event for publicity or other purposes. | |



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www.brokenhill.nsw.gov.au

FINANCE AND GOVERNANCE COMMITTEE

April 15, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 59/25

SUBJECT: DRAFT WORKFORCE MANAGEMENT STRATEGY 2025-2028
FOR PUBLIC EXHIBITION D25/16845

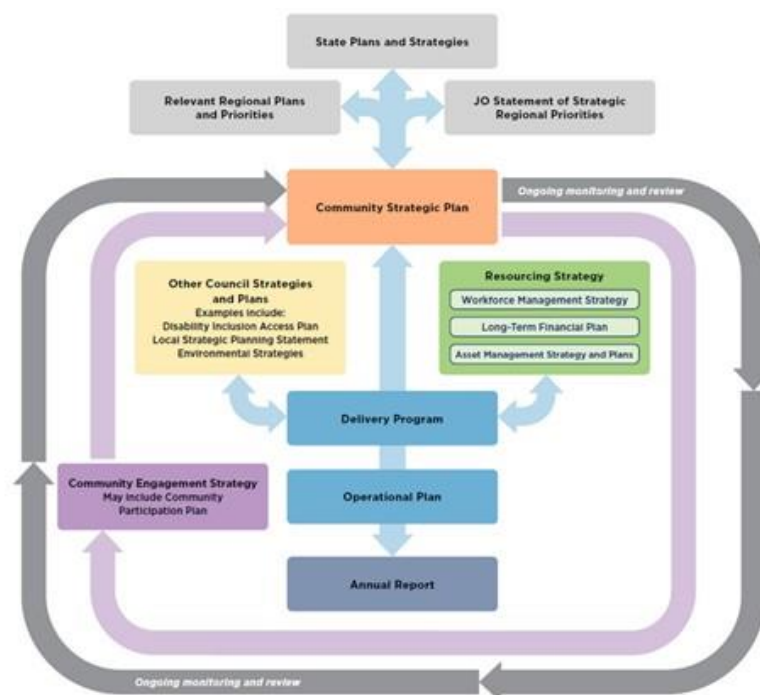
Recommendation

1. That Broken Hill City Council Report No. 59/25 dated April 15, 2025, be received.
2. That Council endorse the Draft Workforce Management Strategy 2025-2028 for consultation and public exhibition for a period of 28 days.
3. That Council receive a further report at the conclusion of the exhibition period, detailing submissions received and any recommended changes arising with a view to adopting the Draft Workforce Management Strategy 2025-2028.

Executive Summary:

Based on reporting guidelines published by the Office of Local Government (OLG), Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Plans, Workforce Management Strategy) are to be reviewed and updated within nine (9) months of a new Council being elected and in alignment with the Draft Community Strategic Plan 2040 (CSP) and Draft Delivery Program 2022-2026 (DP) update and review.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan, Council's Resourcing Strategies and Delivery Programs.



The Workforce Management Strategy 2025-2028 was drafted concurrently with the strategic documents listed above and the development of Council's revised Disability Inclusion Action Plan (DIAP) 2022-2026.

Internal consultation was undertaken for the development of all these plans which has informed the drafting of the Workforce Management Strategy (WMS) document, along with a desktop review to identify changes within the industry and organisation.

The desktop review indicated that all elements presented within the Workforce Management Strategy 2025-2028 are valid.

A focus on budget for budgeting capacity improvements and mechanisms for employee growth were also identified and incorporated into the Draft Operational Plan Financial Year 2025/2026.

The Draft Workforce Management Strategy -2025-2028 demonstrates Council is progressively addressing the challenges and opportunities outlined in the Workforce Management Plan (2022-2026) and is working towards achieving the workforce strategies developed to address these.

This plan focuses and highlights the continued importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community though increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Report:

Council is required to develop a Resourcing Strategy as part of compliance with the Integrated Planning and Reporting Guidelines (*Local Government Act 1993*).

There are three (3) main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Management Strategy. The purpose of the Resourcing Strategy is to ensure that there are adequate resources; time, money, assets and people to carry out actions within the Delivery Program (DP) and to meet the aspirations of the community outlined in the Community Strategic Plan (CSP).

Based on reporting guidelines published by the Office of Local Government, the Resourcing Strategy is to be reviewed within 9 months of a new Council being elected and updated in line with the broader consultation and review of the CSP and DP. Both of these strategic

documents have and will be presented to Council at the April 2025 and May 2025 Council meeting respectively.

The purpose of developing a Workforce Management Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future. A strong Workforce Management Strategy will provide a framework for dealing with resourcing challenges in a consistent way and ensure Council continues to delivery sustainable services well into the future.

The Integrated Planning and Reporting Guidelines for NSW state that the Workforce Management Strategy must be for a minimum timeframe of four years.

Council adopted its current Workforce Management Strategy 2022-2026 on 29 June 2022 (Minute No 46889). This plan was a comprehensive review of the previous Workforce Strategy (Draft Workforce Strategy 2017-2020) including resetting Objectives, identifying National and Industry trends, Community and Council's Profile analysis, Gap Analysis, Challenges (Internal and external forces) impacting Council and the provision of new Workforce Strategies.

The processes undertaken to develop the Draft Workforce Management Strategy 2025-2028 included formal consultation internally through participation in consultation sessions used for the development of the Draft Community Strategic Plan 2040 (CSP), Draft Delivery Program 2022-2026 (DP) and Draft Disability Inclusion Action Plan 2022-2026 (DIAP) and in addition industry trends were analysed and incorporated into the strategy.

This plan focuses and highlights the continued importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community through increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Community Engagement:

If endorsed by Council, the draft Workforce Management Strategy will be placed on public exhibition for a period of 28 days.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993 Sect 406 - Integrated Planning and Reporting Guidelines;
Sect 403 – Resourcing Strategy

Integrated Planning and Reporting Guidelines for Local Government in NSW 2021,
Department of Premier and Cabinet, Division of Local Government

Financial Implications:

The Workforce Management Plan Strategies are to be considered in line with the Long-Term Financial Plan and Annual Operational Plan.

Attachments

1. [Draft Workforce Management Strategy 2025-2028](#)

CASEY DEERY
EXECUTIVE MANAGER PEOPLE AND CULTURE

JAY NANKIVELL
GENERAL MANAGER



**WORKFORCE
MANAGEMENT STRATEGY
2025/26 – 2028/29**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

| QUALITY CONTROL | | | |
|----------------------|---|----------------|-----------|
| KEY THEME | 4. Our Leadership | | |
| OBJECTIVE | 4.1 Openness and transparency in decision making | | |
| STRATEGY | 4.1.5 Support the organization to operate within its legal framework | | |
| FUNCTION | Human Resources | | |
| EDRMS REFERENCE | 22/64 | FILE REFERENCE | D25/16972 |
| RESPONSIBLE POSITION | Executive Manager People & Culture | | |
| APPROVED BY | General Manager | | |
| REVIEW DATE | April 2029 | | |
| DATE | ACTION | MINUTE NUMBER | |
| XX April 2025 | Public Exhibition | | |
| XX June 2025 | Adopted | | |
| NOTES | Front Cover Image: Parks and Open Space Staff Members working at the Sturt Park. Copies of all plans and reports mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au Document content and images prepared by Council. | | |
| ASSOCIATED DOCUMENTS | Community Strategic Plan – Your Broken Hill 2040 Long Term Financial Plan – 2025-2034 Delivery Program 2022-2026 incorporating Operational Plan 2024/2025 Annual Report 2023/2024 | | |

Acknowledgement of Country

Broken Hill City Council acknowledges 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.

Message from the GM

1. EXECUTIVE SUMMARY

At Broken Hill City Council, we believe the importance of an engaged, committed, and passionate workforce cannot be understated.

Given the numerous and varied functions, operations, and services undertaken by Council, it is critical that our workforce is capable and committed to delivering positive outcomes for both the organisation and the community.



Our workforce has proven that it has the ability to deliver services that arguably exceed our resourcing levels. However, we recognise that we still face many challenges,

particularly with regard to employee attraction and retention.

Council has taken a proactive approach to staffing, with a focus on in-house training, up-skilling and the employment of local trainees and apprentices.

We operate using organisational values and supporting behaviours that were selected by our employees. These values and behaviours have been driven by employees at all levels over the last eight years and ensure our staff are united in providing the best possible service to the community.

This Workforce Management Strategy aims to build on our established management and engagement with staff, to ensure we have a workforce that is honest, courageous, resilient and proud to serve the people of Broken Hill.

Jay Nankivell
GENERAL MANAGER

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1. INTRODUCTION

The purpose of this Workforce Management Strategy (WMS) is to provide a platform to identify, consider and respond to any workforce significant issues and risks facing the organisation now and into the future. The implementation of this WMS will deliver a safe, skilled and engaged workforce that provides valuable service to the Broken Hill City Council (Council) community in alignment with our Community and Council's vision.

Council employs over 190 people across a wide range of disciplines and recognize that our employees are more than just the service providers to our community, they are a valued and essential part of our community. This strategy aims to provide a roadmap to meet the current and future workforce needs and requirements for Council, so that we may continue to serve our community to the best of our ability.

1.1. WHY DO WE NEED A WORKFORCE MANAGEMENT STRATEGY?

Our Strategy details how we intend to build and support our people, culture and skills at Council over the next four years. It identifies what we will do to keep a capable, high performing, customer focused and fit for purpose workforce that provide services which deliver the best possible value for residents and ratepayers.

Put simply, our Workforce Management Strategy describes the actions that we will take to ensure we have the right people, culture and skills to deliver Council's Delivery Program and the objectives of the Community Strategic Plan.

Developing our Strategy

The key elements to developing the strategy involved analysis of internal and external environments, workforce profiling and analysis, internal engagement, forecasting and the development of strategic actions and responses.

Consultation with our internal departments through workforce planning and with all staff through our Organisational survey and our "Shaping Our Future" planning days has provided recommendations and information about specific people issues and priorities which have informed the development of this Workforce Management Strategy.

Key stakeholders across our organisation are also consulted including our Consultative Committee. Externally, the Workforce Management Strategy is informed by trends emerging in the state and national economy, changes in legislation and industry developments.



Our Vision and Values

Our organisational vision and values underpin our culture and drive our performance:

- **Our Vision**

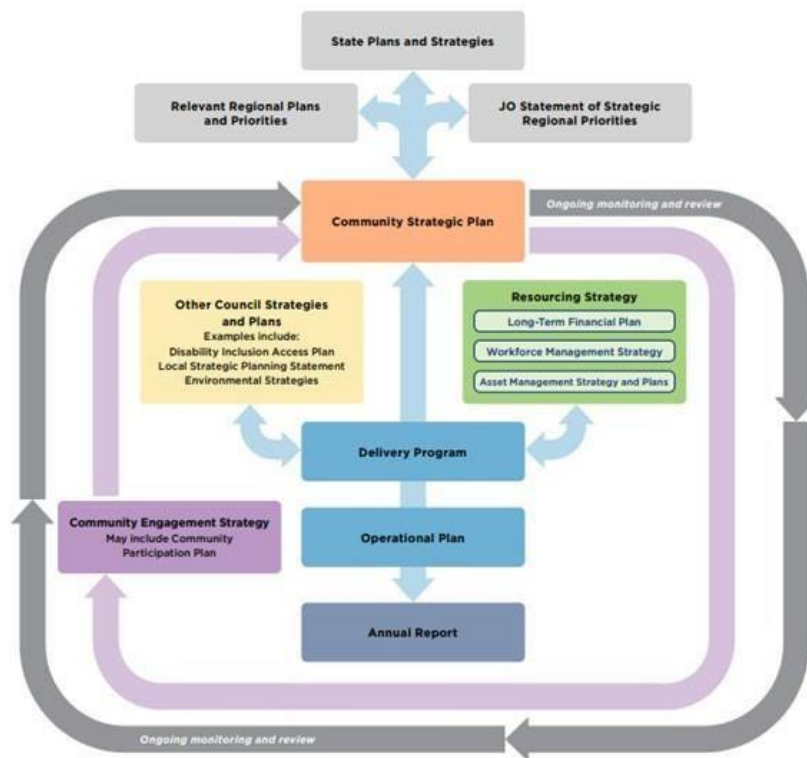
Council – Pound for Pound – To be the most efficient and effective Council in NSW.

- **Our Values**

| BHCC COUNCIL VALUES |
|---------------------|
| Accountability |
| Pride |
| Perseverance |
| Courage and Honesty |
| Teamwork |

2. WHERE DOES THIS STRATEGY FIT?

This Workforce Management Strategy (WMS) is part of Council's broader Integrated Planning and Reporting framework and is directly linked to the Delivery Program and Operational Plan. It is a critical pillar to the future development of our service delivery capability and ongoing commitment to developing skills and work capabilities.



We aim to measure the success and implementation of this WMS through regular data collection, review, analysis and where required, adjustment of approach. This WMS intends to be agile and flexible so that we may adapt and modify our approach to meet the changing needs and circumstances of our workforce and the community we serve.

2.1. ALIGNMENT TO THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

The formation of this plan has considered the following components recommended by the NSW Office of Local Government (OLG), whereby this plan will reflect the following eight issues:

- an ageing workforce
- succession planning
- how to provide opportunities to create and retain positions for local young people
- incentives and other programs that will support the council to be an employer of choice
- learning and development
- performance management
- recruitment strategies to fill skills gaps
- workforce diversity

3. OUTCOMES AND OBJECTIVES

The Workforce Management Strategy provides a set of strategies for developing our workforce over the next four years to deliver services to our community efficiently, effectively and safely.

The objectives of our Workforce Management Strategy are:

Our workforce is skilled, outcome focused and delivers valuable services to our community.

Council has an attractive employer brand, clearly and consistently communicating the council's vision, values, and employee value proposition.



Art Gallery Staff

To deliver on our objectives we need a workforce that is supported with:

1. ATTRACTION AND RETENTION

Increasing need to structure competitive employee benefits to attract and retain talented and skilled workers with the right technical, specialist and leadership skills. This has included an ongoing focus on options for increasing flexibility.

2. AGEING WORKFORCE

With a significant segment of our workforce approaching retirement age, we must support their safety and wellbeing particularly if undertaking physically demanding roles. Retention of these valued staff can be encouraged through providing flexible options for a gradual transition to retirement.

It is also important that we undertake succession planning and manage knowledge transfer.

3. EMPLOYMENT EQUITY AND DIVERSITY

Council recognises the value of diversity within its workforce and we continue to focus on encouraging diversity and inclusion through the organisation. Our workforce should reflect the diversity of our community, as this will improve service delivery.

4. LEARNING AND DEVELOPMENT

We will continue to ensure Council is prepared for changing business requirements and challenges. Our focus remains on building our leadership capability, operational skills, offering development opportunities and driving a high performance, values-based culture. Ensuring statutory training is completed for field staff is also a key priority.

5. ORGANISATION CULTURE

We will continue to foster a creative, accessible, respectful, energetic and safe culture which motivates and inspires our employees to deliver excellent community outcomes and services which is monitored via surveys.

6. WORKPLACE HEALTH AND SAFETY (WHS)

Safety remains a significant priority for our organisation. We want our workforce to arrive at work safely and go home safely. We aim to deliver the highest level of safety for the public entering our worksites and for our employees, contractors, and volunteers. The proactive identification and management of psychosocial hazards is also a key priority for Council as a part of our overall wellbeing strategy and Work Health and Safety action plan.



4. EXTERNAL ENVIRONMENT/INFLUENCES

A review has been completed to determine what is occurring in the external labour market that will affect Council's ability to attract, motivate and retain the workforce it needs to succeed. It also identified what is occurring in the general external environment that will impact on the way Council operates in the short and longer-term.

Workforce Competition

A number of major mining and green energy projects are expected to come online in the near future including, but not limited to: Hydrostor (700 jobs during construction, 35 ongoing jobs), Hawsons Iron Ore Project (1200 jobs during construction, 500 ongoing jobs), Cobalt Blue (up to 400 jobs), Lodestone Mine and an expansion of Mining operations at the Pinnacles site. The advent of these project will significantly increase competition in the workforce, particularly for skilled tradespeople. It will also exacerbate other identified factors such as education, childcare, housing, and demand on the local health system.

Housing

A review of housing in Broken Hill showed that around 500 new dwellings will be needed in the coming years to keep up with demand as the above-listed projects come online. Many people are reluctant to sell empty land or houses or those wishing to renovate older premises are reporting a lack of tradesmen to complete renovation work. A lack of suitable housing combined with an expensive rental market due to lack of rental properties could prove to be a barrier to prospective employees relocating to the city and/or remaining in the city long-term.

Health

The City's current hospital was built under the premise that the city's population would shrink to around 14,000. This has not eventuated and the facility is arguably now too small to meet the city's needs. In addition, the city is struggling to attract GPs to provide adequate care for the population. An ailing health system could be a deterrent for prospective employees to relocate to the city.

Education

Both of Broken Hill's high schools are currently operating from the Broken Hill High School facility after a mould outbreak forced the closure of Willyama High School. Should this situation persist, prospective employees with school-age children may not wish to relocate to Broken Hill. Local families have also raised concerns regarding the proposed new Willyama High School's small size and its and lack of facilities.

Childcare

The city is currently facing a significant childcare shortage, with a shortfall of approximately 200 places most recently reported. Childcare expansion is currently being hindered by a lack of staff and a lack of available land. A continued dearth of childcare positions could prevent prospective employees with families from relocating to Broken Hill for work at Council.

Youth Population

Broken Hill has a median age of 44, which is five years higher than the state average and six higher than the national average. However, the median age is expected to decrease in the years ahead, leaving Council with a slightly larger working age pool from which to draw prospective candidates.

General Statistics

Current population as of 2023: 17,624

Projected population 2041: 17,773*

Total workforce as of 2023: 7,331 (FT and PT)

Unemployment as of 2025: 3.6%

Aboriginal and TSI population as of 2021:
10%

*** This population projection has been produced by Planning NSW, however it appears unlikely that the provision for local population growth due to major projects has been factored into this figure. Should the projects listed above come online the population could conceivably increase to approximately 20,000.**

5. INTERNAL ENVIRONMENT/INFLUENCES

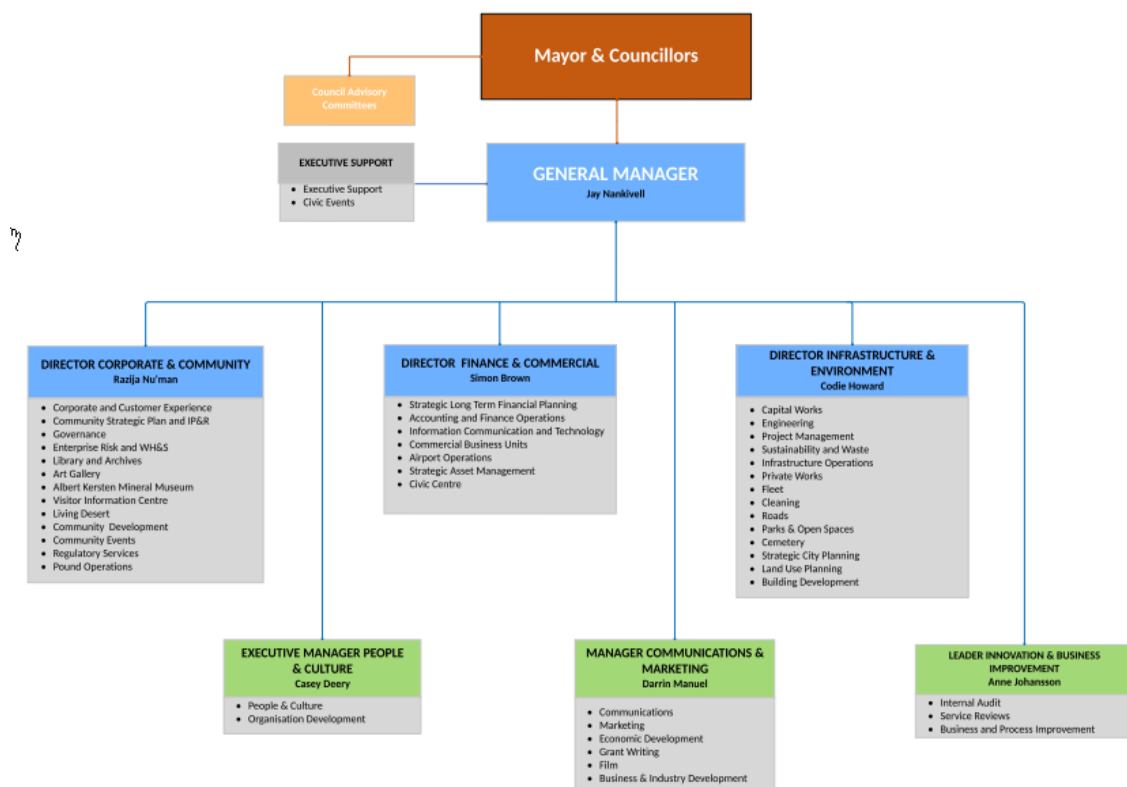
5.1. OUR SERVICE MODEL

Our service model (as shown below) has been designed to ensure we are a contemporary organisation that is future focused and well-positioned to deliver on our shared Council and community vision.

We are a community-focused organisation, putting the people, place and progress of Broken Hill at the front and centre of how we are organized, manage ourselves, prioritise our activities and programs, execute our responsibilities and work together as a team.

The General Manager (GM) is responsible for organisation and community strategy, city and regional advocacy, leadership, culture and performance. The GM also ensures the efficient and effective operations of the Executive Leadership Team and is the interface between the organisation and the elected Council.

Our service model is supported by 14 Senior Leaders (SLT), with each reporting to their relevant Executive Leader.



Organisational Structure

6. DIRECTORATE SUMMARIES

6.1. EXECUTIVE GROUP

The Executive Group provides the overarching strategic focus for Council's operations and ensures that Council continues to be vibrant, engaging and lead with strong and effective governance. The General Manager and Chief Officers make up the Executive Leadership Team (ELT).

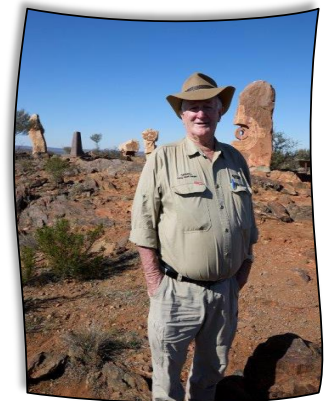
The Executive Group also supports the Mayor and the Councillors, our elected representatives who oversee community governance across a wide range of issues.

6.2. CORPORATE AND COMMUNITY GROUP

The Corporate and Community group aims to partner with local agencies to deliver relevant services within the City and work towards safe, active, cultural and social opportunities for all age groups in the life cycle.

The Community group directly manages significant facilities: the Visitor Information Centre, Living Desert Sanctuary, Library, Broken Hill City Art Gallery and Albert Kersten Mining & Mineral Museum.

Corporate Services manage a shared services model for the successful operation of the organization including frontline Customer Service, also a variety of legislative compliance matters including Ranger and Health services and development of the Community Strategic Plan for future planning for the City in partnership with local agencies.



6.3. COMMUNICATIONS AND MARKETING GROUP

Maintaining strong communication and engagement with Council's many stakeholders, both internal and external, is key to ensuring the organisation's success.

The communications team facilitate this connection through a variety of mediums such as local media, community engagement sessions, Council's website, and various social media channels.

In addition, the team assists with organisational marketing such as branding, tourism, and promotion of shows and events.

The group also plays a role in economic development, overseeing strategic marketing, monitoring trend data and facilitating filming for TV and movies in Broken Hill and greater Far West region.

6.4. INFRASTRUCTURE AND ENVIRONMENT

The Planning and Development Group is responsible for guiding the sustainable growth of Broken Hill through effective land use planning and development assessment. Comprising Planning and Building Compliance personnel, the group ensures development aligns with the Local Environmental Plan (LEP), Development Control Plan (DCP) and other statutory frameworks, while balancing economic growth with community and environmental considerations.

Whether directly or indirectly, the work of Council's Assets, Infrastructure and Capital Project teams touches the lives of Broken Hill people every day.

Among the extensive range of services the Group provides are infrastructure development and maintenance, asset management, civil and landscape services, as well as environmental sustainability.

Operating the Council Waste Management Facility, Airport and Cemetery are also key aspects of the Group.

6.5. FINANCE AND COMMERCIAL

The Finance and Commercial Group supports Council's strategic goals through sound financial management, efficient IT systems and strategic asset management to ensure sustainable service delivery. Key facilities include the Broken Hill Civic Centre, a versatile venue for various events and the Broken Hill Regional Airport, a vital transport hub for government services and regional connectivity. Success relies on attracting and retaining skilled staff to maintain high standards across all operations.



6.6. INNOVATION AND BUSINESS IMPROVEMENT

This function provides a contemporary and integrated approach to assist Managers and the broader organization to foster a high performing business, providing high level advice and solutions across a broad range of system improvement activities that support efficient and effective service delivery.






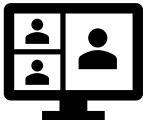








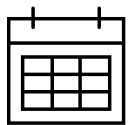
6.7. PEOPLE AND CULTURE

Attracting, retaining, and developing top talent is at the core of the People and Culture function. This department oversees talent acquisition strategies and employee development programs. Additionally, they ensure a rewarding work environment to foster high retention rates.

The team also oversees organisational development (OD) of Council through a planned systematic process of changing strategies, procedures and workplace culture to improve performance, effectiveness and growth.



7. OUR WORKFORCE SNAPSHOT

| | | | | |
|---|--|---|--|---|
|  |  |  |  |  |
| 191 Employees | 53% Male | 47% Female | 66% Senior Leaders are Female | 45 Years Median Age of Staff |
|  |  |  |  |  |
| 133 Permanent Full Time Staff | 164 Actual Full time Equivalent Staff | 44% Staff Tenure > 6 years | 45% of Total Budget in Staff Costs | 22 years Median length of tenure |
|  |  |  |  |  |
| 12.0% Annual Staff Turnover | 42% Roles filled internally | 9 Years Average Service by Leavers | 100% Staff Live Within BHCC LGA | 93 Average Days to Recruit |

Note: Statistics are quoted as at March 2025 unless indicated.

8. OUR WORKFORCE

We employ over 191 employees to deliver 39 different services structured under three (3) Directorates which report to the General Manager:

- Corporate and Community
- Finance and Commercial
- Infrastructure and Environment



Whilst we have a headcount of 191 workers, many of our staff are employed in a part time or casual capacity.

For this reason, we also report the number of Actual.

Full-Time Equivalent (FTE) staff, which captures the size of the workforce and is the basis for our annual budget for Employee Costs. The Actual FTE was 164 as at March 2025.

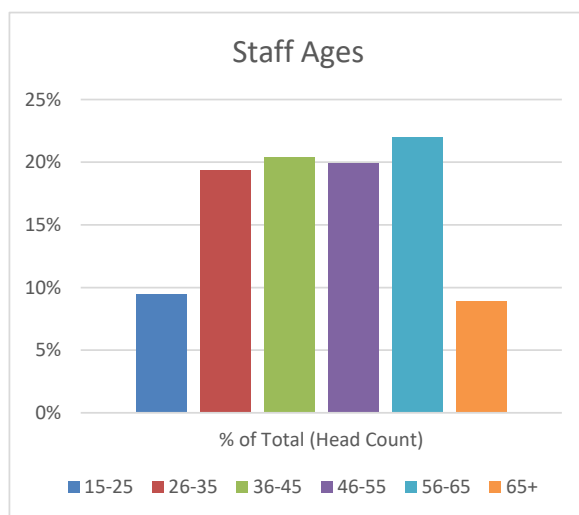
8.1. WORKFORCE DEMOGRAPHICS

Our workforce demographics describe the personal characteristics of our staff. For this reason, they are reported by headcount (ie everyone employed in our workforce), rather than by Actual FTE unless indicated.

8.2. WORKFORCE AGE

The age of Council employees ranges from 18 to 77 years, with the youngest Council employees being more likely to be employed on a casual or temporary basis. The average age of Council's workforce is 45 years as at March 2025.

Age (Headcount)



Average Age

- Casual – 39
- Permanent Full-time (PFT) – 48
- Permanent Part-time (PPT) – 46
- Temporary Full-time (TFT) – 34
- Temporary Part-time (TPT) – 59

| Age (years) | # of Staff (Headcount) | % of Total (Head Count) |
|-------------|------------------------|-------------------------|
| 15-25 | 18 | 9% |
| 26-35 | 37 | 19% |
| 36-45 | 39 | 20% |
| 46-55 | 38 | 20% |
| 56-65 | 42 | 22% |
| 65+ | 17 | 9% |
| | 191 | |

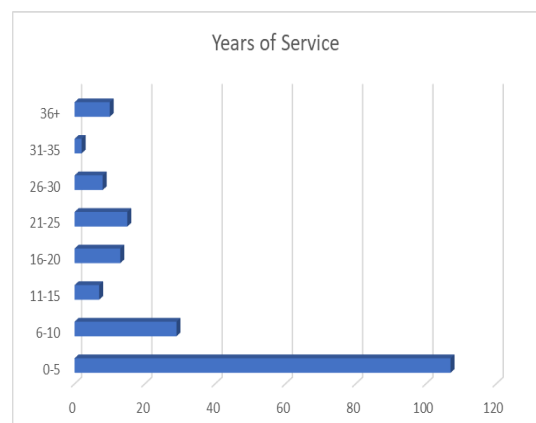
As at March 2024

8.3. WORKFORCE TENURE

Length of service is directly correlated with staff turnover at Council. Employees aged between 56 and 77 make up 31% of workforce with an average 18 years of service, while those aged between 36 and 55 years are 40% of staff and had an average of 8 years of service. Those aged under 35 are 28% of staff and averaged three (3) years of service.

Percentage number of staff tenure >6 years + 44%

Length of Service (Years)

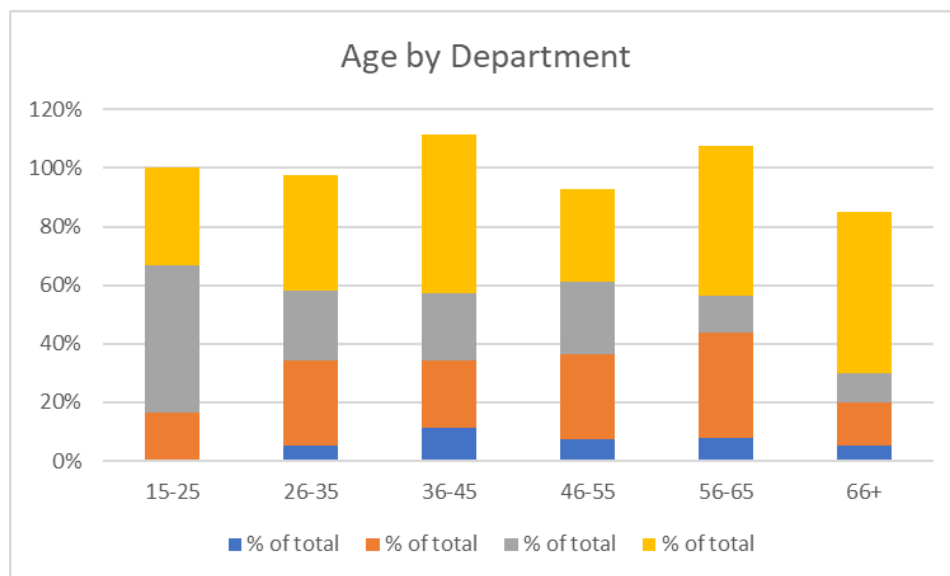


8.4. AGING WORKFORCE

Changing social and economic factors continue to shape our workforce. Current financial climate and rising cost of living can have impacts on retirement decisions. We are experiencing a trend in retention of staff particularly in operational positions with significant manual labour involved.

Safety and wellbeing issues need to be accommodated through job design and other strategies including phased retirement, our health and wellbeing program, financial advice program and a strong workplace health and safety culture.

Age (Headcount) by Division



| | General Manager | | Corporate and Community | | Finance and Commercial | | Infrastructure and Environment | | |
|-------|-----------------|------------|-------------------------|------------|------------------------|------------|--------------------------------|------------|-------|
| Age | Staff | % of total | Staff | % of total | Staff | % of total | Staff | % of total | Total |
| 15-25 | 0 | 0% | 3 | 17% | 9 | 50% | 6 | 33% | 18 |
| 26-35 | 2 | 5% | 11 | 29% | 9 | 24% | 15 | 39% | 38 |
| 36-45 | 4 | 11% | 8 | 23% | 8 | 23% | 19 | 54% | 35 |
| 46-55 | 3 | 7% | 12 | 29% | 10 | 24% | 13 | 32% | 41 |
| 56-65 | 3 | 8% | 14 | 36% | 5 | 13% | 20 | 51% | 39 |
| 66+ | 1 | 5% | 3 | 15% | 2 | 10% | 11 | 55% | 20 |
| | 13 | | 51 | | 43 | | 84 | | 191 |

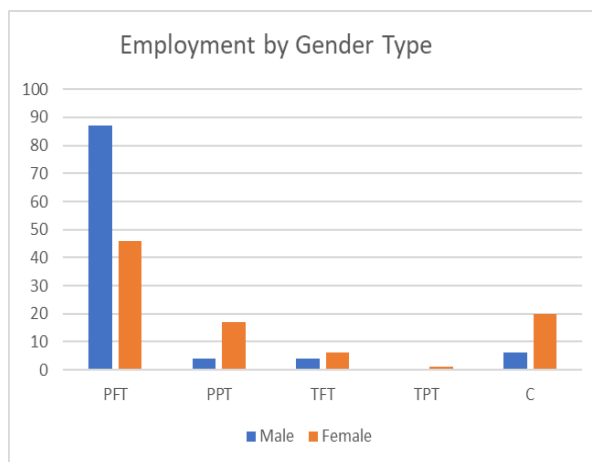
As at March 2025

8.5. GENDER

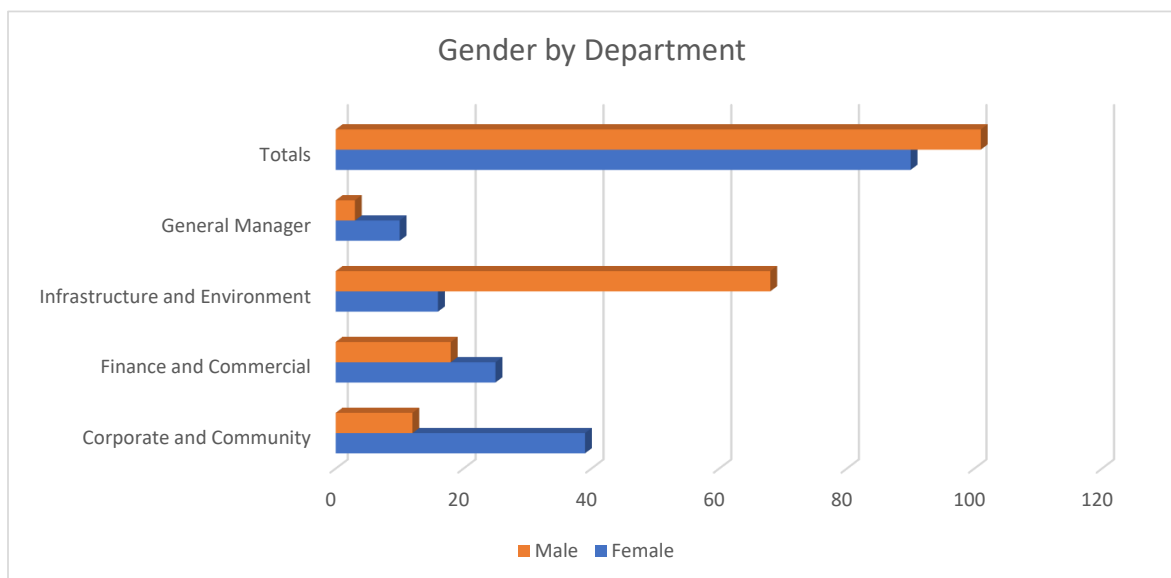
Council's workforce comprises 47% female and 53% male staff. Whilst this is Council's overall gender mix, the proportion of females employed in the Corporate and Community division is 76% (mostly across the Library, Community and Cultural Services), with the proportion of males working in the Infrastructure and Environment division (ie in outdoor operational roles) being 81%.



Employment Type by Gender



| | PFT | PPT | TFT | TPT | C |
|--------|-----|-----|-----|-----|----|
| Male | 87 | 4 | 4 | 0 | 6 |
| Female | 46 | 17 | 6 | 1 | 20 |



As at March 2025

8.6. EMPLOYMENT

The majority of workers who work less than a standard 35 or 38 hour week are female. Women accounted for 81% of our part time employees and 76% of casuals.

The post pandemic trends are continuing with flexible work arrangements being a key factor in attracting and retaining staff. We are seeing the following:

More women have entered Council workforce increasing from 40% in 2022 to 47% in 2025.

Older workers have tended to remain in the workforce

More flexible working arrangements have enabled people to better balance their work with their caring responsibilities.

These trends will have implications for the culture and diversity of our workforce.



As at March 2025

| COUNT OF GENDER PER DEPARTMENT | | | | | |
|--------------------------------|------------|------------|------------|-----------------------|---------------------|
| Department | Female | Male | Total | % Females in Division | % Males in Division |
| Corporate and Community | 39 | 12 | 51 | 76% | 24% |
| Finance and Commercial | 25 | 18 | 43 | 58% | 42% |
| Infrastructure and Environment | 16 | 68 | 84 | 19% | 81% |
| General Manager | 10 | 3 | 13 | 77% | 23% |
| Totals | 90 | 101 | 191 | | |
| Average | 47% | 53% | | | |

8.7. ATTRACTING AND RETAINING TALENT

The recent labour market has seen robust competition for skills and experience that are typically in demand across our sector. We have seen increasing competition for construction and trades staff, engineers and building and compliance officers.

To meet the challenges of recruitment and retention we need to implement strategies to differentiate ourselves from competitors with a genuine Employee Value Proposition (EVP) which offers fair and competitive salaries and benefits, generous learning and development, leadership and an appealing workplace culture. We also need to invest more time on internal mentoring and succession planning to share skills and knowledge across the organisation.



Voluntary Turnover

| Year | BHCC Staff Average Turnover | LGNSW Staff Average Turnover |
|---------|--------------------------------|------------------------------------|
| 2021-22 | 13.0% | 18% |
| 2022-24 | 12.0% | 15.0% |

Average length of service for leaver = 9 years

| Year | New Starters | Leavers |
|-----------|--------------|---------|
| 2019-2020 | 75 | 47 |
| 2020-2021 | 72 | 72 |
| 2021-2022 | 59 | 102 |
| 2022-2023 | 102 | 95 |

9. RESOURCING OUR WORKFORCE

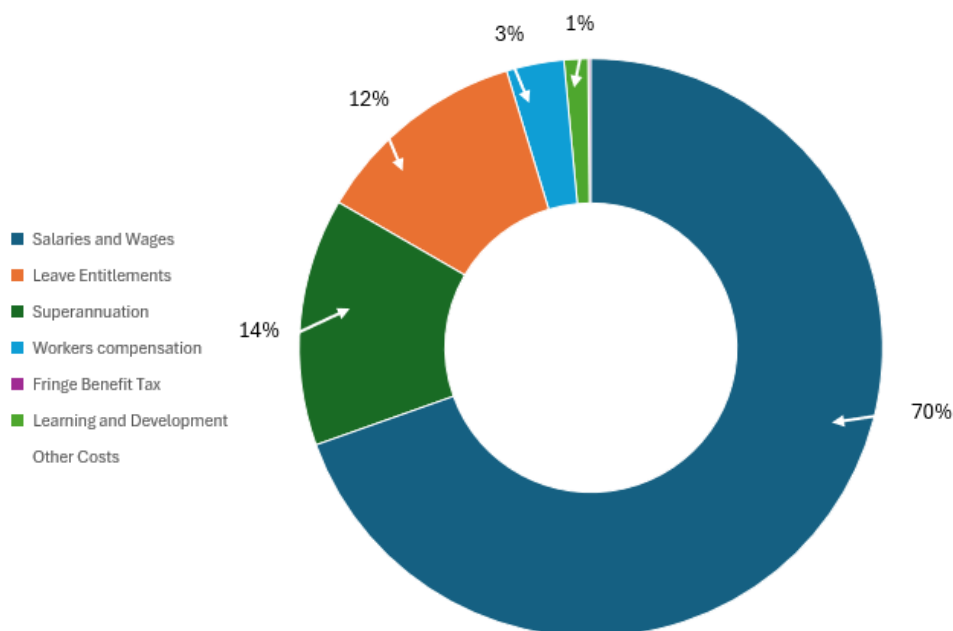
Priority areas of investment over the next four (4) years include:

- Leadership development including for our aspiring leaders.
- “Growing our own” to support our employees’ continuous development and career goals.
- Workplace safety and wellness initiatives to strengthen our staff wellbeing.
- Strengthening our performance management framework and capabilities.
- Succession planning to ensure Council has the resources required for continued service delivery.

In financial year 2023-2024 Council’s voluntary turnover was 12.0% in comparison to 15.0% voluntary turnover across councils in NSW.

We recruit, train and support our workforce to have the right skills to meet changing community needs.

Council develops its annual budget as part of its Operating Plan which sets out the projects and activities Council will undertake in that year. Council’s budget for 2024-25 includes \$20.1m in total Employee (Resourcing) Costs. A breakdown of these is detailed below:

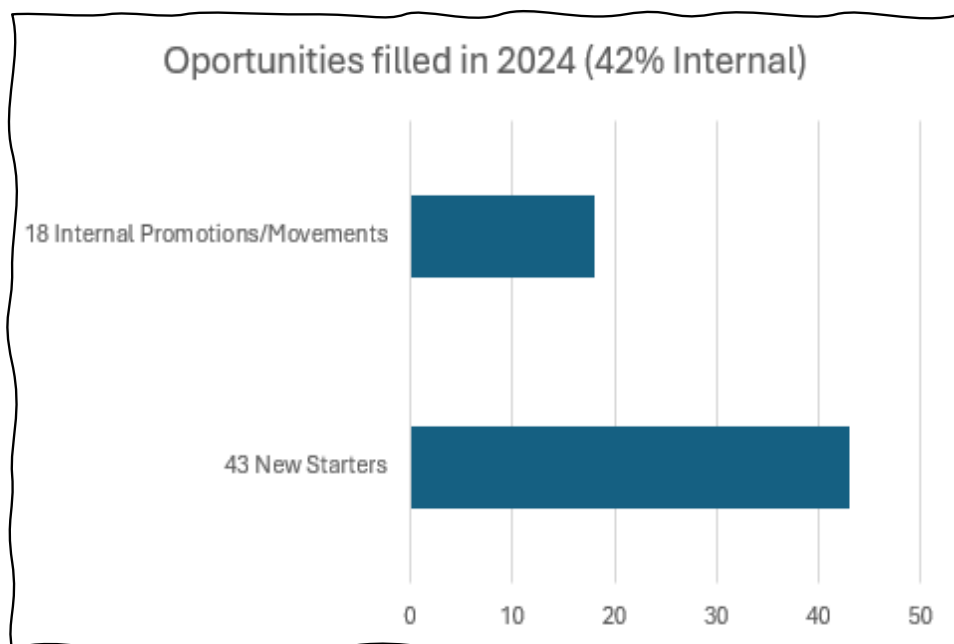


Resourcing in 2025/26

Opportunities filled in 2024 (42% internal)



Library programs delivered by staff



10. VALUES

We are creating a high performing culture by using these constructive behaviours which align with our Values:

- **Accountability:** Do what we say we'll do and be a role model for our workmates and the community
- **Pride:** Strive for excellence and be confident to share and celebrate our achievements.
- **Perseverance:** See mistakes as opportunities to improve, dig deep and rise to the challenge.
- **Courage and Honesty:** Welcome new ideas, value different perspectives and learn to give and receive constructive feedback.
- **Teamwork:** Work to a common goal, encourage collaboration and stand side by side.

| BHCC COUNCIL VALUES |
|---------------------|
| Accountability |
| Pride |
| Perseverance |
| Courage and Honesty |
| Teamwork |



11. DIVERSITY AND INCLUSION

Council is committed to promoting a diverse and inclusive environment for our staff and its community. To achieve this we require a workforce that reflects the community we serve and workplaces that empower every person to be their best.

This Workforce Management Strategy is underpinned by our commitment to continue to develop a workplace culture that fosters respect, inclusiveness, promotes diversity and embraces the unique skills and qualities of all our people.

Having a diverse and inclusive workplace is one of our business imperatives; therefore, all staff play a role in achieving this. We will do this by fostering understanding, by reviewing our policy and processes to ensure we promote inclusion and to the best of our ability, we will remove inhibitors to participation in our workplace.



Workforce diversity data is a known gap in respect to some information including ethnicity and gender identity. We plan to address this by capturing this data in a workplace census survey to be undertaken in 2026.

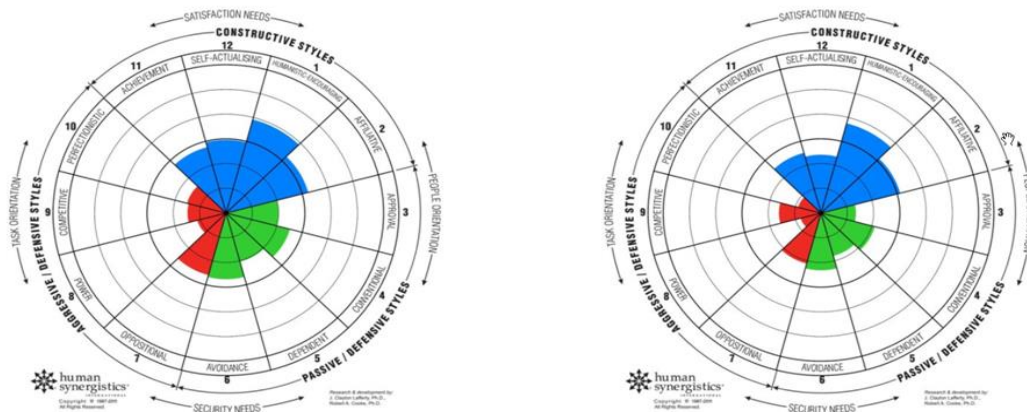
Equal Employment Opportunity (EEO) is the absence of bullying, harassment and discrimination our workplace is free of bullying, discrimination and harassment and providing a positive working environment which encourages good working relationships between all employees.



12. ENGAGEMENT AND CONSULTATION

Employee organisational cultural survey comparison results

2022 actual culture n=96 (left) vs 2023 actual culture n=96 (right)



13. SUMMARY

We periodically survey all staff to identify areas where we can do better as an employer and focus our efforts. Our last survey voluntary engagement participation was 55% - which was the same uptake as 2022.

While from a statistical point of view this certainly reaches the threshold of being a statistically valid sample, it does leave the question open in the minds of employees that, "maybe not everyone had their say, so are the results accurate?"

For this reason, we checked each of the major conclusions with staff during the engagement sessions and asked them, "does this feel like your organisation?" The answer to this question was resoundingly, "yes".

Shaping Our Future 3.0 follows and builds on Council's annual whole of staff planning day, with the latest session occurring in June 2024 (82% staff attendance). The high level of participation in these events reflects an appetite within the staffing group to participate in organisation-wide improvement initiatives and provides Council a blueprint from which we can work collaboratively to build and sustain the workplace culture we aspire to.

The main focus of the day was that staff were invited as the 'collective brain' to identify common "bright ideas" and work collaboratively to achieve implementing these.

https://www.youtube.com/watch?v=NdM_JiTS2l8

14. WORKFORCE PRIORITIES AND CHALLENGES

In developing our Workforce Management Plan, we evaluated the current and future capacity of our workforce, along with assessing the organisation profile. We also assessed how we would aim to have the right number of people, with the right skills, in the right jobs at the right time. In doing this we identified the following items as key workforce priorities.

Based on the priorities we have developed specific actions to address the challenges we face.



15. ACTION PLAN

15.1. ATTRACTION AND RETENTION

Objective: We will attract and retain motivated and effective people using best practice, merit based, employment strategies that are responsive to our business needs and labour market changes. We will be a preferred employer, where people enjoy and are proud to work for their community.

| ACTIONS | MEASURES |
|--|---|
| Continuously review and improve recruitment and selection practices to ensure fair and equitable processes which are effective in attracting quality candidates. | <ul style="list-style-type: none"> • Number of Industrial disputes and grievances regarding recruitment decisions. • Implement Internal Recruitment Audit recommendations. • Complete a formal review of employment conditions and benefits. |
| Embed our values in all aspects of employment. | <ul style="list-style-type: none"> • Complete an employee survey regarding opportunities to further embed and apply our values. • Proactively discuss the application of organisation values at each employee's annual appraisal. • Recognition and reward programs align with corporate values. |
| Implement and monitor on-boarding system to induct employees and to assist them to embrace and apply our values, policies and procedures. | <ul style="list-style-type: none"> • Onboarding program completed by all new employees. • Feedback from new employees regarding effectiveness of onboarding program. |
| Maintain and improve performance management systems that engage our employees in setting goals and continuously improving performance. | <ul style="list-style-type: none"> • Number of system improvements identified from employee feedback. • Performance management system training provided to all employees. • Annual performance review completed by July each year. |
| Proactive career management, professional development, mentoring programs and learning and development support. | <ul style="list-style-type: none"> • Feedback from annual appraisals regarding career goals and training needs is actioned. • Number of employees supported with tertiary studies, mentoring and training. |

| | |
|--|--|
| Support career progression through fair and equitable processes that enable all interested and capable employees to act at higher levels and to trial other roles. | <ul style="list-style-type: none"> • Number of higher acting opportunities and job rotations undertaken. • Employee engagement feedback. • Formal succession plan developed and implemented. • Number of Industrial disputes and grievances regarding recruitment decisions. |
| Expand the trainee, apprentice, and graduate program. | <ul style="list-style-type: none"> • Increased numbers of trainees, apprentices, and graduates in all identified areas. • Succession planning reporting to Executive team annually. |
| Implement innovative workforce strategies and measure employee engagement, commitment, and organisational performance. | <ul style="list-style-type: none"> • Employee engagement feedback. • Employee retention. • Applications by suitable candidates for employment. |
| Develop and implement a Council Employee Value Proposition, to promote for new recruits and retain existing staff. | <ul style="list-style-type: none"> • Decrease in position vacancies. • Decrease in staff turnover %. • Decrease in time-to-fill days. |

15.2. AGEING WORKFORCE

Objective: We will maintain a supportive, inclusive and safe workforce environment that values the contribution of older workers and provides flexible work options to encourage retention through a gradual transition to retirement. We will undertake succession planning and manage knowledge transfer.

| ACTIONS | MEASURES |
|---|--|
| Actively engage older people in the workplace by valuing, acknowledging, and using their experience. | <ul style="list-style-type: none"> • Mature worker engagement feedback. • Number and effectiveness of skills transfer coaching and mentoring programs. |
| Support the recruitment of trainees, cadets and apprentices, including those positions identified as critical. | <ul style="list-style-type: none"> • Number of trainees, cadets and apprentices. • Completion rates for traineeships, cadets and apprentices. • Number of trainees, cadets and apprentices obtaining permanent employment with Council. |
| Continue to implement the work experience program and strengthen our links with local high schools, university and Registered Training Organisations. | <ul style="list-style-type: none"> • Number of work experience opportunities undertaken. • Range of work experience programs available and feedback from participants. • Participant satisfaction levels. |

15.3. EMPLOYMENT EQUITY AND DIVERSITY

Objective: We will promote Council as an equitable employer to attract and retain a diverse workforce that reflects the diversity of our community.

| ACTIONS | MEASURES |
|---|---|
| Create and implement a EEO Management Plan to ensure it provides direction, objectives and strategies to target the employment of identified EEO groups. | <ul style="list-style-type: none"> • Plan completed on time. • Employee's feedback reflected in plan. • Changes in organisation profile. |
| Build strong partnerships with our community to maximise the employment outcomes for groups who are under-represented in our workforce. | <ul style="list-style-type: none"> • Number of placements that support EEO Management Policy and Plan. |
| Foster a work environment that values and utilises the contribution of all employees considering diversity of skills, backgrounds, experience and education levels. | <ul style="list-style-type: none"> • Number of on-going training programs. • Number of employees expanding skills to other areas of the organization. |
| Increase employee awareness of their rights and responsibilities regarding equity, integrity and respect for all aspects of diversity. | <ul style="list-style-type: none"> • Number of education programs delivered. • Rates of employee participation. |

15.4. LEARNING AND DEVELOPMENT

Objective: We will develop leadership capability and we will foster a culture that encourages ongoing learning by providing training and development opportunities that meet personal and career goals and align with Council's objectives.

| ACTIONS | MEASURES |
|--|--|
| Deliver the technical skills required by the workforce to adapt to new equipment and technologies in the workplace. | <ul style="list-style-type: none"> • Training sessions provided for new software/equipment. • Employee participation in training/educational programs. |
| Develop ongoing organisational leadership strategies, including coaching and support for managers. | <ul style="list-style-type: none"> • Employee engagement survey outcomes. • Employee participation in leadership programs. • Number of grievances. |
| Develop our peoples' skills to improve business processes and systems, respond to changes to internal and external environment, manage and implement change. | <ul style="list-style-type: none"> • Annual Performance review results. • Results from skills assessment. • Number of business processes reviewed. |
| Create a job rotation program to provide professional development opportunities for those seeking to gain experience working in new roles, and to address skills gaps and skills shortages across the council. | <ul style="list-style-type: none"> • Employee participation in rotation opportunities. • Number of employees who are successful in obtaining new roles following rotation. |

15.5. WORK HEALTH AND SAFETY

Objective: We are committed to a culture where the health and safety of our employees is paramount. We will provide a work environment that values and supports the contributions of our people, including a safe, supportive and equitable work environment.

| ACTIONS | MEASURES |
|---|---|
| Embed workplace health and safety as a core value in the workforce and enhance safety outcomes through the support and development of our "safety" culture. | <ul style="list-style-type: none"> • Performance metrics in comparison to industry benchmarks. • Level of employee engagement. • Feedback from employee surveys. |
| Implement health and wellbeing, mentoring and education programs for a resilient, motivated, healthy, and productive culture. | <ul style="list-style-type: none"> • Participation and satisfaction rates for health and wellbeing programs. • Feedback on effectiveness of programs implemented. |

15.6. ORGANISATION CULTURE

Objective: Drive a values-based culture of high performance and engagement where our employees achieve professional, personal and organisational goals and want to come to work. We will understand what motivates our people and have a range of formal and informal systems to ensure our people are remunerated, recognised and valued for their work and commitment to Council and our community.

| ACTIONS | MEASURES |
|---|--|
| Continue workplace culture change that fosters responsive, fair and inclusive practices and behaviours and brings to life Council values. | <ul style="list-style-type: none"> Employee engagement feedback. Council's values are lived. |
| Support organisational and operational change that involves employees in decisions that affect them. | <ul style="list-style-type: none"> Employee engagement feedback. Increase employee attendance at SOF annually. Number of Industrial disputes and grievances regarding management of change. |
| Conduct annual attitude survey to seek feedback from employees. | <ul style="list-style-type: none"> Feedback from staff engagement surveys. |
| Implement effective workforce practices such as succession planning, transferring, and retaining knowledge and assisting staff to meet work-life balance needs where operational needs can support. | <ul style="list-style-type: none"> Annual review of workforce resource strategy completed on time. Employee engagement feedback on retention strategies. Flexible work arrangements in place. |
| Facilitate reviews of the organisational structure, work methods and job compositions to improve productivity and clarity of roles and responsibilities. | <ul style="list-style-type: none"> Ensure regular reviews of structure, functions and roles are undertaken. Employee engagement feedback. |
| Implement an Employee Reward and Recognition Scheme that recognises the contribution of our employees to the achievement of Council's objectives. | <ul style="list-style-type: none"> Program aligns with Council's values. Effectiveness of programs implemented. Level of involvement in programs. Feedback from employees. |

16. REFERENCES AND RESOURCES

- Integrated Planning and Reporting Guidelines for Local Government in NSW – 2021
- *Local Government Act 1993*
- Local Government (General) Regulation 2005
- Local Government Workforce Skills and Capability Survey 2022
- LGNSW HR Metrics Report 2022-23
- Broken Hill City Council Consent Award
- Broken Hill 2040 Community Strategic Plan
- Broken Hill City Council Delivery Program 2022-2026
- Broken Hill City Council Internal Audit (Recruitment) 2024-25
- Annual Report 2023/2024
- Community Relations Commission and Principles of Multiculturalism Act 2000
- *Anti-Discrimination Act 1977*
- *Workplace Health & Safety Act NSW 2011*
- Workplace Health and Safety Regulation 2017
- Regional Development Australia Far West NSW – Workforce Development Study 2022
- Far West Regional Economic Development Strategy 2023 Update
- Far West Regional Plan 2036
- Census Profile Id. Australian Bureau of Statistics (ABS) 2022
- National Economics (NIEIR) 2023
- National Skills Commission: <http://www.nationalskillscommission.gov.au/our-work/skills-priority-list>

FINANCE AND GOVERNANCE COMMITTEE

April 4, 2025

ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 60/25****SUBJECT:** **INVESTMENT REPORT FOR MARCH 2025****D25/15404****Recommendation**

1. That Broken Hill City Council Report No. 60/25 dated April 4, 2025, 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 March 2025, Council's Investment Portfolio had a current market valuation of \$23,709,237 or principal value (face value) of \$23,598,734 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 March 2025 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:**

- Globally, US tariffs and reciprocal tariffs continue to dominate the news. On top of the tariffs already levied, including the no-exception 25% tariff on all steel and aluminium imports to the US, Pres Trump announced a 25% on imported cars and car parts and a 10% baseline tariff on all global trading partners.
- The tariff announcements, combined with cuts to the US federal workforce and government services at a time that the labour market is cooling down and household savings are running low, are increasing the risk of a US recession. Consequently, latest

US consumer confidence data slumped to its lowest reading in nearly 10 years (outside of the pandemic).

- In China, latest economic data showed a slight acceleration in the growth of retail sales, industrial production and investment. Property sales and home prices fell, but less than a year ago. China is ramping up policy stimulus for consumers including measures to boost incomes and stabilise wealth, strengthen pensions and healthcare and possibly a childcare subsidy.
- The ongoing uncertainty and concerns of a growing global trade tensions contributed to share markets slumping in the US (-5.6%), Europe (-3.8%) and Australia (-3.5%). With falls of over 3% in three of the last four months, Australian shares are now recording only a modest 12 month return of 2.20%. All major sectors retreated during March with the exception of Utilities which were up 1.5%.

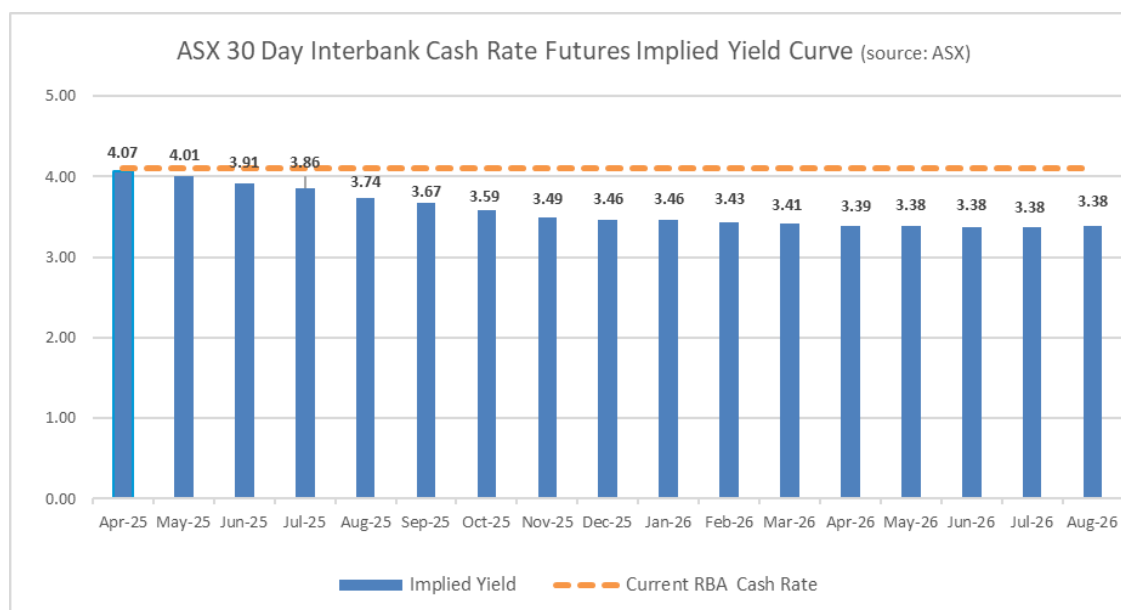
Domestic issues

- The main threat to Australia of US Pres Trump's trade war lies in the impact it will have to global trade and economic growth leading to less demand for our exports, particularly from China.
- The latest quarterly GDP release showed Australia's economy rose by 1.3% year over year and 0.60% for the quarter ending December, the highest quarterly result in two years. Economists are forecasting growth of 2% over the course of 2025.
- Consumer confidence data rose to a three year high in March with households expressing that the environment for buying major items is improving.
- Latest employment data was mixed with employment and participation both lower and the unemployment rate steady at 4.1%.
- The monthly CPI data for February showed inflation at +2.4 over the year, slightly lower than estimates. The underlying 'trimmed mean' inflation fell from 2.9% to 2.7% year over year. In good news for cost-of-living pressures, prices for food, clothing, and footwear all eased. The biggest decrease was in electricity prices due to the government rebates.
- The Federal Government handed down the 2025-26 Federal Budget. Deficits of around 1-1.5% of GDP are forecast over the next 10 years as a result of structural pressures from higher interest costs, NDIS, aged care and defence.

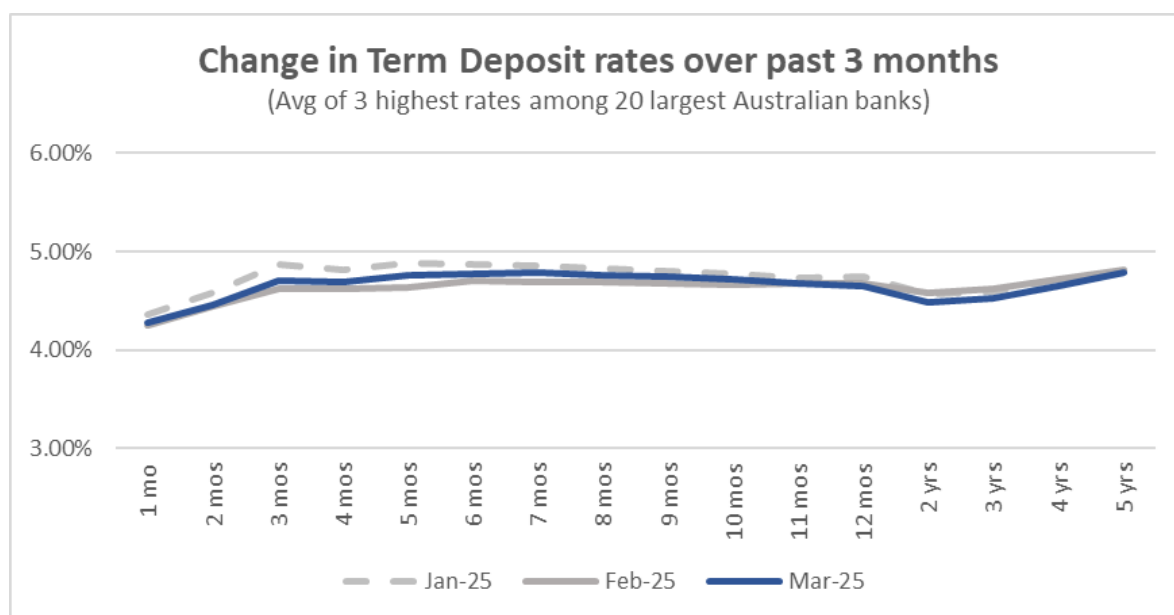
Interest rates

- Following its April 1st meeting, the RBA kept the official cash rate unchanged at 4.10%pa.
- The RBA noted that uncertainty about the outlook abroad remains significant with announcements from the United States on tariffs having an impact on confidence globally. Many central banks have eased monetary policy since the start of the year, but they have become increasingly attentive to the evolving risks from recent global policy developments.

- The market is pricing in two more rate cuts of 25 basis points in 2025, one by July and then one more by October:



- Term deposit rates across the 1 to 10 month range were up slightly over the month, with the biggest gain in the 5 to 7 month range of ~ 9 basis points. Twelve month rates were largely unchanged while 2-4 year rates slipped lower:



Investment Portfolio Commentary

Council's investment portfolio returned 1.77%pa (0.15% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 4.16%pa (0.35% actual) return. Over the past 12 months, the investment portfolio has returned 4.37% versus the bank bill index benchmark's 4.46%.

The NSW TCorp Medium Term Growth Fund returned -0.83% (actual) for the month, causing the portfolio's return to underperform benchmark. The TCorp fund's performance reflected the pullback in the US and Australian share markets due to concerns of a growing tariff-focused global trade war and a slowing US economy.

During March, Council had maturities of \$4m between four deposits with original terms of 3, 8 and (2x) 12 months that had been yielding an average of 5.10%pa. Council invested \$3.5m among a range of four term deposits with maturities in the 6-7 month area at an average rate of 4.76%pa.

Council has a well-diversified portfolio invested predominantly among a range of term deposits from highly rated Australian banks. Council also has exposure to a wide range of asset classes, including senior ranked fixed and floating rate notes, listed property and international and domestic shares via the NSW TCorp Medium Term Growth Fund. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection.

Council's Portfolio by Source of Funds – March 2025

As at 31 March 2025, Council's Investment Portfolio had a current market valuation of \$23,709,237 or principal value (face value) of \$23,598,734 and was compliant with policy and legislative requirements as per the table above.

| | Source of Funds | Principal Amount |
|-------------------------|---|---------------------|
| GENERAL Fund | Operating Capital & Internal Restrictions | \$8,538,330 |
| | Royalties Reserve | \$610,822 |
| | Domestic Waste Management Reserve | \$5,002,444 |
| | Grants | \$9,447,138 |
| | TOTAL PORTFOLIO | \$23,598,734 |

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 4.1.5 Support the organisation to operate within its legal framework

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2021*.

Financial Implications:

The recommendation has no financial impact.

Attachments

1. [↓](#) Investment Report - March 2025

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER



Investment Summary Report
March 2025

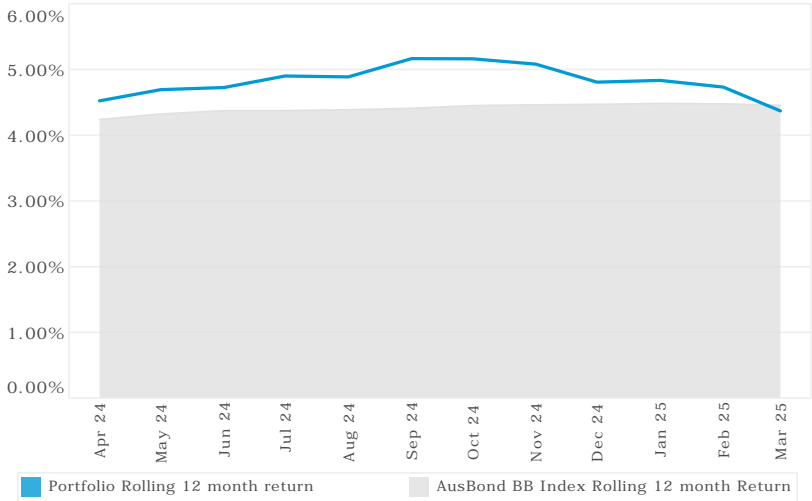


BROKEN HILL CITY COUNCIL
Executive Summary - March 2025



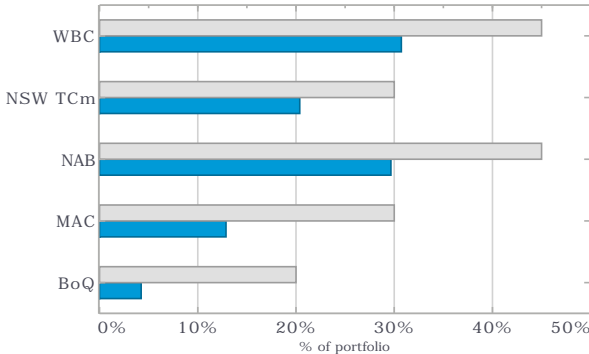
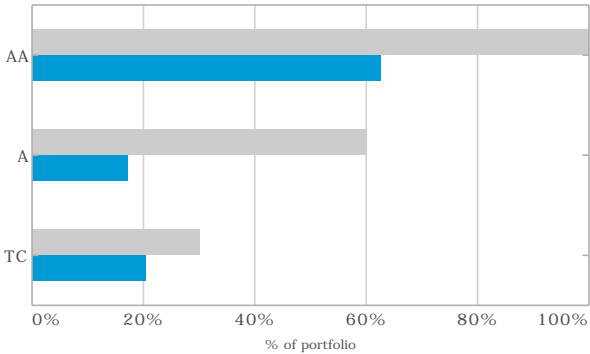
Investment HoldingsInvestment Performance

| | Face Value (\$) | Current Value (\$) |
|---------------|-----------------|--------------------|
| Cash | 10,288,945 | 10,288,945 |
| Managed Funds | 4,809,789 | 4,809,789 |
| Term Deposit | 8,500,000 | 8,610,503 |
| | 23,598,734 | 23,709,237 |



Investment Policy Compliance

Total Credit ExposureIndividual Institutional ExposuresTerm to Maturities



| | Face Value (\$) | Policy Max |
|-----------------------|-----------------|-------------|
| Between 0 and 1 years | 23,598,734 | 100% 100% a |
| | 23,598,734 | |

| Specific Sub Limits | | | |
|------------------------|---|----|-------|
| Between 5 and 10 year: | 0 | 0% | 30% a |

Portfolio ExposureInvestment Policy Limit



BROKEN HILL CITY COUNCIL
Investment Holdings Report - March 2025

Cash Accounts

| Face Value (\$) | Current Rate (%) | Institution | Credit Rating | Current Value (\$) | Deal No. | Reference |
|-----------------|------------------|----------------|---------------|--------------------|----------|-------------|
| 1,032,416.64 | 0.0000% | Westpac Group | AA- | 1,032,416.64 | 473409 | Cheque |
| 3,038,273.34 | 4.1610% | Macquarie Bank | A+ | 3,038,273.34 | 540354 | Accelerator |
| 6,218,254.93 | 5.0500% | Westpac Group | AA- | 6,218,254.93 | 535442 | 90d Notice |
| 10,288,944.91 | 4.2808% | | | 10,288,944.91 | | |

Managed Funds

| Face Value (\$) | Monthly Return (%) | Institution | Credit Rating | Funds Name | Current Value (\$) | Deal No. | Reference |
|-----------------|--------------------|-----------------|---------------|-------------------------|--------------------|----------|-----------|
| 4,809,789.40 | -0.8270% | NSW T-Corp (MT) | TCm | Medium Term Growth Fund | 4,809,789.40 | 536441 | |
| 4,809,789.40 | -0.8270% | | | | 4,809,789.40 | | |

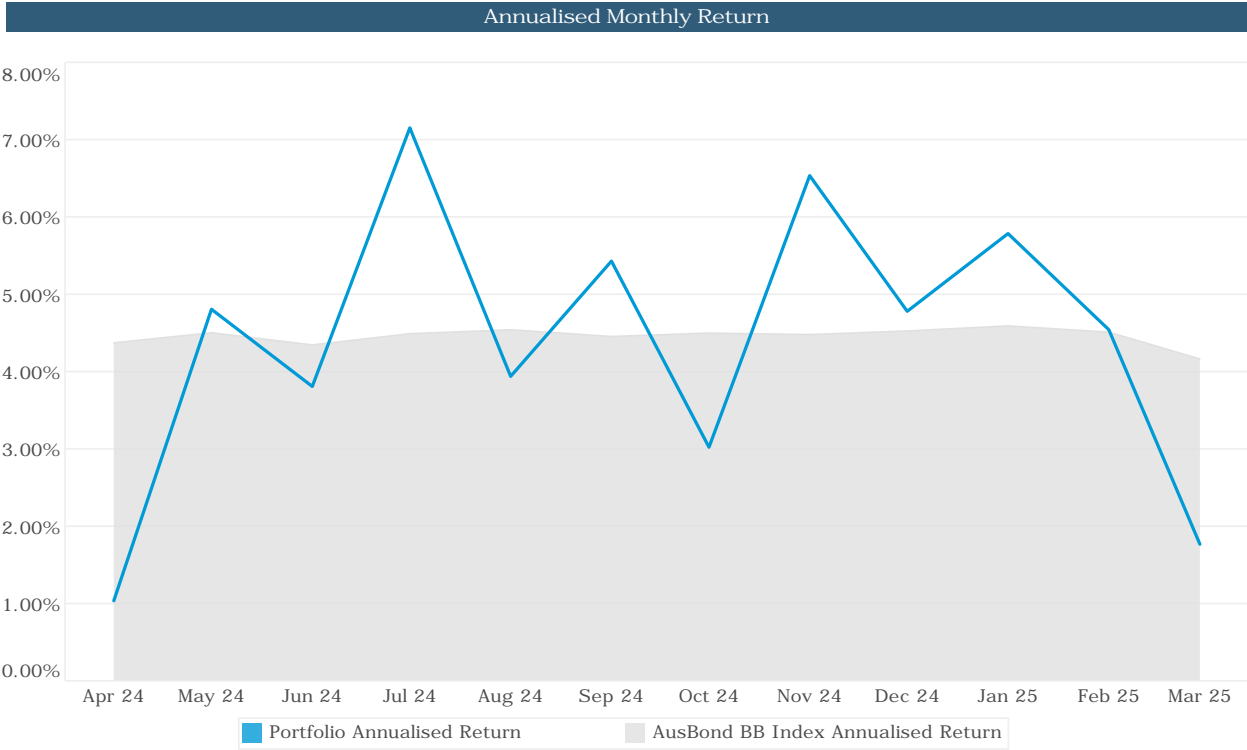
Term Deposits

| Maturity Date | Face Value (\$) | Current Rate (%) | Institution | Credit Rating | Purchase Price (\$) | Purchase Date | Current Value (\$) | Deal No. | Accrued Interest (\$) | Next Interest Date | Reference |
|---------------|-----------------|------------------|-------------------------|---------------|---------------------|---------------|--------------------|----------|-----------------------|--------------------|-----------|
| 8-Apr-25 | 500,000.00 | 5.2400% | National Australia Bank | AA- | 500,000.00 | 14-May-24 | 523,113.42 | 545086 | 23,113.42 | At Maturity | |
| 22-Apr-25 | 500,000.00 | 5.4000% | National Australia Bank | AA- | 500,000.00 | 1-Jul-24 | 520,268.49 | 545221 | 20,268.49 | At Maturity | |
| 29-Apr-25 | 1,000,000.00 | 5.4000% | National Australia Bank | AA- | 1,000,000.00 | 1-Jul-24 | 1,040,536.99 | 545222 | 40,536.99 | At Maturity | |
| 6-May-25 | 500,000.00 | 4.9000% | National Australia Bank | AA- | 500,000.00 | 4-Feb-25 | 503,758.90 | 545764 | 3,758.90 | At Maturity | |
| 13-May-25 | 500,000.00 | 4.9200% | National Australia Bank | AA- | 500,000.00 | 11-Feb-25 | 503,302.47 | 545785 | 3,302.47 | At Maturity | |
| 20-May-25 | 500,000.00 | 4.8500% | National Australia Bank | AA- | 500,000.00 | 18-Feb-25 | 502,790.41 | 545796 | 2,790.41 | At Maturity | |
| 26-May-25 | 500,000.00 | 4.7500% | National Australia Bank | AA- | 500,000.00 | 25-Feb-25 | 502,277.40 | 545825 | 2,277.40 | At Maturity | |
| 2-Jun-25 | 1,000,000.00 | 4.7500% | National Australia Bank | AA- | 1,000,000.00 | 25-Feb-25 | 1,004,554.79 | 545824 | 4,554.79 | At Maturity | |
| 10-Sep-25 | 1,000,000.00 | 4.7500% | Bank of Queensland | A- | 1,000,000.00 | 5-Mar-25 | 1,003,513.70 | 545848 | 3,513.70 | At Maturity | |
| 23-Sep-25 | 1,000,000.00 | 4.7500% | National Australia Bank | AA- | 1,000,000.00 | 11-Mar-25 | 1,002,732.88 | 545898 | 2,732.88 | At Maturity | |
| 7-Oct-25 | 1,000,000.00 | 4.7500% | National Australia Bank | AA- | 1,000,000.00 | 11-Mar-25 | 1,002,732.88 | 545899 | 2,732.88 | At Maturity | |
| 21-Oct-25 | 500,000.00 | 4.8000% | Suncorp Bank | AA- | 500,000.00 | 18-Mar-25 | 500,920.55 | 545933 | 920.55 | At Maturity | |
| | 8,500,000.00 | 4.9212% | | | 8,500,000.00 | | 8,610,502.88 | | 110,502.88 | | |

BROKEN HILL CITY COUNCIL
Accrued Interest Report - March 2025

| Investment | Deal No. | Comments | Face Value (\$) | Settlement Date | Maturity Date | Interest Received (\$) | Days | Interest Accrued (\$) | Yield (% pa) |
|------------------------------------|----------|----------|-----------------|-----------------|---------------|------------------------|------|-----------------------|--------------|
| <u>Cash</u> | | | | | | | | | |
| Macquarie Bank | 540354 | | | | | 13,539.54 | 0 | 13,539.54 | 4.16% |
| Westpac Group | 473409 | | | | | 0.00 | 0 | 0.00 | 0.00% |
| Westpac Group | 535442 | | | | | 26,556.44 | 0 | 26,556.44 | 5.05% |
| | | | | | | 40,095.98 | | 40,095.98 | 4.27% |
| <u>Managed Funds</u> | | | | | | | | | |
| NSW T-Corp Medium Term Growth Fund | 536441 | | | | 2-Jun-25 | 0.00 | 0 | -40,106.25 | -9.31% |
| | | | | | | 0.00 | | -40,106.25 | -9.31% |
| <u>Term Deposits</u> | | | | | | | | | |
| Suncorp Bank | 544918 | | 1,000,000.00 | 6-Mar-24 | 5-Mar-25 | 51,458.63 | 4 | 565.48 | 5.16% |
| National Australia Bank | 545649 | | 2,000,000.00 | 26-Nov-24 | 11-Mar-25 | 28,767.12 | 10 | 2,739.72 | 5.00% |
| National Australia Bank | 544952 | | 500,000.00 | 20-Mar-24 | 18-Mar-25 | 25,111.64 | 17 | 1,176.02 | 5.05% |
| National Australia Bank | 545239 | | 500,000.00 | 9-Jul-24 | 25-Mar-25 | 19,158.90 | 24 | 1,775.34 | 5.40% |
| National Australia Bank | 545086 | | 500,000.00 | 14-May-24 | 8-Apr-25 | 0.00 | 31 | 2,225.20 | 5.24% |
| National Australia Bank | 545221 | | 500,000.00 | 1-Jul-24 | 22-Apr-25 | 0.00 | 31 | 2,293.15 | 5.40% |
| National Australia Bank | 545222 | | 1,000,000.00 | 1-Jul-24 | 29-Apr-25 | 0.00 | 31 | 4,586.31 | 5.40% |
| National Australia Bank | 545764 | | 500,000.00 | 4-Feb-25 | 6-May-25 | 0.00 | 31 | 2,080.82 | 4.90% |
| National Australia Bank | 545785 | | 500,000.00 | 11-Feb-25 | 13-May-25 | 0.00 | 31 | 2,089.32 | 4.92% |
| National Australia Bank | 545796 | | 500,000.00 | 18-Feb-25 | 20-May-25 | 0.00 | 31 | 2,059.59 | 4.85% |
| National Australia Bank | 545825 | | 500,000.00 | 25-Feb-25 | 26-May-25 | 0.00 | 31 | 2,017.13 | 4.75% |
| National Australia Bank | 545824 | | 1,000,000.00 | 25-Feb-25 | 2-Jun-25 | 0.00 | 31 | 4,034.24 | 4.75% |
| Bank of Queensland | 545848 | | 1,000,000.00 | 5-Mar-25 | 10-Sep-25 | 0.00 | 27 | 3,513.70 | 4.75% |
| National Australia Bank | 545898 | | 1,000,000.00 | 11-Mar-25 | 23-Sep-25 | 0.00 | 21 | 2,732.88 | 4.75% |
| National Australia Bank | 545899 | | 1,000,000.00 | 11-Mar-25 | 7-Oct-25 | 0.00 | 21 | 2,732.88 | 4.75% |
| Suncorp Bank | 545933 | | 500,000.00 | 18-Mar-25 | 21-Oct-25 | 0.00 | 14 | 920.55 | 4.80% |
| | | | | | | 124,496.29 | | 37,542.33 | 4.97% |
| <u>Grand Totals</u> | | | | | | <u>164,592.27</u> | | <u>37,532.06</u> | <u>1.77%</u> |

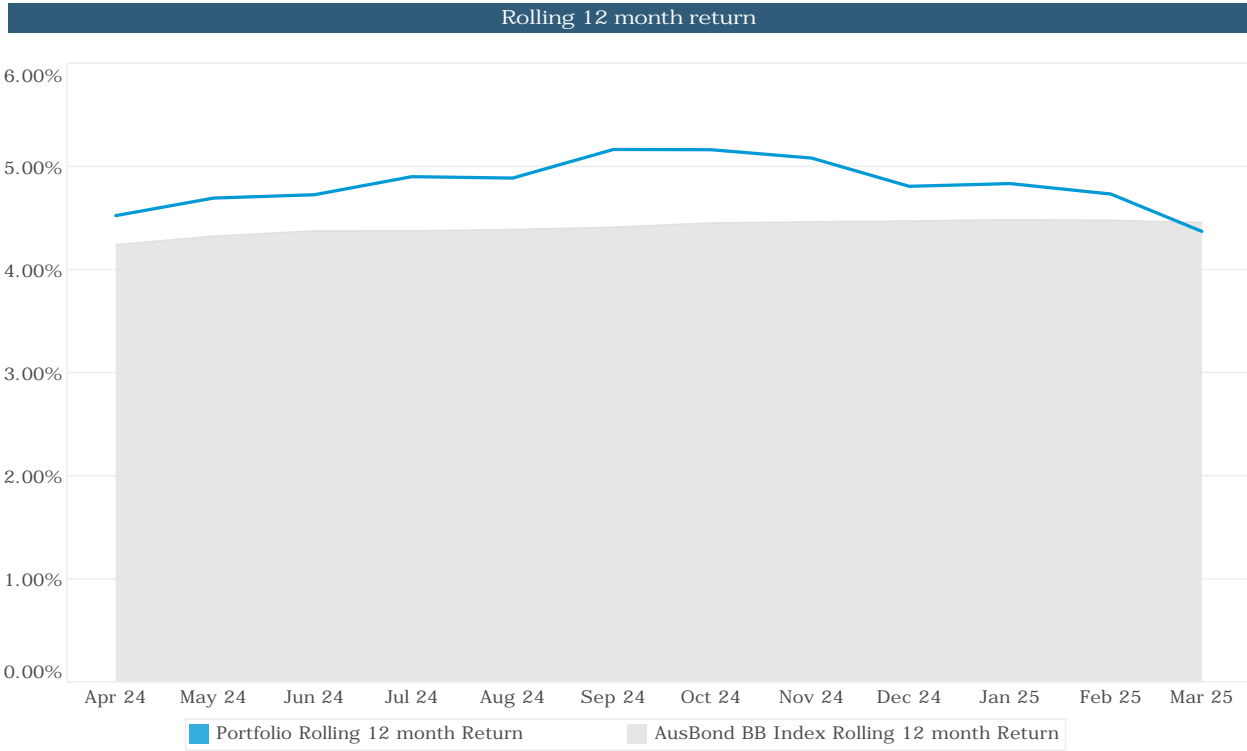
BROKEN HILL CITY COUNCIL
Investment Performance Report - March 2025



| Historical Performance Summary (% pa) | | | |
|---------------------------------------|-----------|---------------------|----------------|
| | Portfolio | Annualised BB Index | Outperformance |
| Mar 2025 | 1.77% | 4.16% | -2.39% |
| Last 3 months | 4.00% | 4.42% | -0.42% |
| Last 6 months | 4.38% | 4.46% | -0.08% |
| Financial Year to Date | 4.75% | 4.47% | 0.28% |
| Last 12 months | 4.37% | 4.46% | -0.09% |



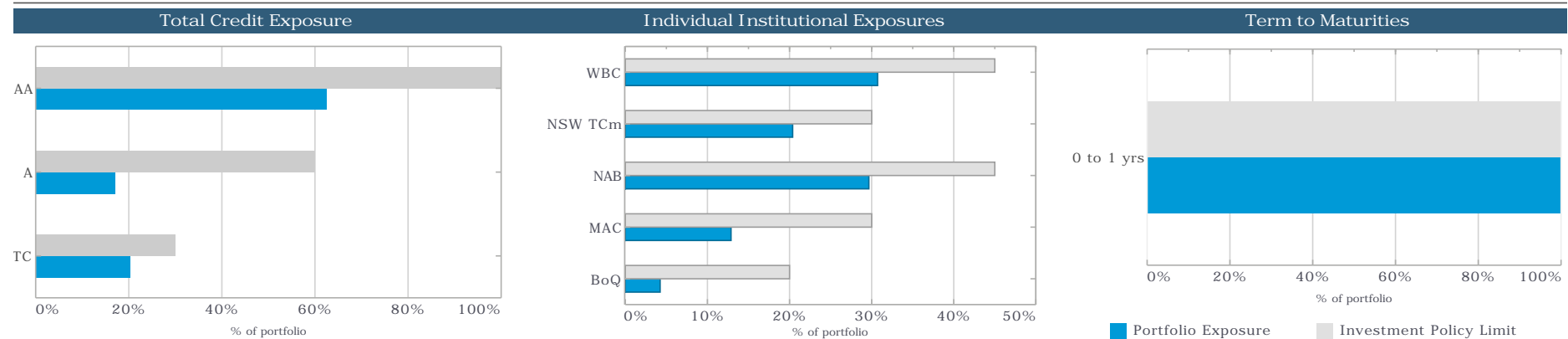
BROKEN HILL CITY COUNCIL
Investment Performance Report - March 2025



| Historical Performance Summary (% actual) | | | |
|---|-----------|---------------------|----------------|
| | Portfolio | Annualised BB Index | Outperformance |
| Mar 2025 | 0.15% | 0.35% | -0.20% |
| Last 3 months | 0.97% | 1.07% | -0.10% |
| Last 6 months | 2.16% | 2.20% | -0.04% |
| Financial Year to Date | 3.55% | 3.34% | 0.21% |
| Last 12 months | 4.37% | 4.46% | -0.09% |

BROKEN HILL CITY COUNCIL

Investment Policy Compliance Report - March 2025



| Credit Rating Group | Face Value (\$) | Policy Max |
|---------------------|-----------------|------------|
| AA | 14,750,672 | 63% 100% a |
| A | 4,038,273 | 17% 60% a |
| TC | 4,809,789 | 20% 30% a |
| | 23,598,734 | |

| Institution | % of portfolio | Investment Policy Limit |
|-------------------------------|----------------|-------------------------|
| Westpac Group (AA-) | 31% | 45% a |
| NSW T-Corp (TCm) | 20% | 30% a |
| National Australia Bank (AA-) | 30% | 45% a |
| Macquarie Bank (A+) | 13% | 30% a |
| Bank of Queensland (A-) | 4% | 20% a |
| Suncorp Bank (AA-) | 2% | 45% a |

| | Face Value (\$) | Policy Max |
|-----------------------|-----------------|-------------|
| Between 0 and 1 years | 23,598,734 | 100% 100% a |
| | 23,598,734 | |

| Specific Sub Limits | | | | |
|---------------------|-----------|----|-----|---|
| A- | 1,000,000 | 4% | 40% | a |

| Specific Sub Limits | | | | |
|-------------------------------|---|----|-----|---|
| <i>Between 5 and 10 years</i> | 0 | 0% | 30% | a |

| Credit Rating | Current Longest Maturity (years) | Policy Max |
|---------------|----------------------------------|------------|
| AA+, AA, AA- | 0.56 | 5.00 a |
| A+, A, A- | 0.45 | 3.00 a |

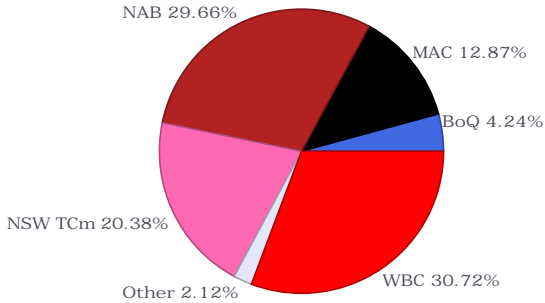
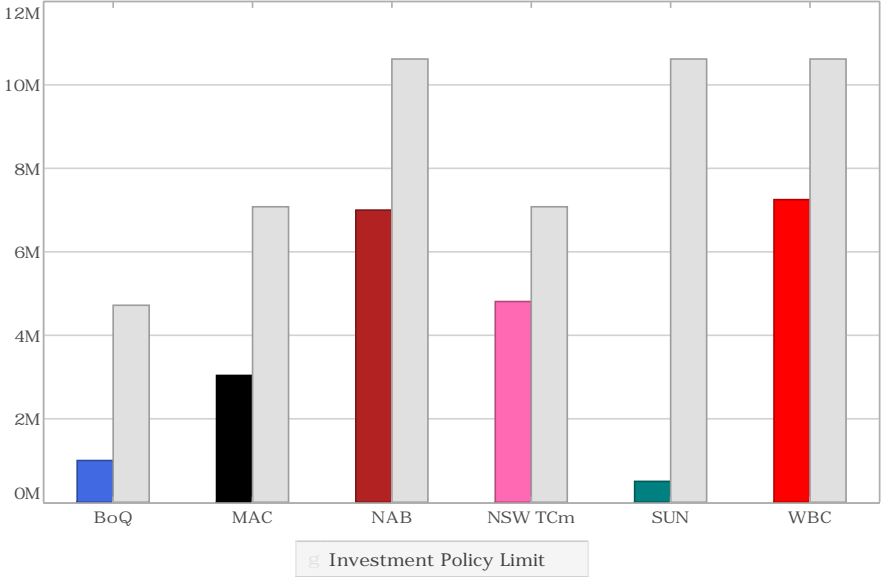
a = compliant
r = non-compliant

BROKEN HILL CITY COUNCIL
Individual Institutional Exposures Report - March 2025



Individual Institutional Exposures Individual Institutional Exposure Charts

| | Current Exposures | | Policy Limit | | Capacity |
|-------------------------------|-------------------|-----|--------------|-----|------------|
| Bank of Queensland (A-) | 1,000,000 | 4% | 4,719,747 | 20% | 3,719,747 |
| Macquarie Bank (A+) | 3,038,273 | 13% | 7,079,620 | 30% | 4,041,347 |
| National Australia Bank (AA-) | 7,000,000 | 30% | 10,619,430 | 45% | 3,619,430 |
| NSW T-Corp (TCm) | 4,809,789 | 20% | 7,079,620 | 30% | 2,269,831 |
| Suncorp Bank (AA-) | 500,000 | 2% | 10,619,430 | 45% | 10,119,430 |
| Westpac Group (AA-) | 7,250,672 | 31% | 10,619,430 | 45% | 3,368,758 |
| | 23,598,734 | | | | |



BROKEN HILL CITY COUNCIL

Cashflows Report - March 2025



Actual Cashflows for March 2025

| Date | Deal No. | Cashflow Counterparty | Asset Type | Cashflow Description | Amount |
|------------------------|----------|-------------------------|--------------|----------------------------------|----------------------|
| 5-Mar-25 | 544918 | Suncorp Bank | Term Deposit | Maturity: Face Value | 1,000,000.00 |
| | | Suncorp Bank | Term Deposit | Maturity: Interest Received/Paid | 51,458.63 |
| | | | | <u>Deal Total</u> | <u>1,051,458.63</u> |
| 5-Mar-25 | 545848 | Bank of Queensland | Term Deposit | Settlement: Face Value | -1,000,000.00 |
| | | | | <u>Deal Total</u> | <u>-1,000,000.00</u> |
| | | | | Day Total | 51,458.63 |
| 11-Mar-25 | 545649 | National Australia Bank | Term Deposit | Maturity: Face Value | 2,000,000.00 |
| | | National Australia Bank | Term Deposit | Maturity: Interest Received/Paid | 28,767.12 |
| | | | | <u>Deal Total</u> | <u>2,028,767.12</u> |
| 11-Mar-25 | 545898 | National Australia Bank | Term Deposit | Settlement: Face Value | -1,000,000.00 |
| | | | | <u>Deal Total</u> | <u>-1,000,000.00</u> |
| | | | | | |
| 11-Mar-25 | 545899 | National Australia Bank | Term Deposit | Settlement: Face Value | -1,000,000.00 |
| | | | | <u>Deal Total</u> | <u>-1,000,000.00</u> |
| | | | | Day Total | 28,767.12 |
| 18-Mar-25 | 544952 | National Australia Bank | Term Deposit | Maturity: Face Value | 500,000.00 |
| | | National Australia Bank | Term Deposit | Maturity: Interest Received/Paid | 25,111.64 |
| | | | | <u>Deal Total</u> | <u>525,111.64</u> |
| 18-Mar-25 | 545933 | Suncorp Bank | Term Deposit | Settlement: Face Value | -500,000.00 |
| | | | | <u>Deal Total</u> | <u>-500,000.00</u> |
| | | | | Day Total | 25,111.64 |
| 25-Mar-25 | 545239 | National Australia Bank | Term Deposit | Maturity: Face Value | 500,000.00 |
| | | National Australia Bank | Term Deposit | Maturity: Interest Received/Paid | 19,158.90 |
| | | | | <u>Deal Total</u> | <u>519,158.90</u> |
| | | | | Day Total | 519,158.90 |
| <u>Total for Month</u> | | | | | <u>624,496.30</u> |
| | | | | | |

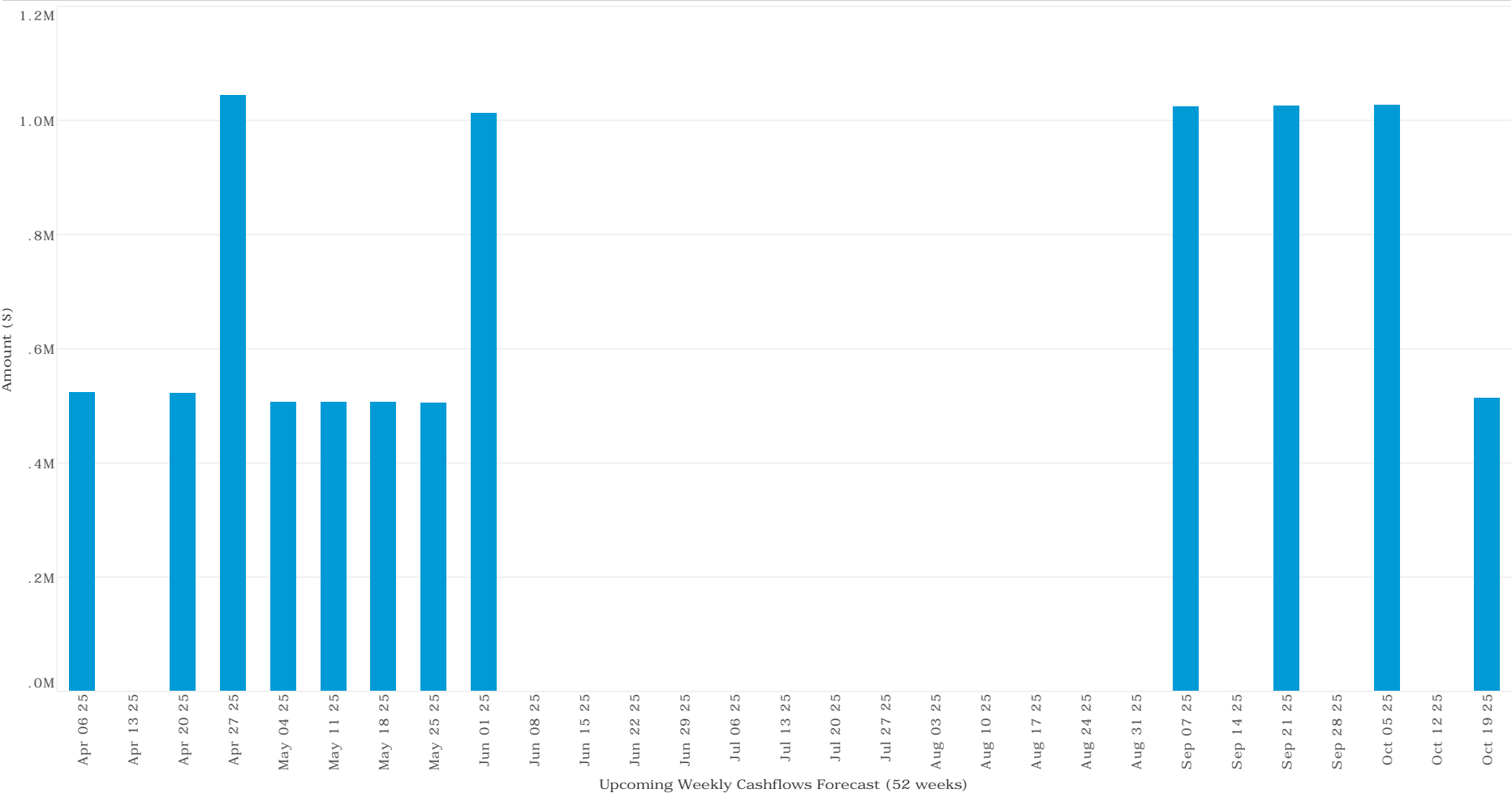
BROKEN HILL CITY COUNCIL

Cashflows Report - March 2025

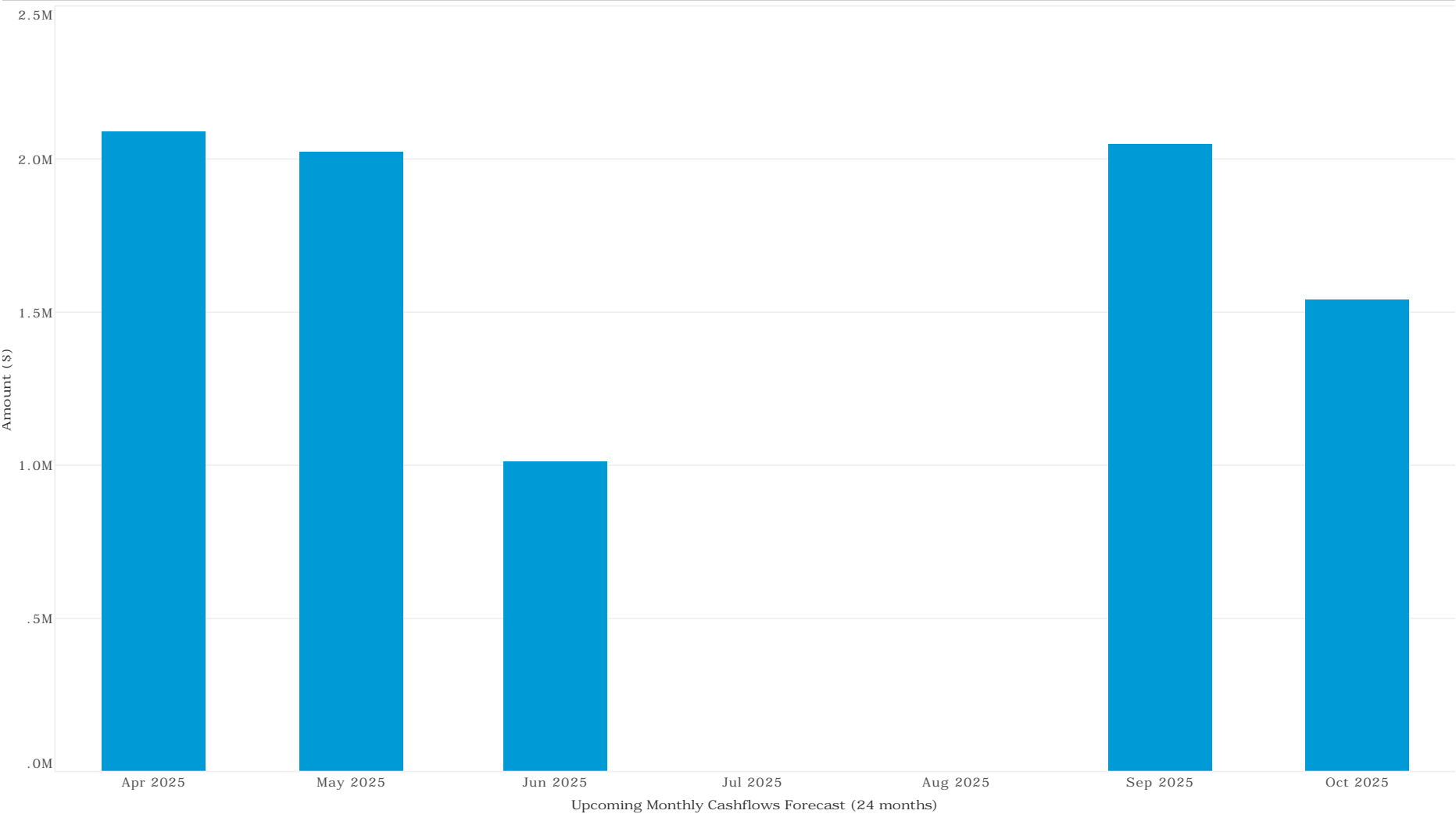


| Forecast Cashflows for April 2025 | | | | | |
|-----------------------------------|----------|-------------------------|--------------|----------------------------------|--------------|
| Date | Deal No. | Cashflow Counterparty | Asset Type | Cashflow Description | Amount |
| 8-Apr-25 | 545086 | National Australia Bank | Term Deposit | Maturity: Face Value | 500,000.00 |
| | | National Australia Bank | Term Deposit | Maturity: Interest Received/Paid | 23,615.89 |
| | | | | Deal Total | 523,615.89 |
| | | | | Day Total | 523,615.89 |
| 22-Apr-25 | 545221 | National Australia Bank | Term Deposit | Maturity: Face Value | 500,000.00 |
| | | National Australia Bank | Term Deposit | Maturity: Interest Received/Paid | 21,821.92 |
| | | | | Deal Total | 521,821.92 |
| | | | | Day Total | 521,821.92 |
| 29-Apr-25 | 545222 | National Australia Bank | Term Deposit | Maturity: Face Value | 1,000,000.00 |
| | | National Australia Bank | Term Deposit | Maturity: Interest Received/Paid | 44,679.45 |
| | | | | Deal Total | 1,044,679.45 |
| | | | | Day Total | 1,044,679.45 |
| | | | | Total for Month | 2,090,117.26 |

BROKEN HILL CITY COUNCIL
Cashflows Report - March 2025



BROKEN HILL CITY COUNCIL
Cashflows Report - March 2025



FINANCE AND GOVERNANCE COMMITTEE

March 31, 2025

ITEM 4**BROKEN HILL CITY COUNCIL REPORT NO. 61/25**

SUBJECT: MINUTES OF THE SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE MEETING HELD 6 MARCH 2025 D25/14358

Recommendation

1. That Broken Hill City Council Report No. 61/25 dated March 31, 2025, be received.
2. That the minutes of the Section 355 Broken Hill City Art Gallery Advisory Committee Meeting held 6 March 2025 be received.
3. That per the meeting minutes, Council allow the provision of Committee Community Members above the nominal membership amount of seven (7) to Nine (9) Community Members.
4. That Council on the provision of allowing increase of membership size to the Broken Hill City Art Gallery, consider the nominations of Mr Clark Barrett and Mr Andrew Gosling for appointment as Community Representatives to the Broken Hill City Art Gallery Advisory Committee.

Executive Summary:

Council has received minutes from the Section 355 Broken Hill City Art Gallery Advisory Committee Meeting, held 6 March 2025 for endorsement by Council.

Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Broken Hill City Art Gallery Advisory Committee (both adopted October 2024), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the Broken Hill City Art Gallery Advisory Committee has submitted minutes from its meeting held 6 March 2025, for Council's endorsement.

Council resolved at its Ordinary Meeting, held 15 January 2025, Minute Number 47761, item 8.

That Council appoints Rick Ball, Maureen Clark, Catherine Farry, Jenny Cattonar, Kelly Leonard, Julie Horsburgh and Barbara Quayle for appointment as representatives on the Broken Hill City Art Gallery Advisory Committee; and that correspondence be sent to Andrew Gosling, Lyndy Marshall, Clark Barrett and Lorraine Tyerman thanking them for their nomination.

Discussion included that the matter of membership requirements, be referred back to the Committee for consideration and any preferred adjustments be included in the meeting minutes and recommended to Council for consideration.

The Constitution of the Broken Hill City Art Gallery Advisory Committee, adopted by Council October 2024 states the following:

7. STRUCTURE AND MEMBERSHIP

7.1 The minimum memberships required for a Committee to remain viable is 4 (four) members, however the Committee shall ideally consist of nine (9) members to be appointed by resolution of the Council, such members to be nominated in the following manner:

- At least two (2) Councillor representatives
- Seven (7) community members with demonstrated expertise in heritage, arts, culture and/or event planning
 - o At least one (1) of whom is a young person under 26 years; and
 - o At least one (1) of whom is a First Nation person

Relevant Council staff can be invited by the Committee to provide information and technical advice on any upcoming Agenda items.

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

The minutes note the Committee's interest in allowing Committee membership to increase from seven (7) community members to nine (9) Community members, and in doing so, Council consider the nominations of Mr Clark Barrett and Mr Andrew Gosling for appointment as Community Representatives to the Broken Hill City Art Gallery Advisory Committee.

As the constitution has been deliberately worded to be inclusive and allow for the provision of membership above the minimum requirements, no update to the Constitution of the Broken Hill City Art Gallery Advisory Committee, is required at this time.

The Committee also received the Broken Hill City Art Gallery Strategic Business Plan at this meeting. A separate report to Council is provided to the April meeting for its consideration

| Name of Committee | Committee Structure and Membership | Current Community Representatives | Council Delegate/s on each committee |
|---|---|---|---|
| Broken Hill City Art Gallery Advisory Committee | Minimum membership required four (4), ideal membership nine (9) At least two (2) Councillor Representatives Seven (7) Community Members with demonstrated expertise in heritage, arts, culture and/or event planning At least one (1) whom is a young person under 26 years; and At least one (1) whom is a First Nation Person | Rick Ball Maureen Clark Catherine Farry Jenny Cattonar Kelly Leonard Julie Horsburgh Barbara Quayle | Councillor Chandler Councillor Gillet Councillor Boland |

with attachment and full outline of the contents of the Plan.

Community Engagement:

Community representatives participate in the Section 355 Broken Hill City Art Gallery Advisory Committee.

Strategic Direction:

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

Relevant Legislation:

Section 355 of the *Local Government Act 1993*.

The Broken Hill City Art Gallery Advisory Committee operates under Council's S355 Advisory Committee Framework which includes the Section 355 Advisory Committee Manual and the Broken Hill City Art Gallery Advisory Committee Constitution (both adopted 30 March 2022).

Financial Implications:

Nil.

Attachments

1. Minutes of the Broken Hill City Art Gallery Advisory Committee Held 6 March 2025
[↓](#)
2. Section 355 Nomination Form - Broken Hill City Art Gallery Advisory Committee - Andrew Gosling_Redacted
[↓](#)
3. Section 355 Nomination Form - Broken Hill City Art Gallery Advisory Committee - Clark Barrett_Redacted
[↓](#)

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER



BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE

Meeting Minutes

| Date 6/3/25 | | Time Meeting opened: 4pm | Time Meeting closed: 5.30pm |
|---------------|---|--------------------------|-----------------------------|
| Location | Broken Hill City Art Gallery | | |
| Present | Kathy Graham (AG Manager), Cr Alan Chandler, Cr Elaine Grillett, Julie Horsburgh, Cathy Farry, Maureen Clark, Kelly Leonard, Jenny Cattonar | | |
| Apologies | Rick Ball, Barbara Quayle, Cr Michael Boland | | |
| Absent: | | | |
| Next Meeting: | Thursday, May 29 2025 at 4pm | | |

| AGENDA | ACTION |
|--|--|
| Acknowledgement of Country. Welcome and Apologies. | AG Manager, Kathy Graham |
| Appointment of executive positions: Chair: Cr Alan Chandler Deputy Chair : Maureen Clark Secretary: Maureen Clark | Nom Maureen Clark, Sec Elaine Grillett Nom Jenny Cattonar, Sec Kelly Leonard Nom Kathy Farry, Sec Elaine Grillett All passed unanimously |
| <u>Term Report</u> Attached. Copies to all members. | |
| AGM CLOSED: ORDINARY MEETING OPENED | |
| Welcome and apologies (As for AGM) Confirmation of Previous Minutes <u>Business Arising:</u> A number of motions from Cr Alan Chandler: <ol style="list-style-type: none"> (Amended) "That meetings be held every two months on the last Thursday of each month at 4pm." A further amendment to begin meetings at 4.30pm to cater for working people lapsed for want of a seconder. "That the Broken Hill City Art Gallery provide the committee with the upcoming exhibition schedule for the following 12 months to ensure all committee members can attend openings." That the Broken Hill Advisory Committee has input into the development of the next exhibition schedule to allow for greater committee input and to reflect the desire of the broader artistic community within Broken Hill." | Moved J Cattonar, Seconded J Horsburgh Moved A Chandler, Sec E Grillett Passed unanimously. Moved A Chandler, sec M Clark Passed unanimously Moved A Chandler, Sec E Grillett Vote 1-6 Failed to carry. |



| AGENDA | ACTION |
|--|---|
| <ul style="list-style-type: none"> A motion from M Clark to alter the Committee Frame of Reference: To be sent to Council GM Nankevell. Summarised as: "That the number of community Committee members be increased from 7 to 9 and those members be Clark Barrett and Andrew Gosling. Both nominated for the current committee and both had previously been a part of BHAGAC during last term of council. Both are very high profile artists in their chosen fields, known nationally and internationally, and their inclusion would improve the current gender imbalance of community members: 6 females to 1 male." | <p>Moved M Clark, Sec A . Chandler Passed unanimously.</p> <p>Motion to be sent to General Manager Nankevell.</p> |
| <ul style="list-style-type: none"> Manager's Report: Due to time constraints, held over until May meeting | |
| <ul style="list-style-type: none"> Acquisition Assessments: <ol style="list-style-type: none"> Nicole Kelly (Five works,) oil on polyester 2021 -2022 (<i>Leopard Tree Hill, Orange Evening, Threshold Between, Stars Come Out, A Tender Binding</i>) Charlotte Haywood (Four Works) Artworks 1-3 using natural and found objects (<i>Mulga; Wedge-tailed Eagle and Seed Swarm</i>) Donation 4 Broken Hill Score – Same Time, Same Place 23.07 minutes single channel 4k video with operatic Martin King <i>False ornithology, the Mungo Diaries III 2024</i> Tom Offord <i>Thompson's Shaft 1976. Pencil/pastel/charcoal on paper</i> Maree Azzopadi <i>Komorebi 2023</i> Charcoal/sumi ink, recycled sign with plastic, canvas | <p>Not accepted by Committee as reflecting the artistic direction of Gallery</p> <p>Respectfully declined</p> <p>Accepted by Committee. Linkage existing Collection; addresses ur representation of audiovisual works; w by female artists</p> <p>Accepted by Committee. Prominent and renowned Australian a Work held in galleries nationally overseas. The artwork would strengt the Collection and enables the Galler expand local environmental ecological issues</p> <p>Accepted by Committee Artistic merit and reputation; regio significance; connection to geograp region; linkage to existing Collection</p> <p>Donation respectfully declined Conservation issues. Damage to frame; deterioration materials due to surface used (sec hand real estate sign with plastic)</p> |



| AGENDA | ACTION |
|---|--|
| <u>Review of Draft Strategic Plan</u> | Committee passed the Draft Strategic Plan to go to Council for approval. |
| <u>Meeting Closed: 5.30pm</u> <u>Next meeting Thursday, May 29 at 4pm.</u> | |

Section 355 Committee Nomination Form



Submitted on 14 November 2024, 5:56PM
Receipt number S355CNF-30
Related form version 7

Personal Details

First Name: Andrew
Last Name: Gosling
Contact Number: [REDACTED]
Email Address: [REDACTED]
Full Address (Including Street, Suburb, State, Postcode): [REDACTED]

Emergency Contact:

Emergency Contact Name: [REDACTED]
Emergency Contact Phone Number: [REDACTED]

Committee Details

Name of Committee: Broken Hill City Art Gallery Advisory Committee

Volunteer Expression of Interest: Skills, Experience and Special Interests

Skills: Wide ranging skills in the creative, marketing and management spaces
Experience: Member of this committee for over ten years
Special Interests: All forms of art and creative activities
Why are you interested in becoming a Section 355 Volunteer? The opportunity to use my skills in supporting the gallery

Additional Information

Do you have any health or fitness limitations that may limit your availability to perform certain types of activities? [REDACTED]

If yes, please explain

Are you on any medication or under any course of treatment
that may limit your ability to perform certain types of
activities?



If yes, please explain

Do you hold a current Drivers licence?

Yes

Declaration/Sign Off

I agree to abide by Council's Section 355 Asset/Advisory Committee Manual and associated constitution/terms of reference, Model Code of Conduct Policy, Volunteer Management Framework, policies, procedures and directives from Council Officers and to act only within the scope of my delegation as a Council Volunteer

I agree to attend Council's Section 355 induction training as soon as practical and subsequent refresher training annually

I understand that I am volunteering my services to Council and will not receive remuneration for my services, and that I will inform Council when I no longer wish to be considered for further volunteering activities.

I agree to inform Council of any hazards and risk to health and safety in the Council workplace, safety incidents, near misses or injuries sustained whilst undertaking volunteering activities.

I agree to contact the designated Council employee to seek approval to vary the nature of work specified in this application, or if I experience any problems with the work I am undertaking, I will notify the designated Council employee before taking any undue action.

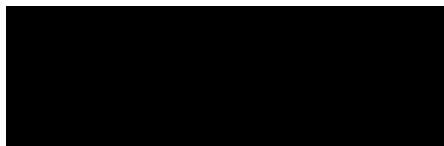
I agree to undertake a National Police Check in accordance with Council's Volunteer Management Framework/Policy. Note: At Council's Cost

I agree that I may require confirmation from my General Practitioner (GP) that I have no limitations to carry out the required tasks. Note: At Council's cost, where applicable.

I confirm that all information I have submitted as part of my volunteer nomination is correct and accurate to the best of my knowledge.

Signature

Name of signatory: Andrew Gosling



[Link to signature](#)

Section 355 Committee Nomination Form

BROKEN HILL
CITY COUNCIL

Submitted on 4 December 2024, 3:49PM
Receipt number S355CNF-58
Related form version 7

Personal Details

First Name: Clark
Last Name: Barrett
Contact Number: [REDACTED]
Email Address: [REDACTED]
Full Address (Including Street, Suburb, State, Postcode): [REDACTED]

Emergency Contact:

Emergency Contact Name: [REDACTED]
Emergency Contact Phone Number: [REDACTED]

Committee Details

Name of Committee: Broken Hill City Art Gallery Advisory Committee

Volunteer Expression of Interest: Skills, Experience and Special Interests

Skills: leadership, team member, negotiator
Experience: 50 year professional artist. Retire Head Teacher Creative Arts BHHS. Member of previous BHAG Advisory Committees. Extensive knowledge of art history, traditional and contemporary art, and the Art Gallery Collections.
Special Interests: Art, BH and art history, BH and outback tour guide, First Nations art.
Why are you interested in becoming a Section 355 Volunteer? To help promote the BHAG and its collection: arguably the best regional gallery collection in Australia.

Additional Information

Do you have any health or fitness limitations that may limit your availability to perform certain types of activities?



If yes, please explain

Are you on any medication or under any course of treatment that may limit your ability to perform certain types of activities?



If yes, please explain

Do you hold a current Drivers licence?

Yes

Declaration/Sign Off

I agree to abide by Council's Section 355 Asset/Advisory Committee Manual and associated constitution/terms of reference, Model Code of Conduct Policy, Volunteer Management Framework, policies, procedures and directives from Council Officers and to act only within the scope of my delegation as a Council Volunteer

I agree to attend Council's Section 355 induction training as soon as practical and subsequent refresher training annually

I understand that I am volunteering my services to Council and will not receive remuneration for my services, and that I will inform Council when I no longer wish to be considered for further volunteering activities.

I agree to inform Council of any hazards and risk to health and safety in the Council workplace, safety incidents, near misses or injuries sustained whilst undertaking volunteering activities.

I agree to contact the designated Council employee to seek approval to vary the nature of work specified in this application, or if I experience any problems with the work I am undertaking, I will notify the designated Council employee before taking any undue action.

I agree to undertake a National Police Check in accordance with Council's Volunteer Management Framework/Policy. Note: At Council's Cost

I agree that I may require confirmation from my General Practitioner (GP) that I have no limitations to carry out the required tasks. Note: At Council's cost, where applicable.

I confirm that all information I have submitted as part of my volunteer nomination is correct and accurate to the best of my knowledge.

Signature

Name of signatory: Clark Barrett



[Link to signature](#)

FINANCE AND GOVERNANCE COMMITTEE

April 10, 2025

ITEM 5BROKEN HILL CITY COUNCIL REPORT NO. 62/25

SUBJECT: MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETINGS HELD 19 MARCH 2025 AND 9 APRIL 2025 AND RECOMMENDED AMENDMENTS TO THE TERMS OF REFERENCE D25/16316

Recommendation

1. That Broken Hill City Council Report No. 62/25 dated April 10, 2025, be received.
2. That minutes of the Broken Hill Education Working Group meetings held 19 March 2025 and 9 April 2025 be received and noted.
3. That the draft amended Terms of Reference of the Broken Hill Education Working Group be adopted.

Executive Summary:

Minutes of the Broken Hill Education Working Group meetings held 19 March 2025 and 9 April 2025 are presented to Council for information, along with the Working Group's draft amended Terms of Reference (as recommended at the 19 March 2025 Working Group meeting) to expand the purpose of the Working Group to include the consideration of general matters pertaining to education and training within the City.

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 meetings held 19 March 2025 and 9 April 2025 have been presented to the General Manager for approval and action and are now provided to Council for information.

Amendment to the Terms of Reference of the Broken Hill Education Working Group

At the Working Group meeting held 19 March 2025, discussions were held regarding expanding the purpose of the Working Group to include the discussion and advocacy (if required) of general matters pertaining to education and training in the City with the example given of Council's recent advocacy for a halt to the removal of equipment and machinery at the Broken Hill TAFE Annexe. By amending the Terms of Reference of the Working Group to include the consideration of general education and training matters, the Working Group will remain relevant after the Willyama High School rebuild is complete.

The Mayor agreed to a review of the Terms of Reference to include consideration of general education and training issues within the City. The draft amended Terms of Reference is attached to the report for Council's consideration of adoption.

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. [↓](#) Minutes of the Broken Hill Education Working Group meeting held 19 March 2025
2. [↓](#) Minutes of the Broken Hill Education Working Group meeting held 9 April 2025
3. [↓](#) draft amended Terms of Reference of the Broken Hill Education Working Group

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

Minutes of the Broken Hill Education Working Group Meeting held 19 March 2025

Meeting commenced at 4:00pm.

WELCOME

The Mayor welcomed Council's guest, Ms Sarah O'Brien to the meeting and returning industry representatives and returning community representatives and welcomed new community representatives Marion Browne, Justin Hoskins and Nathan Fell to the meeting.

It was noted that community representatives have been provided with a copy of Council's Code of Conduct and have agreed to abide by the Code when attending Working Group meetings and activities, and have also been provided with the Working Group's Terms of Reference.

PRESENT: Mayor Tom Kennedy; Jay Nankivell, General Manager BHCC; Leisa Bartlett, Executive Officer BHCC; The Hon Sarah Mitchell MLC, Shadow Minister for Education and Early Learning; Millie Burnett, Executive Assistant to Shadow Minister for Education and Early Learning; Margaret Burrows, Community Representative; Joanne Nicholls, Community Representative; Marion Browne, Community Representative; Nathan Fell, Community Representative and Justin Hoskins, Community Representative.

Ms Sarah O'Brien, guest.

APOLOGIES: Deputy Mayor, Cr Jim Hickey
Councillor Chandler
Peter McBeth, Far West Education Development Officer.

| | | |
|--------------------------|---|---|
| Motion | | |
| Moved Margaret Burrows |) | That the apologies submitted be accepted. |
| Seconded Joanne Nicholls |) | |
| | | CARRIED UNANIMOUSLY |

ACKNOWLEDGEMENT OF COUNTRY

The General Manager delivered the Acknowledgement of Country.

DISCLOSURE OF INTEREST

Nil.

Minutes of the Broken Hill Education Working Group Meeting held 19 March 2025

MINUTES FOR CONFIRMATION

| | |
|------------------------------|---|
| Motion | |
| Moved Councillor Browne) | That the minutes of the Broken Hill Education |
| Seconded Margaret Burrowes) | Working Group meeting held 4 September 2024 |
| | be confirmed. |
| | CARRIED UNANIMOUSLY |

MATTERS ARISING FROM PREVIOUS MINUTES

- 1. Council's correspondence to the Shadow Minister for Youth Justice and Member of the NSW Legislative Council, The Hon Aileen MacDonald OAM MLC, regarding advocacy for a "Stage 2" of the Willyama Redevelopment to include Boarding House facilities**

The General Manager advised that there are no further updates as to whether the Willyama Redevelopment will include boarding house facilities. The Hon Sarah Mitchell MLC confirmed that boarding house facilities are not in the government's agenda for the Willyama High School rebuild, and is a missed opportunity; and that she will continue to pursue an answer for when it would be considered.

The Mayor advised of an announcement by Broken Hill Mines Pty Ltd that there is approximately 50-100 years of life left in current and expected ore reserves of the Line of Lode and that it will be able to be mined despite fluctuations in commodity prices. This provides some certainty that Broken Hill's population will increase over future years.

| | |
|----------------------------|--|
| Motion | |
| Moved Margaret Burrowes) | That Council's correspondence dated 19 |
| Seconded Joanne Nicholls) | February to the Hon Aileen MacDonald OAM |
| | MLC, be received and noted. |
| | That the Mayor sends correspondence to The |
| | Hon Prue Car MP, Minister for Education and |
| | Early Learning and The Hon Sarah Mitchell MLC, |
| | Shadow Minister for Education and Early |
| | Learning advising of the importance of boarding |
| | school facilities in Broken Hill for families of the |
| | Far West NSW Region and seeking a |
| | commitment that these facilities will be |
| | included in a second stage of the |
| | redevelopment. |
| | CARRIED UNANIMOUSLY |

Minutes of the Broken Hill Education Working Group Meeting held 19 March 2025

REPORTS

1. Email correspondence received from Ms Sarah O'Brien – community concern regarding Department of Education's "Extra Small" secondary school model for new Willyama High School

The Mayor invited Ms Sarah O'Brien to speak to her correspondence.

Ms O'Brien advised that she is a member of the Willyama P&C Committee and that there is an overwhelming number of parents who have expressed concern over the Department of Education's proposed design using the "Extra Small" secondary school model for the new Willyama High School and that the design won't adequately support the number of students at the school.

There is one science lab for over 500 students to have practical lessons and this lab will also be used by biology classes. Currently, the temporary Willyama High School does not have adequate science labs and Willyama students are sharing the Broken Hill High School's science labs. There will definitely be roster clashes if the proposed design goes ahead.

There is also only one Tech classroom which is inadequate for over 500 students, this will affect the number of students enrolling for trade studies at TAFE when they finish school as they won't have had the full exposure to wood work and metal work classes.

All students should receive the same education to enable them to progress to further education and training in any field of work that they wish to pursue.

Ms Marion Browne referred to the "Extra Small" secondary school model which is the very smallest high school and is based on population size. Ms Browne raised concern that the government may still be using the flawed population projection for Broken Hill which estimated Broken Hill's population would decline to 9000 people, not our current population of approximately 17000 people. This flawed population projection is the reason Broken Hill hospital has inadequate number of beds for our population as it was designed for a population of 9000. Ms Browne commented that the design for the new Willyama High School should be based on the "Small" secondary school model and not the "Extra Small".

Ms Browne also asked which communities in NSW have a high school that is based on the "Extra Small" model?

Mr Justin Hoskins advised that all the class rooms at the condemned Willyama High School were being used and there were no empty class rooms, staff rooms etc, and that as a starting place, the design for the new school should incorporate the same number of class rooms. The "Small" school model that can accommodate 900 students should be used for the new Willyama High School. Also due to Broken Hill's isolation, the government should also take into consideration what would happen if something happened to Broken Hill High School and all secondary students need to be accommodated at the new Willyama High School.

The group discussed which other schools in the state have been designed on the "Extra Small" model and it was mentioned that two high schools had been merged in Armidale with a new school built using the "Extra Small" design, and that it has proved to be a disaster.

Minutes of the Broken Hill Education Working Group Meeting held 19 March 2025

The Hon Sarah Mitchell MLC advised that she will look into where this design model has been implemented in the State and whether it has been successful, and mentioned that the current enrolment numbers of 592 at Willyama is probably why the Department of Education has chosen the "Extra Small" model over the "Small" model, as it is obviously the cheapest to build.

Ms Joanne Nicholls raised a friend's concern as to how strict the school zoning will be and whether students who live outside of the zone but who have had issues at the Broken Hill High School will be able to change schools and attend Willyama. There are also families who are returning to Broken Hill and are worried about the proposed design and size of Willyama.

Mr Hoskins asked if rebuilding the school is covered by the government's insurance? The Hon Sara Mitchell MLC advised that the government was in discussion with ICare Insurance but that she is unsure what this resulted in; and when questioned, the government said that the Willyama School rebuild is not in the budget papers as it is an insurance claim. This should be the subject of a future government report.

Ms Burrowes referred to the lower number of classrooms in the proposed design and advised that on any given day Broken Hill High School students from Years 11 and 12 visit Willyama High School for RASP classes, and these student numbers should also be taken into consideration.

Ms O'Brien advised that the Willyama High School P&C will be holding a meeting tomorrow night (20 March 2025) commencing at 7:30pm at the Willyama High School Library and invited members of the Working Group to attend to hear first-hand the concerns of parents and students.

| | |
|--|--|
| <p>Motion</p> <p>Moved Mr Justin Hoskins)</p> <p>Seconded Mr Nathan Fell)</p> | <p>That a Mayoral Minute be presented to the 26 March 2025 Council Meeting outlining the concerns raised at this meeting regarding the Department of Education's design of the new Willyama High School and recommending that letters be sent to relevant Ministers outlining Council's concerns.</p> <p>That correspondence be sent to The Hon Prue Car MP, Minister for Education and Early Learning; The Hon Sarah Mitchell MLC, Shadow Minister for Education and Early Learning and Member for Barwon, Mr Roy Butler MP outlining the community's concerns regarding the Department of Education's proposed "Extra Small" secondary school model being used for the design of the new Willyama High School.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> |
|--|--|

Minutes of the Broken Hill Education Working Group Meeting held 19 March 2025

The Working Group members continued to discuss the inadequacies of the proposed "Extra Small" secondary school design, including:

- *Broken Hill has a higher First Nations population and it is important for students to learn on country.*
- *Capabilities of school to create opportunity for health care studies.*
- *Capabilities of school for sister city partnerships or inter-school competitions.*
- *Willyama students are currently using science labs and technical arts labs at Broken Hill High School as the temporary Willyama High School does not have adequate facilities.*
- *The amount of glass used in the design of the new school is not appropriate for our harsh environment; and the need for shady verandahs in the design.*

The Mayor advised that a public meeting will be called for the community to raise their concerns in order that a united voice can be presented to the Minister for Education and Early Learning that the proposed design for the new Willyama High School is inadequate.

Minister Mitchell agreed with Ms Burrowes that it would also be a good idea for student representatives to write to the Minister for Education and Early Learning about how they feel the proposed design will not suit the needs of students.

Minister Mitchell also advised that the Project Reference Group should have a parent representative on it and that Minister Car had agreed to a Council representative and asked if Council had been invited to meetings? The Mayor advised that Council has not received invitations to meetings and that this will be raised in correspondence to Minister Car.

Mr Fell referred to the need for First Nation students learning and going on country, and that Broken Hill Landcare plan to have a Learning Circle on the island in the redevelopment of Imperial Lakes. This will align with the government's five point strategy on closing the gap and could be a satellite program for expansion to other schools in Far West NSW.

Ms Browne asked if the Terms of Reference for the Working Group could be amended and presented to Council to cover general education and training matters in Broken Hill once the Willyama High School design and construction has commenced in order that the Working Group remains relevant and can discuss matters such as:

- *The lack of STEM teachers in Broken Hill;*
- *Apprenticeships in mining related fields;*
- *How to attract and retain teachers in Broken Hill; etc.*

The Mayor agreed to review the Terms of Reference for the Working Group to discuss general education and training issues in the City and that the draft Terms of Reference would be presented to a future Council Meeting.

2. Department of Education - Willyama High School Rebuild Planning Update for March 2025

The Mayor advised that the Department of Education are advertising a community information drop-in session which will be held on Tuesday 25 March 2025 at the Vivian Bullwinkel Drill Hall, Broken Hill High School between 2:30pm and 7:00pm.

Minutes of the Broken Hill Education Working Group Meeting held 19 March 2025

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| Motion | |
| Moved Ms Margaret Burrowes) | That Council puts a post on facebook advising the public of the Department of Education's drop-in information sessions on Tuesday, 25 March 2025 from 3:20pm – 7:00pm. |
| Seconded Ms Marion Browne) | |
| | CARRIED UNANIMOUSLY |

GENERAL BUSINESS

Nil

Next Meeting

The next meeting will be held at 4:00pm on Wednesday, 9 April 2024, Ground Floor Meeting Room.

As there was no further business for the Working Group to consider, the meeting was declared closed at 4:46pm.



Mayor Tom Kennedy, Chairperson

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

Meeting commenced at 4:00pm.

WELCOME

The Mayor welcomed members to the meeting and welcomed new community representatives Ms Kirby Allen (President of the Willyama High School P&C Committee) and Mrs Naomi McCoy (Vice-President of the Willyama High School P&C Committee) to the meeting and congratulated them on being appointed as Executive Members of the reformed P&C Committee.

It was noted that the new community representatives have been provided with a copy of Council's Code of Conduct and have agreed to abide by the Code when attending Working Group meetings and activities, and have also been provided with the Working Group's Terms of Reference.

PRESENT: Mayor Tom Kennedy; Deputy Mayor Jim Hickey; Councillor Alan Chandler; Jay Nankivell, General Manager BHCC; Darrin Manuel, Manager Communications and Marketing BHCC; Leisa Bartlett, Executive Officer BHCC; Millie Burnett, Executive Assistant to Shadow Minister for Education and Early Learning; Karen Nash Senior Electorate Officer to the Member for Barwon; Jason Bradley, Teachers Association Representative BHHS; Margaret Burrowes, Community Representative; Joanne Nicholls, Community Representative; Marion Browne, Community Representative; Nathan Fell, Community Representative; Justin Hoskins, Community Representative; Kirby Allen, Community Representative and Naomi McCoy, Community Representative.

APOLOGIES: Peter MacBeth, Far West Education Development Officer
Marion Browne, Community Representative.

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| Motion | |
| Moved Deputy Mayor Jim Hickey) | That the apologies submitted be accepted. |
| Seconded Margaret Burrowes) | |
| CARRIED UNANIMOUSLY | |

ACKNOWLEDGEMENT OF COUNTRY

The General Manager delivered the Acknowledgement of Country.

DISCLOSURE OF INTEREST

Nil.

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

MINUTES FOR CONFIRMATION

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| Motion | |
| Moved Margaret Burrowes) | That the minutes of the Broken Hill Education |
| Seconded Nathan Fell) | Working Group meeting held 19 March 2025 be |
| | confirmed. |
| | CARRIED UNANIMOUSLY |

MATTERS ARISING FROM PREVIOUS MINUTES

1. **Mayoral correspondence to the Minister for Education and Early Learning (copies to the Premier, Opposition Leader, Shadow Minister for Education and Early Learning and the Member for Barwon) outlining concerns that the design of the new Willyama High School will be based on the Department of Education's "Extra Small" Secondary School Model.**

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| Motion | |
| Moved Margaret Burrowes) | That Mayoral correspondence dated 1 April |
| Seconded Joanne Nicholls) | 2025 to the Minister for Education and Early |
| | Learning (copies to the Premier, Opposition |
| | Leader, Shadow Minister for Education and |
| | Early Learning and the Member for Barwon), be |
| | received and noted. |
| | CARRIED UNANIMOUSLY |

2. **Reply Correspondence from the Secretary of the Department of Education in response to the above Mayoral correspondence, and a meeting held in Broken Hill on 4 April 2025 to discuss Council's and the community's concerns with the proposed design of the new Willyama High School.**

The Mayor advised members that himself, the Deputy Mayor, Council's General Manager and Manager Communications and Marketing had met with representatives of the NSW Department of Education and School Infrastructure NSW to discuss the proposed plans for Willyama and to dispel some misconceptions and mistruths that are circulating in the community.

The representatives stated that the Department is not looking to rebuild Willyama based on the Department's "Extra Small" secondary school model; and that the school will be rebuilt to suit Broken Hill's conditions.

The Mayor paused to thank Shadow Minister for Education and Early Learning, The Hon Sarah Mitchell MLC, and her Executive Assistant Ms Millie Burnett, and stressed how pivotal their advocacy efforts have been on behalf of the Broken Hill school community, to ensure the government hears the community's concerns regarding the new school design.

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

The Mayor went on to advise that the Department's representatives at the meeting confirmed that:

- *The overall design for the new Willyama High School will accommodate 1000 students and the school will be built in two stages. The Common Areas and School Hall will be built for 1000 students and the classrooms will be built for 730 students initially and can be expanded in a second stage to allow for a further 270 students.*
- *Plans that were shown are not the concept plans for Willyama.*
- *The concept plans for the new school will be available in August 2025 and more detailed final plans will follow later in the year.*
- *Deputy Mayor Jim Hickey is a member of the Project Reference Group and will be attending meetings on behalf of Council and the community and will review the detailed plans presented to the Project Reference Group.*
- *The new school will be three storeys and will contain two full science labs and two other classrooms fitted out as labs for practical lessons.*
- *Wood work and metal work classrooms will be supplemented by existing tech rooms that will be kept and not demolished.*
- *There will be a number of Teachers' staff rooms throughout the school, unfortunately each teacher won't have a separate staff room but there will be enough space in the staff rooms for each teacher to have a desk.*
- *The school hall will be larger than it is currently and will have a full-sized basketball court with rebound surface and will be of a better standard than it is currently.*
- *The oval will allow for some public access and an additional outdoor basketball court will be built. The cricket nets will be re-built in another area on the oval.*

The Mayor advised that representatives of the Department of Education provided written clarification of everything that was discussed at the meeting and Council has published this on Facebook.

At the meeting it was discussed how there is not much difference between a school providing everything that is currently needed to a school that is inadequate if there is an increase in population and for this could be a factor that drives down population growth, as education is one of the major factors when a family considers relocation to another city, therefore it is important to get the design correct.

The representatives stressed that the Government is committed to build a school that everyone is proud of. It was a very positive meeting.

Ms Karen Nash advised that the demolition contract has been awarded and work will commence in the coming weeks.

The Mayor advised that whilst the demolition of the school is being undertaken, the Department will be working on the concept design plans which should be released in August 2025.

Following a question from Mr Nathan Fell regarding how long the demolition of the school will take, the Mayor advised that the demolition is scheduled to take several months and that this will happen whilst the design of the school is going ahead.

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

Mr Fell acknowledged the importance of all trades in Broken Hill and in particular, engineering. Mr Fell referred to the increase in renewable energy industries in Broken Hill and asked if there were any classes that would cater for trades associated with renewable energy?

Mr Jason Bradley advised that this matter is more related to the curriculum of schools and not so much about the school's design or infrastructure.

The Mayor advised that the new Willyama school would be built to provide all that is required for the students learning.

Mrs Naomi McCoy, Vice-President of the newly reformed Willyama P&C Committee, advised that the P&C had been reformed after a hiatus of approximately 10 years and that herself and Ms Kirby Allen both have children that will be attending Willyama next year. Mrs McCoy commented that she hopes that it is not too long before the new school is built and the students can leave the temporary school.

Mrs McCoy advised that various concerns of the school community were passed onto representatives of the Department of Education and NSW Schools Infrastructure when they attended a P&C meeting in March and it appears that they have taken onboard the community's concerns. It was pleasing to read the letter that the Department have provided to the Mayor.

Mrs McCoy advised that she had two concerns with the release of the concept plans. Firstly, that the communication to the school community from the Department of Education has been lacking. There was no messaging that the concept plans provided were not the actual plans for the new Willyama School. Everyone was of the understanding that it was the concept plan for the Willyama High School. There was not enough detail provided e.g. size of the school or size of rooms, scale, set-backs of the buildings from the footpath etc. Teachers were looking for more detail to be able to assess if the proposed design was going to be fit-for-purpose and were not able to find any further information.

It is unfair that students/teachers/parents were not given adequate information to be able to determine whether the design would be adequate for the school's needs.

The second concern was around general communications with the school community. The Department has not sent any correspondence to the school regarding the design and the only contact was when the concept design was posted on Facebook. The school should have been better consulted to allow feedback and buy-in by the school community.

The concept design that was provided by the Department was inadequate for Broken Hill. Notwithstanding concerns of the size of the school and the number of classrooms, the overall design did not take into consideration Broken Hill's climatic conditions. For example, the positioning of the school for heat in summer and strong winds and raised dust in spring. Also, that the school should be built on a different location on the school grounds away from the regeneration area and not in an area that may be prone to flooding.

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| <p>Motion</p> <p>Moved Joanne Nicholls)</p> <p>Seconded Margaret Burrowes)</p> | <p>That correspondence be sent to the Department of Education requesting improved communications with the Willyama High School and school community throughout the rebuild of the Willyama High School.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> |
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Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

Ms McCoy referred to the Terms of Reference of the Broken Hill Education Working Group which includes as part of its purpose, the impact on the wellbeing of students and teachers and advised that teachers have lost their teaching resources and personal items and students have lost work which has definitely taken a toll on their wellbeing. Ms McCoy explained that, at the first P&C meeting there were teachers in tears when discussing how they have lost all of their resources and some personal items which cannot be retrieved from the school. Mrs McCoy suggested that we show our support to them.

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| <p>Motion</p> <p>Moved Naomi McCoy)</p> <p>Seconded Margaret Burrowes)</p> | <p>That correspondence be sent to the Principal and Teachers of the Willyama High School expressing our concern over their wellbeing due to the loss of their teaching resources and personal items which are unable to be retrieved from the school.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> |
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Ms Kirby Allen stated that it was disappointing that the school community was not given the concept design plans first to look at before they were made public.

Teachers, students and parents were worried that the new school would not be equivalent to the school that they had, and that the new design did not take into account Broken Hill's climate, the background of students or set students up for employment opportunities when they leave school.

The Department's messaging that was published with the concept design indicated that the school would be a standardized design and follow the "extra small" model for secondary schools, it is now pleasing to read in their letter that there will be some flexibility with the layout and design to suit Broken Hill.

Ms Allen referred to the Department's advice that the new school will be built to accommodate 730 students but can be expanded to accommodation 1000 students if the need arises. Does this mean that it will be a modular built school?

The Mayor responded that the Department representatives explained that the common areas, such as the staff rooms, toilets, school hall and common rooms will be built to accommodate 1000 students and that the classroom areas will be built to accommodate 730 students initially but that the whole school design will allow for a second build stage of additional classrooms if needed in the future. The classroom sizes will be larger than the existing classrooms and can be opened up to double the size if needed. Shaded areas have been incorporated in the design as well as additional air-conditioning throughout the school plus air-conditioning in the school hall, and double/triple glazing of windows will help with our harsh summers.

The Mayor advised that the Department's representatives had acknowledged their mistake in publishing the "extra-small" school design for Willyama High School and have assured Council that the design will be customised to suit the Broken Hill environment.

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

Mr Fell referred to the wellbeing of teachers and asked if the school had an Employee Assistance Program in place that teachers could access if they are feeling anxious or stressed by the situation?

Mr Jason Bradley advised that the schools have sent correspondence to the Minister regarding this matter but are yet to receive a response.

The Mayor advised that himself, the Deputy Mayor and General Manager have a meeting with Mr Peter MacBeth, Far West Education Development Officer tomorrow and will raise the issue of teachers' wellbeing with him.

The Mayor also advised that the Department has indicated that teachers may get some items back, but that this is being investigated. Also, that items in the archives and other items of significance will be photographed and digitised.

Mrs McCoy advised that the P&C Committee moved a motion to seek further information from the Department including clarification on the following aspects of the school design:

- *Exact number of science labs.*
- *That the school design should be based on the "small size" secondary school model and not "extra-small".*
- *Clarification on exactly what is included in the design.*
- *The exact size of classrooms.*
- *The number of faculty staff rooms.*

Members further discussed the Department's correspondence which clarifies aspects of the school's design.

Ms Allen referred to the Allied Health spaces in primary schools for students with special needs and that Occupational Therapists and Speech Pathologists regularly attend the primary schools providing support to students at the schools' Health Hubs, but that the new design does not include a Wellness or Therapy Room.

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| <p>Motion</p> <p>Moved Kirby Allen)</p> <p>Seconded Margaret Burrowes)</p> | <p>That the Mayoral correspondence to be sent to the Department of Education also refers to Therapy/Wellness classrooms in primary schools for students requiring assistance from Occupational Therapists or Speech Pathologists, and that these rooms are not included in the new design.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> |
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Ms Nash referred to the correspondence from the Department which advises that the design of the new school will follow the "Pattern Book" which has recently been developed and that members might be able to find a copy of this on the Department's website.

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

The Deputy Mayor advised that the Department will have a permanent staff member in charge of the Willyama High School rebuild, and that the Department representatives, at the meeting held with Council, stated that the school design will be improved and to wait until the plans are finalised and released. Council's delegation put all of the Working Group's concerns to the representatives and received answers to every question. These answers were then confirmed in their letter, and it was a good productive meeting. There are currently 580 students at Willyama; the Department has confirmed that the new school will accommodate 730 students, with common areas designed for 1000 students, and a design for a second stage build for classrooms to accommodate the additional 270 students if needed in the future.

Mr Bradley was worried that, with 580 students at Willyama, the Department was going to merge the two high schools at the Broken Hill High School site, so it is good to see that they have committed to two separate high schools.

Following a question from Mrs McCoy regarding the purpose of the bottom storey now that the design is a three storey school not a two storey school, the Mayor advised that the three storey design will allow for additional classrooms space if an expansion is required for the additional 270 students (see point 2 of item 9 in the Department's correspondence).

3. Mayoral correspondence to the Minister for Education and Early Learning (copy to the Shadow Minister for Education and Early Learning) requesting consideration of a second stage of the Willyama High School Redevelopment to include Boarding House Facilities

The Mayor advised of details contained in correspondence on this matter which would be sent to the Minister and Shadow Minister.

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| Motion | |
| Moved Margaret Burrowes |) |
| Seconded Joanne Nicholls |) |
| That Mayoral correspondence to the Minister for Education and Early Learning and the Shadow Minister for Education and Early Learning be received. | |
| CARRIED UNANIMOUSLY | |

GENERAL BUSINESS

1. Email correspondence received from Ms Sarah O'Brien – further concern regarding Department of Education's "Extra Small" secondary school model for new Willyama High School

The Mayor advised members that Ms Sarah Vlatko (O'Brien) who attended the previous meeting as a guest, had raised further concerns after Council had published details of the meeting with representatives of the Education Department.

Minutes of the Broken Hill Education Working Group Meeting held 9 April 2025

The Mayor requested that the correspondence received from the Education Department be forwarded to Ms Vlatko and to all members for their information.

2. Setting Meeting Dates for the Year

The Mayor advised that a suggestion had been made to set the meeting dates for the year to allow for members to organise their calendars around these dates.

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| Motion | | |
| Moved Councillor Alan Chandler |) | That the Broken Hill Education Working Group meetings be held monthly on the second Wednesday of the month commencing at 4:00pm for the remainder of the year. |
| Seconded Margaret Burrowes |) | |
| | | CARRIED UNANIMOUSLY |

3. Invitation to the next Willyama High School P&C Committee Meeting

Mrs McCoy invited Working Group members to the next P&C Committee Meeting to be held on Monday 28 April 2025 at the Temporary Willyama High School Library commencing at 6:00pm.

As there was no further business for the Working Group to consider, the meeting was declared closed at 4:50pm.

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Mayor Tom Kennedy, Chairperson

DRAFT BROKEN HILL EDUCATION WORKING GROUP – TERMS OF REFERENCE

| QUALITY CONTROL | | | |
|----------------------|---|------------------|---|
| TRIM REFERENCES | 24/18 – D24/13860 | | |
| RESPONSIBLE POSITION | General Manager | | |
| SUPPORT POSITION/S | Manager Communications and Marketing Executive Officer | | |
| APPROVED BY | Council Resolution | | |
| REVIEW DATE | March 2026 | REVISION NUMBER | 1 |
| EFFECTIVE DATE | ACTION | ENDORSED BY | |
| 27/03/2024 | Adoption of Terms of Reference | Minute No. 47483 | |

1. INTRODUCTION

The Committee will be known as the Broken Hill Education Working Group.

2. PURPOSE

The Working Group will 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.

The role of the Working Group will be achieved through:

- Providing a forum where issues pertaining to the purpose of the Working Group can be raised and discussed.
- Encouraging contact between the NSW Minister for Education, the NSW Department of Education, local High Schools representatives, teachers, students and the local community.
- Providing recommendations to the Chairperson on advocacy measures to ensure that the well-being and education of affected students in Broken Hill is not impacted, nor is the well-being or employment of affected Teachers during the period to demolish and re-build Willyama High School.
- To discuss incentive models to attract and retain Teachers during the temporary closure period of Willyama High School and ongoing for both High Schools.

- To discuss the community expectations for the temporary operations of Willyama High School and whether there is a more suitable alternate interim site during rectification and a rebuild.
- To conduct a Broken Hill community survey on the wants and needs of the community with regards to secondary education in the City and for the survey results to be presented to the NSW Minister for Education and NSW Shadow Minister for Education.
- To advocate as needed on matters pertaining to education and training within the City.

3. WORKING GROUP DELEGATION

The Working Group has no delegated authority. It can only refer or recommend matters to the Chairperson for consideration.

The Working Group cannot approve the expenditure of money, employ staff, speak on behalf of Council or make a policy on behalf of Council.

4. MEMBERSHIP

Members will be appointed for a period of up to four (4) years. The term of membership shall align with the current term of the elected Council.

The Working Group shall consist of up to 28 members with the Councillor representatives appointed by Council and the community representatives appointed by the General Manager, such members to be nominated as follows:

- The Mayor (Chairperson)
- Deputy Mayor (Deputy Chairperson)
- One (1) Councillor
- Council's General Manager
- NSW Minister for Education
- NSW Shadow Minister for Education
- NSW Education Department's Far West Director of Educational Leadership
- Member for Barwon or representative
- Principal of Broken Hill High School
- Principal of Willyama High School
- Teachers' Association Representative of Broken Hill High School
- Teachers' Association Representative of Willyama High School
- Teachers' Association Representative of each local Primary Schools (8)
- A maximum of eight (8) Community Representatives (Broken Hill residents representing the school community)

- Two (2) Council staff ex-officio members (Manager Communications and Marketing and Executive Officer/Executive Assistant)

In terms of appointing the community representatives, the Council will call for nominations. The appropriate form must be completed, signed by the nominee, and received by the General Manager before the closing date. The General Manager shall appoint the community representatives to the Working Group.

Membership may be terminated if a member fails to attend three (3) consecutive meetings in a row (except where the member has sent their apologies in advance and these apologies are accepted).

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

The term of appointment of the Working Group shall align with the current term of the elected Council.

5. CHAIRPERSON

The Chairperson will be appointed by Council resolution.

If the Chair is not appointed by Council resolution the Chairperson will be voted for by and from all elected representatives at the first meeting of the Working Group for a new term of Council. There should be a Deputy Chairperson to fill the position in the absence of the Chairperson.

6. SECRETARIAT SERVICES

The ex-officio staff member/s of the Working Group will undertake the secretariate role of the Working Group.

7. OPERATION OF THE WORKING GROUP

There should be a maximum of six (6) meetings held each year.

At the beginning of each year, the Working Group will set the times and dates for its meetings.

Each meeting will have an agenda, that is provided seven (7) days prior and is to include:

- Welcome and apologies
- Declaration of conflict of interest
- Adoption of minutes
- Matters arising from previous minutes
- General Business

A quorum will be reached if 50% of the Working Group members are in attendance.

The Secretary will minute all Working Group meetings. Minutes of the meetings will be sent to all members within 10 business days after the meeting.

The operational costs of convening the Broken Hill Education Working Group meetings will be met by Council's budget. No sitting fee or out of pocket expenses will be paid to members.

Recommendations from the Working Group will be presented by the Manager Communications and Marketing to the General Manager within 10 business days after the meeting.

8. RESPONSIBILITIES OF MEMBERS

Members of the Working Group are bound by the Broken Hill City Council Code of Conduct. In this regard, each member will be provided with a copy of the document and required to sign an acknowledgement form indicating their acceptance of such, before attending their first meeting.

9. RECORDS

The Working Group is required to keep all proper records. These records are to be saved into Council's Electronic Records Management System.

Minutes of each meeting shall be submitted to the General Manager for reporting to the following Council Meeting for information.

10. DEFINITIONS

"Council" shall mean the Broken Hill City Council

"Working Group" shall mean the Broken Hill Education Working Group

11. SUPPORT SERVICES

Council will provide a suitable meeting place and facilities for the purposes of holding Working Group meetings. Stationery and other materials will be provided as needed.

12. AGENDA

All agenda items are to be submitted to the Secretary 14 days prior to the meeting. Members submitting items must ensure the content is such to allow all members to understand the matters raised and may require additional supportive information.

The Secretary will distribute the Agenda and Minutes of the last meeting at least seven (7) days prior to the meeting date.

If a member wishes to raise an "urgent" matter that is not on the agenda it is at the Chairperson's discretion to determine an appropriate course of action.

13. MINUTES

Minute of the Working Group meetings will be kept.

The Secretary will record the minutes. Minutes will contain the following information:

- Date time and place of the meeting;
- Present;
- Apologies;
- Confirmation of minutes of previous meeting;
- Disclosures of Interest;
- Matters arising from previous minutes;
- General Business;
- Time meeting closed and date of next meeting.



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