

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that an Ordinary Meeting of the Broken Hill City Council will be held in the Council Chambers on **Wednesday 30 April 2025** commencing at **6:30pm** to consider the following business:

AG	SENDA		
1	Opening the Meeting		
2	Apologies		
3	Leave of Absence Applications		
4	Prayer		
5	Acknowledgement of Country		
6	Acknowledgement of Broken Hill's Mining History		
7	Public Forum Session		
8	Minutes for Confirmation		
9	Disclosure of Interest		
10	Mayoral Minute(s)		
11	Notice of Motion		
12	Notices of Rescission		
13	Reports from Delegates		
14	Reports from Committees a) Recommendations of Infrastructure and Environment Committee meeting held Tuesday 22 April, 2025 b) Recommendations of Community Development Committee meeting held Tuesday, 22 April, 2025 c) Recommendations of Finance and Governance Committee meeting held Wednesday, 23 April, 2025		
15	Further Reports		
16	Questions Taken on Notice from Previous Council Meeting		
17	Questions for Next Meeting Arising from Items on this Agenda		
18	Public Forum Session		
19	Confidential Matters		
20	Conclusion of the Meeting		

STATEMENT OF ETHICAL OBLIGATIONS

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

LIVE STREAMING OF COUNCIL MEETINGS

This Council meeting is being streamed live on Youtube, recorded and published on Council's website. To those present in the gallery today, by attending or participating in this public meeting you are consenting to your image, voice and comments being recorded and published.

The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing.

Attendees are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

JAY NANKIVELL GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Ordinary Meeting of the Council meeting held Wednesday, March 26, 2025.

Meeting commenced at 6:30pm.

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

Councillors B. Algate, M. Boland, A. Byrne, A. Chandler, E. Gillett,

H. Jewitt and D. Turley.

General Manager, Director Corporate and Community, Director Finance and Commercial, Director Infrastructure and Environment, Executive Manager People and Culture, Manager Communications and Marketing, Executive

Officer and Executive Assistant.

Media (2), Members of the Public (14)

Nil **APOLOGIES:**

LEAVE OF ABSENCE

APPLICATIONS: Nil

PRAYER

Councillor Boland delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gillett delivered the Acknowledgment of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

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

PUBLIC FORUM

1. Cornish Street stormwater issues

Mr Dave Wood of Cornish Street raised concerns regarding the flooding of footpaths, back yards and the laneway in Cornish Street during rain events and that this flooding is significantly worse since the redevelopment of the Gypsum Street road pavement and the Gypsum Street/Cornish Street intersection. There is also constant water in the laneway which is apparently coming from Westside Plaza. Mr Wood advised that he has reported the stormwater matter to Council on various occasions but the stormwater issues still persist. He referred to his 90 year old neighbour who cannot go outside his front gate during rain events due to flooding on the footpath. Mr Wood advised that he has planted lawn on his footpath which has helped a little bit with the stormwater issues. He also referred to other parts of town where footpaths have been concreted and urged Council to rectify the stormwater issues in Cornish Street.

The Mayor advised that Council had commissioned a Flood Study to be undertaken for Broken Hill and that once the consultants have provided Council with the report, a copy will be made public. The study will look at historical data and will also look into areas of town where stormwater issues have been raised by residents. The Flood Study report will provide information on how to mitigate stormwater issues.

The Mayor advised that, in the meantime, Council will investigate the stormwater issues in the Cornish Street area to ascertain if any short term measures can be put in place to mitigate the stormwater issues.

2. Cornish Street/Rowe Lane water issues

Mr Steve Pascoe of Cornish Street, echoed Mr Wood's concern regarding flooding of Rowe Lane which has persisted for many years. This matter was brought to Council's attention when Ron Page was first Mayor and water has continuously been running into the laneway ever since. Residents have been told various reasons for where the water is coming from such as defrosting fridges at Woolworths; or it is coming from the Silver City Car Wash; or from Ron Fraser's business; or from frost off Woolworths roof in summer; or something else at Woolworths that needs to be repaired. Even during the drought, the water still continuously ran down the laneway. The water runs down to the Perilya lease and is a terrible waste of water.

The Mayor confirmed that this is a separate issue to the stormwater issues in Cornish Street and advised that the matter of water running continuously into Rowe Lane would be investigated.

3. Development Application 108/2024 - Subdivision of Land from 1 lot to 15 lots at 1 Hynes Street

Mr Douglas Henderson advised that his is the developer for DA 108/2024 and has owned the parcel of land in Hynes Street for the past two years. He explained his background running a Refrigeration Mechanic business (Broken Hill Airconditioning) and working around Australia at various schools, Centrelink buildings, airport terminals, hospitals and before this he was a civil contractor undertaking shot-fire work and worked on subdivisions for several years at Noosa Heads, Nambour and Maroochydore before returning to Broken Hill and returning to Refrigeration Airconditioning work installing split-systems.

Mr Henderson purchased the land in Hynes Street, at the time the water main was decommissioned, and he believes the land is perfect for a subdivision. He advised that seeking the various environmental reports required for Council has been hard on his business as they have been expensive and these have taken two years to obtain. The reports show that the old railway line is contaminated with lead dust, the rest of the subdivision is the same as other land in Broken Hill with a small amount of lead dust, which is common. He has decided to leave the old railway line in-situ and cover it with grass and the rest of the land (lots 1-14) that is not built on will be landscaped and grassed with a 50mm cap of new soil to prevent any environmental hazard from the contaminated land. The DA conditions have been recommended by professionals and the lead contamination measures will ensure that there is no residual hazard.

Mr Henderson advised that there has been interest from NDIS and Aged Care to build houses in the subdivision, for people bringing family back to Broken Hill. The first houses to be built will be five NDIS houses and a couple of aged care houses.

Mr Henderson advised that he holds a diploma in Project Management and a Certificate IIII in Finance and the process has been a big learning curve for him, he is also a specialist in stormwater and a preferred contractor on all of the jobs that he has worked on.

He agreed with the conditions of consent and referred to the Subdivision Work Certificates, the Construction Management Plan, the Detailed Site Inspection, the Remedial Action Plans which have all been carried out by professionals.

4. Development Application 108/2024 - Subdivision of Land from 1 lot to 15 lots at 1 Hynes Street

Mr Ross Howse advised that he lives in Hynes Street and that Mr Henderson has every right to buy the land at 1 Hynes Street. This land was previously classified as rural land, but the classification has now changed. Mr Howse said that there is some conflicting information with regards to the DA. Mr Howse believes that the pipeline has not been decommissioned, that Essential Water use it to pump water to Silverton during dry periods, and that there is also an easement across the land, which caused issues for developers looking to expand the caravan park. These are now Mr Henderson's issues.

The report on the land in Hynes Street that was undertaken by Metaline Engineering had a lot of confusing information and wrong information. It said that their staff had door knocked the neighbourhood, but not one person along the street had spoken to Metaline Engineering's staff. The railway line has always been known to be heavily contaminated and there will be a lot of work required to be undertaken to de-contaminate the land. The report also states that the land is surrounded by houses, when it is surrounded by the cemetery and creeks. Mr Howse has concerns that there is a lot of money to be spent on the land before it can be built on and that someone needs to ensure that the remedial work is done correctly.

The Mayor thanked Mr Howse for his comments and invited Mr Henderson to address the concerns raised.

5. <u>Development Application 108/2024 – Subdivision of Land from 1 lot to 15 lots at 1 Hynes Street</u>

Mr Henderson replied to the comments made by Mr Howse saying that there were a few options on what he could have used the land for but he chose to carryout a subdivision of the land due to his extensive experience in carrying out subdivisions. Mr Henderson wants Hynes Street to be one of the best streets in town, to be clean and safe and to beautify the area with grassed nature strips. The capping of the whole land with 50mm of clean soil will be undertaken, and the easement will be grassed along with the nature strips. He stressed that the work will be carried out correctly and to the DA consent requirements. The whole area will be cleaned up and the work will be inspected at the correct stages. The NDIS houses will also increase employment in the City.

The Mayor thanked all speakers.

MINUTES FOR CONFIRMATION

RESOLUTION Minute No. 47795 Deputy Mayor J Hickey moved Councillor R Algate seconded That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held February 26, 2025 be confirmed. CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil.

MAYORAL MINUTES

<u>ITEM 1 - MAYORAL MINUTE NO. 1/25 - DATED MARCH 20, 2025 - WILLYAMA HIGH SCHOOL</u>
<u>REBUILD</u>
D25/12918

RESOLUTION Minute No. 47796 Mayor T Kennedy moved Councillor R Algate seconded 1. That Mayoral Minute No. 1/25 dated March 20, 2025, be received. 2. That correspondence be sent to the Premier of NSW, The Hon Chris Minns MP; the Leader of the Opposition, The Hon Mark Speakman MP; the Minister for Education and Early Learning, The Hon Prue Car MP;

The Shadow Minister for Education and Early Learning, The Hon Sarah Mitchell MLC; and

the Member for Barwon, Mr Roy Butler MP regarding the concerns outlined in this Mayor Minute regarding the design of the new Willyama High School being based on the Department of Education's "Extra Small" design model for secondary schools.

- That Council seeks an urgent meeting with The Hon Prue Car MP, Minister for Education and Early Learning to discuss the design of the new Willyama High School.
- That Deputy Mayor Hickey be appointed as Council's Delegate to the Department of Education Willyama High School Redevelopment Reference Group (from the date of Council's resolution and ending September 2026), and Council's correspondence to the Minister for Education and Early Learning also advises of Council's Delegate.
- 4. That Council hold a public meeting, following the Department of Education's Drop-in Information Sessions for the Willyama High School rebuild, for all residents especially parents and students from all schools to voice their concerns and provide feedback on the design and the affects it will have on the future education of students in Broken Hill; so that a united voice can be presented to Government.

CARRIED UNANIMOUSLY

NOTICES OF MOTION

Nil.

NOTICES OF RESCISSION

Nil.

REPORTS FROM DELEGATES

Nil.

COMMITTEE REPORTS

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 36/25 - DATED MARCH 05, 2025 DEVELOPMENT APPLICATION 108/2024 - SUBDIVISION OF LAND OF 1 LOT TO 15 LOTS AND
ASSOCIATED EARTHWORKS AND UTILITY SERVICE INSTALLATION - 1 HYNES STREET,
BROKEN HILL
D25/10203

RESOLUTION Resolved Minute No. 47797 Deputy Mayor J Hickey moved 1. That Broken Hill City Council Report No. Councillor M Boland seconded 36/25 dated March 5, 2025, be received. 2. That Development Application 108/2024 for subdivision of land of 1 lot into 15 lots and associated earthworks and utility service installation, at 1 Hynes Street, Broken Hill, be approved subject to conditions (as attached to this report). CARRIED UNANIMOUSLY FOR: Mayor Tom Kennedy, Deputy Mayor Jim Hickey, Councillors Bob Algate, Michael Boland, Ashley Byrne, Alan Chandler, Elaine Gillett, Hayley Jewitt and Darriea Turley AGAINST: Nil. ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 37/25 - DATED FEBRUARY 20, 2025 -PARKS AND OPEN SPACES SERVICE REVIEW D25/7650 RESOLUTION Resolved Minute No. 47798 Councillor R Algate moved 1. That Broken Hill City Council Report No. Councillor A Byrne seconded) 37/25 dated February 20, 2025, be received. 2. That Council note the outcome of the Parks and Open Spaces Service Review. 3. That Council develop a strategy/policy to implement an incentivised/subsidised nature strip enhancement program to reduce the growth and spread of noxious weeds throughout residential and commercial areas. CARRIED UNANIMOUSLY **COMMUNITY DEVELOPMENT COMMITTEE** ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 44/25 - DATED MARCH 06, 2025 - DRAFT FOOTWAY RESTAURANT SETTINGS POLICY FOR PUBLIC EXHIBITION D25/10410 RESOLUTION **Resolved** Minute No. 47799 Deputy Mayor J Hickey moved 1. That Broken Hill City Council Report No. Councillor H Jewitt seconded 44/25 dated March 6, 2025, be received.

- 2. That Council endorses the draft revised Footway Restaurant Settings Policy for the purpose of public exhibition.
- That the draft revised Footway Restaurant Settings Policy be placed on public exhibition for submissions to be received for a period of 28 days.
- That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the draft revised Footway Restaurant Settings Policy.

CARRIED UNANIMOUSLY

<u>ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 45/25 - DATED FEBRUARY 25, 2025 - NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMITTEES</u>

D25/8430

RESOLUTION

Minute No. 47800
Councillor R Algate moved
Councillor M Boland seconded

Resolved

- That Broken Hill City Council Report No. 45/25 dated February 25, 2025, be received.
- 2. That Council review and consider the nomination of Phil Neal for appointment as community representative on the Alma Oval Community Committee.
- That Council review and consider the nomination of Jody Whitehair for appointment as community representative on the Memorial Oval Community Committee.
- That Council review and consider the nomination of Colin Casey for appointment as community representative on the Norm Fox Sporting Complex Community Committee.
- 5. That the community representatives be advised of their appointment.
- That the Alma Oval Community Committee
 be formally reestablished and commence
 meetings through a transition period, during
 which Council and the Committee will
 collaborate to assess the Committees
 capacity to fulfill its duties as outlined in the
 Constitution of the Alma Oval Community
 Committee.

 That Council notes that the current round of advertising closes on 31 March 2025 and a further report will be presented to the March Council Meeting with further nominations received.

CARRIED UNANIMOUSLY

<u>ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 46/25 - DATED FEBRUARY 17, 2025 - MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 5</u>
FEBRUARY 2025
D25/7255

RESOLUTION

Minute No. 47801

Councillor R Algate moved
Councillor A Byrne seconded

1. That Broken Hill City Council Report No. 46/25 dated February 17, 2025, be received.

2. That the minutes of the S355 Ageing Well Advisory Committee meeting held 5 February 2025 be received.

CARRIED UNANIMOUSLY

FINANCE AND GOVERNANCE COMMITTEE

ITEM 7 - 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

RESOLUTION

Minute No. 47802

Councillor R Algate moved
Councillor H Jewitt seconded

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

CARRIED UNANIMOUSLY

directly following the Infrastructure and Environment Committee Meeting.

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 40/25 - DATED MARCH 12, 2025 - ADOPTION OF THE DRAFT INFORMATION AND COMMUNICATIONS TECHNOLOGY POLICY

D25/11344

RESOLUTION

Minute No. 47803

Councillor M Boland moved
Councillor D Turley seconded

- 1. That Broken Hill City Council Report No. 40/25 dated March 12, 2025, be received.
- 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.
- 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

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 41/25 - DATED MARCH 12, 2025 - DISPOSAL OF SURPLUS EQUIPMENT - TIERED SEATING D25/11488

RESOLUTION Resolved Minute No. 47804

Deputy Mayor J Hickey moved Councillor R Algate seconded

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.
- That the General Manager be authorised to seek expressions of interest from local charity or community groups for donation of the tiered seating; or if this fails, 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, or if no charity or community group expresses an interest in the tiered seating.

CARRIED UNANIMOUSLY

<u>ITEM 10</u> - BROKEN HILL CITY COUNCIL REPORT NO. 42/25 - DATED MARCH 06, 2025 - INVESTMENT REPORT FOR FEBRUARY 2025 D25/10550

RESOLUTION Resolved
Minute No. 47805

Councillor M Boland moved

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)

Councillor R Algate seconded

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

CARRIED UNANIMOUSLY

ITEM 11 - 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

RESOLUTION Resolved
Minute No. 47806

Councillor R Algate moved)
Councillor A Byrne seconded)

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

CARRIED UNANIMOUSLY

FURTHER REPORTS

<u>ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 47/25 - DATED MARCH 05, 2025 -</u>
CORRESPONDENCE REPORT - BROKEN HILL HARNESS RACING CLUB
D25/10255

)

RESOLUTION Resolved

Minute No. 47807
Councillor D Turley moved
Councillor R Algate seconded

- 1. That Broken Hill City Council Report No. 47/25 dated March 5, 2025, be received.
- That reply correspondence dated 26
 February 2025 from the Minister for Gaming
 and Racing, The Hon David Harris MP to
 Member for Barwon, Mr Roy Butler on behalf
 of Broken Hill City Council, be received and
 noted.
- 3. That correspondence be sent to Harness Racing NSW expressing Council's deep disappointment regarding the lack of action by Harness Racing NSW to work on a solution with the Broken Hill Harness Racing Club to ensure Harness Racing continues in Broken Hill; and the action that Harness Racing NSW took holding nominations open too long for the St Pat's Harness Racing night, which resulted in the cancellation of the race meet.

CARRIED UNANIMOUSLY

<u>ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 48/25 - DATED MARCH 13, 2025 - APPOINTMENT OF DELEGATES TO VACANCIES ON S355 COMMITTEES AND OTHER COMMITTEES AND WORKING GROUPS D25/11590</u>

Motion Councillor D Turley moved Councillor A Byrne seconded)	That the matter be deferred to the next Council Meeting.
		WITHDRAWN (Not accepted by the Chairperson)
RESOLUTION		Resolved
Minute No. 47808 Councillor D Turley moved Councillor A Byrne seconded)	 That Councillor Turley be appointed to the Australia Day Advisory Committee and the Broken Hill Liquor Accord.
		CARRIED UNANIMOUSLY
RESOLUTION		Resolved
Minute No. 47809 Councillor E Gillett moved Councillor R Algate seconded)	 That Councillor Gillett be appointed to the Ageing Well Advisory Committee.
		CARRIED UNANIMOUNSLY
RESOLUTION		Resolved
Minute No. 47810 Councillor M Boland moved Councillor H Jewitt seconded)	 That Councillor Boland be appointed to the Community Assistance Grants Panel, the General Manager's Performance Review Panel and the Memorial Oval Community Committee.
		CARRIED UNANIMOUSLY
RESOLUTION		Resolved
Minute No. 47811 Councillor H Jewitt moved Councillor M Boland seconded)	That Councillor Jewitt be appointed to the Tidy Towns Working Group.
		CARRIED UNANIMOUSLY
RESOLUTION		Resolved
Minute No. 47812 Councillor A Chandler moved Councillor H Jewitt seconded)	That the remaining vacant positions on the following Committees:
	,	 Infrastructure and Environment Standing Committee ET Lamb Memorial Oval Community Committee Picton Sportsground Community Committee Broken Hill ClubGRANTS Committee Murray Darling Association Region 4 be deferred to the next Council Meeting for consideration of appointment of the incoming Councillor, or an existing Councillor, to these Committees.

CARRIED UNANIMOUSLY

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 49/25 - DATED MARCH 10, 2025 -

ATTENDANCE OF COUNCIL DELEGATES AT THE OFFICIAL OPENING OF THE WENTWORTH VISITOR CENTRE D25/11019 RESOLUTION **Resolved** Minute No. 47813 Councillor R Algate moved 1. That Broken Hill City Council Report No. Councillor H Jewitt seconded 49/25 dated March 10, 2025, be received. 2. That Council endorses the Mayor, Deputy Mayor and Councillor Bob Algate's travel to Wentworth to attend the official opening of the Wentworth Visitor Centre and a meeting with the Minister for Local Government on Wednesday 12 March 2025. **CARRIED UNANIMOUSLY** ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 50/25 - DATED MARCH 18, 2025 - DRAFT AGENCY INFORMATION GUIDE D25/12383 RESOLUTION Resolved Minute No. 47814 Councillor M Boland moved 1. That Broken Hill City Council Report No. Councillor R Algate seconded 50/25 dated March 18, 2025, be received. 2. That Council adopt the Draft Agency Information Guide. **CARRIED UNANIMOUSLY** ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 51/25 - DATED MARCH 19, 2025 - PRO HART MURAL (BROKEN HILL AIRPORT TERMINAL) - NON-COMPLIANT GLASS REMOVAL D25/12708 **RESOLUTION** Resolved Minute No. 47815 Councillor E Gillett moved 1. That Broken Hill City Council Report No. Councillor A Byrne seconded 51/25 dated March 19, 2025, be received. 2. That Council proceed with the removal of the glass panels to permit the contractors, Delta Conservation, to access the painting and undertake rectification and remedial works.

> options to secure the artwork from interference once remedial works are

3. That assessment is undertaken of alternative

completed.

CARRIED UNANIMOUSLY

ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 52/25 - DATED MARCH 13, 2025 -MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.455, HELD ON TUESDAY, 4 MARCH 2025 D25/11831

RESOLUTION Resolved Minute No. 47816 Councillor R Algate moved 1. That Broken Hill City Council Report No. Councillor H Jewitt seconded 52/25 dated March 13, 2025, be received. 2. That the minutes of the Local Traffic Committee - Meeting No.455, held on Tuesday, 4 March 2025 be endorsed. 3. That Item No.455.10.1 recommendations be received: That Council contact YMCA management to identify the size of the delivery trucks and to measure the 'Taxi Zone' parking bay to determine if this bay will accommodate a delivery truck. That Council contact the Taxi company to determine if the 'Taxi Zone' is being utilised and see if they have any concerns with the proposal to change to either a 'Loading Zone' or a '15-Minute' parking. 4. That Item No.454.10.3 recommendation be received: That correspondence be sent to the complainant, advising of the Local Traffic Committee's decision for both the angle parking on Argent Street and the 'Giveway' sign on Kaolin Street, at the Argent Street intersection, to remain unchanged. 5. That Item No.454.10.4 recommendation be received: That the Committee address this matter and review the parking arrangements on Chloride Street at the completion of Stage 3 of the Thomas Street Reconstruction, to determine if the angle parking will be removed or changed. CARRIED UNANIMOUSLY ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 53/25 - DATED MARCH 11, 2025 - ACTION LIST REPORT D25/11221 RESOLUTION **Resolved** Minute No. 47817

CARRIED UNANIMOUSLY

That Broken Hill City Council Report No.

53/25 dated March 11, 2025, be received.

Councillor A Chandler moved

Councillor H Jewitt seconded

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

Nil.

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

NSW Government's Fresh Start Training Program

Councillor Turley advised that funding applications from Councils for Stage Two of the NSW Government Fresh Start Training Program closes soon. Councillor Turley asked if Council had applied for funding for Apprentices in Stage One and if Council was planning to apply in Stage Two of the program?

The General Manager advised that Council was successful in gaining funding in Stage One of the Fresh Start Training Program for six Apprentices/Trainees and that Council will be applying again in Stage Two of the program for six Apprentices.

Picnic Train Replica in Hynes Street

Councillor Turley referred to the state of the replica Picnic Train in Hynes Street and asked if Council could carryout an inspection of its condition to ascertain what restoration/maintenance works are required to prevent the picnic train from deteriorating into a state beyond repair.

The Mayor took the question on notice advising that the matter will be investigated.

PUBLIC FORUM SESSION

1. Parking in Chloride Street adjacent the Broken Hill Base Hospital

Mr Bob Coulls referred to the issue raised at the Broken Hill Traffic Committee regarding the new angled parking along Chloride Street adjacent to the Broken Hill Base Hospital and that the angled parking was a good idea during to assist with the lack of parking in the area, but that it is on the wrong side of the street. Mr Coulls said that Ambulance staff have mentioned that it is hard to see past the parked cars when exiting the grounds of the hospital and into Chloride Street. Mr Coulls agreed with the Traffic Committee's recommendation to make the first couple of parks parallel parks.

RESOLUTION

Minute No. 47818
Councillor A Byrne moved
Councillor M Boland seconded

Resolved

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

CARRIED UNANIMOUSLY

Members of the public and media left the Council Chambers at 7:51pm and the livestream of the meeting ceased.

CONFIDENTIAL MATTERS

ITEM 19 - TENDER REPORT NO. 2/25 - DATED MARCH 19, 2025 - TENDER Q24/45 SUPPLIER
AGREEMENT FOR SECURITY SERVICES - CONFIDENTIAL D25/12643

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

RESOLUTION Minute No. 47819 Councillor A Chandler moved Councillor R Algate seconded 1. That Broken Hill City Council Tender Report No. 2/25 dated March 19, 2025, be received. 2. That Broken Hill City Council award tender Q24/45 to Wade Stephens Security and enter into a supplier agreement for a period

CARRIED UNANIMOUSLY

of 24 Months with the option to extend for a

That the Mayor and General Manager be authorised to sign and execute the licence

further 12 Months.

FOR: Mayor Tom Kennedy, Deputy Mayor Jim Hickey, Councillors Bob Algate,

Michael Boland, Ashley Byrne, Alan Chandler, Elaine Gillett, Hayley Jewitt and

Darriea Turley

AGAINST: Nil.

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 38/25 - DATED FEBRUARY 20, 2025 - MULGA CREEK WETLANDS LICENCE WITH DEPARTMENT OF CLIMATE CHANGE, ENERGY, THE ENVIRONMENT AND WATER FOR CONDUCTING DUST MONITORING - CONFIDENTIAL D25/7660

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

conducting (or proposes to conduct) bus	,	50 on a posson man moment are commented
RESOLUTION Minute No. 47820		Resolved
Councillor M Boland moved Councillor A Byrne seconded)	 That Broken Hill City Council Report No. 38/25 dated February 20, 2025, be received.
		 That Council enter into a new licence agreement with the NSW Department of Climate Change, Energy, The Environment and Water to place monitoring equipment with the Mulga Creek Wetlands.
		3. That the licence duration be three (3) years.

documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

RESOLUTION Minute No. 47821 Councillor A Byrne moved Councillor M Boland seconded	Provided That the meeting resumes in open session. CARRIED UNANIMOUSLY
Members of the public and media returned to the meeting resumed.	the Council Chamber at 7:56pm and the livestream of
At the invitation of the Mayor, the General Masession.	nnager read the resolutions made by Council in closed
There being no further business to consider, t	the Mayor closed the meeting at p.m.
THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON)))
	CHAIRPERSON

MAYORAL MINUTES

1.	MAYORAL MINUTE NO. 2/25 - DATED APRIL 16, 2025 - PENDING	
	CLOSURE OF SOCIAL FUTURES-CLUBHOUSE BROKEN HILL	
	(D25/17110)	20

2. MAYORAL MINUTE NO. 3/25 - DATED APRIL 23, 2025 - RECOGNITION OF THE LATE COUNCILLOR DAVID GALLAGHER APM (D25/17836) ...22

ORDINARY MEETING OF THE COUNCIL

April 16, 2025

ITEM 1

MAYORAL MINUTE NO. 2/25

SUBJECT: PENDING CLOSURE OF SOCIAL FUTURES-CLUBHOUSE

BROKEN HILL D25/17110

Summary

Social Futures - Clubhouse Broken Hill, is a free after-school technology-learning hub for young people which opened in Broken Hill in December 2023.

The Clubhouse was established with funding from the NSW Government's 'Our Region, Our Voice' Regional Youth Investment Program'. It is also part of the international Clubhouse Network, which began in Boston, Massachusetts and later established across Australia. The not-for-profit organisation, Social Futures, manages Clubhouses in Broken Hill, Lismore, Ballina and Bathurst.

Clubhouse Broken Hill is located at 285 Argent Street and provides young people (aged 12 to 17 years) a safe and supported space to explore and use the latest technological tools to create and express themselves with a youth worker present. They can use the latest technology for activities such as coding games, editing movies, create graphic designs and artwork, write record and produce music, create 3D models, build and program robots and animating cartoons, etc.

Students are challenged to think, develop new concepts, find the technologies available to realise new ideas, build their multi-media skills and ultimately believe in themselves, grow in confidence and appreciate they have so much to offer their community.

On 11 April 2025 I received an email from a concerned local resident alerting me to the pending closure of Social Futures - Clubhouse Broken Hill, due to government funding issues.

I believe there are numerous local children who attend this service (which operates after school hours, Monday to Thursday from 3:00pm to 6:00pm) and provides a unique experience for young people to explore new technologies with assistance and encouragement from local staff who have a passion in youth services and mentorship. The learnings from this program could be a meaningful step in the right direction for a career in many artistic or technology-based professions.

Clubhouse Broken Hill is obviously well supported and is filling a need in the community for after-school activities for young people, and it is disappointing to hear that this local service is being lost to the community due to the removal of government funding.

Recommendation

1. That Mayoral Minute No. 2/25 dated April 16, 2025, be received.

2. That correspondence be sent to the relevant Minister, Shadow Minister and the Local Member for Barwon advocating for continued funding for Social Futures – Clubhouse Broken Hill and its programs.

Attachments

There are no attachments for this report.

T. KENNEDY MAYOR

ORDINARY MEETING OF THE COUNCIL

April 23, 2025

ITEM 2

MAYORAL MINUTE NO. 3/25

SUBJECT: RECOGNITION OF THE LATE COUNCILLOR DAVID GALLAGHER
APM D25/17836

Summary

I have received several requests from members of the community regarding recognising the late Councillor David Gallagher.

Dave Gallagher passed away on 9th February 2025 after suffering a stroke.

Dave was a dedicated, earnest, and reliable Councillor who served the community as an elected representative for almost 15 years. Dave held a decorated career as a policeman for over 30 years being awarded the Australian Police Medal in 2010 as part of the Australia Day honours list. Dave always had a strong focus on community safety and security as a Councillor.

Councillor Gallagher was a true leader who always put others before himself. He loved Broken Hill and its people, and his sincerity in every decision he made was felt by all who had the privilege of working with him.

Dave was always kind-hearted, friendly, and approachable. Whether in a council meeting or chatting with a ratepayer on the street, he always exuded a mix of understanding and professionalism which earned him the trust and respect of the community.

It was this unique combination of reliability and good nature that made him so well-liked by staff, fellow Council members, and, of course, the community he served with such passion.

Dave's commitment to community safety and security was a cornerstone of his work, both in Council and his previous career as a Police Officer. He understood the importance of providing a safe, secure environment for all, particularly for senior residents of the city.

Dave was a hard-working Councillor who served on various Council Committees including:

- Infrastructure and Environment Committee
- Ageing Well Advisory Committee
- ET Lamb Memorial Oval Community Committee
- Memorial Oval Community Committee
- Picton Sportsground Community Committee
- Australia Day Advisory Group
- Broken Hill ClubGRANTS Committee
- Community Assistance Grants Panel

- Tidy Towns Working Group
- Chairperson of the Western Division Councils
- Chairperson of Regional Development Australia Far West NSW

Dave was also well known in the broader community for his involvement in the local rugby competition, the Silver City Races and the local Legacy.

Recommendation

- 1. That Mayoral Minute No. 3/25 dated April 23, 2025, be received.
- 2. That an official photograph of the Late David Gallagher APM, be hung in the Council Chambers until the end of the current term of Council (2028).
- 3. That a park bench including a plaque approved by Councillor Gallagher's family be placed outside of the Council Chambers in a suitable location in recognition of the Late David Gallagher APM.

Attachments

There are no attachments for this report.

T. KENNEDY MAYOR

REPORTS FROM DELEGATES

1.	REPORTS FROM DELEGATES NO. 3/25 - DATED APRIL 01, 2025 -	
	COUNCILLOR CHANDLER'S ATTENDANCE AT THE NSW PUBLIC	
	LIBRARIES ASSOCIATION CONFERENCE HELD IN BATHURST, 21	
	MARCH 2025 (D25/14803)	. 25

ORDINARY MEETING OF THE COUNCIL

April 1, 2025

ITEM 1

REPORTS FROM DELEGATES NO. 3/25

<u>SUBJECT:</u> <u>COUNCILLOR CHANDLER'S ATTENDANCE AT THE NSW PUBLIC</u>

<u>LIBRARIES ASSOCIATION CONFERENCE HELD IN BATHURST,</u>
21 MARCH 2025

D25/14803

Summary

Councillor Alan Chandler submitted a Delegate's Report regarding his attendance at the NSW Public Libraries Association Conference held in Bathurst on 21 March 2025.

Please see attached Councillor Chandler's Delegate's Report.

Recommendation

1. That Reports from Delegates No. 3/25 dated April 1, 2025, be received.

Attachments

1. U Councillor Chandler's Delegate's Report

A CHANDLER COUNCILLOR

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RECOMMENDATIONS OF INFRASTRUCTURE AND ENVIRONMENT COMMITTEE MEETING HELD TUESDAY 22 APRIL 2025

Recommendation

- 1. That Broken Hill City Council Report No. 54/25 dated April 10, 2025, be received.
- 2. That the Heritage Assistance Grants Policy be adopted as a Policy of Council and will supersede the previous Heritage Assistance Grants Policy adopted in 2017.

Recommendation

- 1. That Broken Hill City Council Report No. 55/25 dated April 10, 2025, be received
- 2. That the minutes of the Broken Hill Lead Reference Group meeting held 26 February 2025 be received.

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

April 10, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 54/25

<u>SUBJECT:</u> <u>ADOPTION OF HERITAGE ASSISTANCE GRANTS POLICY</u>
D25/16410

Recommendation

- 1. That Broken Hill City Council Report No. 54/25 dated April 10, 2025, be received.
- 2. That the Heritage Assistance Grants Policy be adopted as a Policy of Council and will supersede the previous Heritage Assistance Grants Policy adopted in 2017.

Executive Summary:

Council's Heritage Assistance Grants Policy was adopted as a Policy of Council in April 2017.

This Policy has been reviewed by Council staff and is recommended to be re-adopted as a Policy, with the only change proposed to the Policy being correction of responsible staff titles.

Due to the nature and general content of the Policy remaining the same as the current version, it is recommended that public exhibition of the Policy is not warranted.

Report:

Council acknowledges the value of our built environment and its importance in our Heritage City.

The Heritage Assistance Grants policy aims to provide financial assistance to residents and businesses to beautify our City and maintain its heritage appeal through the provision of grants and loans to paint and maintain houses and buildings in Broken Hill with historical significance.

The purpose of the policy is to provide a framework for Council to provide heritage restoration grants and loans.

The policy provides two specific streams of Heritage Restoration Assistance funding, those being:

- STREAM 1 Verandah Restoration
- STREAM 2 Painting and Minor Restoration Works

The Verandah Restoration funding stream provides assistance through 80% loan funding and 20% grant funding to assist applicants in restoration and construction of verandahs with heritage significance.

The Painting and Minor restoration works stream provides home owners with a grant amount of up to \$1500 per property (subject to this amount not exceeding 50% of total cost of

painting/restoration works). A small loan is also available of up to \$3000 per property (subject to this amount not exceeding 50% of total cost of works).

Council's Heritage grants scheme has been a successful scheme for many years. However, Council staff are intending on promoting the grants scheme through advertising on a more regular basis to ensure that there continues to be a take-up of the program.

The only proposed change to this Policy is in relation to 5.1 "Roles and Responsibilities" to update the responsible officer position titles:

- General Manager remain as is.
- Chief Operating Officer change to Director Infrastructure and Environment.
- Manager Planning Development and Compliance change to Manager Planning and Development.

The Heritage Assistance Grants Policy is now presented to Council for consideration of adoption.

Community Engagement:

Due to the nature and general content of the Policy remaining the same as the current version, it is recommended that public exhibition of the Policy is not required.

Strategic Direction:

Key Direction:	3	Our Environment
Objective:	3.3	Proactive, innovative and responsible planning supports the community, the environment and beautification of the City
Strategy:	3.3.5	Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City

Relevant Legislation:

Local Government Act

Financial Implications:

Funding is available through existing budget and supported by grant funding initiatives from NSW State Heritage Office.

Attachments

1. J Heritage Assistance Grants Policy

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

<u>JAY NANKIVELL</u> GENERAL MANAGER



HERITAGE ASSISTANCE GRANTS POLICY

QUALITY CONTROL			
TRIM REFERENCES	12/114 – D17/5529		
RESPONSIBLE POSITION	Manager Planning and Develop	oment	
APPROVED BY	Council		
REVIEW DATE	April 2019	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
22/02/2017	Public Exhibition	45461	
26/04/2017	Adoption	45524	

1. INTRODUCTION

Council acknowledges the value of our built environment and its importance in our Heritage City.

This policy aims to provide financial assistance to residents and businesses to beautify our City and maintain its heritage appeal through the provision of grants and loans to paint and maintain houses and buildings in Broken Hill with historical significance.

2. POLICY OBJECTIVE

The purpose of this policy is to provide a framework for Council to provide heritage restoration grants and loans.

The framework aims to ensure that the allocation of council's limited resources is undertaken in a fair, transparent, accountable and ethical manner. Council recognises that there can be difficulties in meeting community expectations with the increasingly limited financial resources available. Council also recognises that it is accountable to the community for the management and disbursement of its funds and that it must be done in a manner that maximises the benefits to the community and is seen as fair and equitable.

The policy provides two specific streams of Heritage Restoration Assistance funding, those being:

- STREAM 1 Verandah Restoration
- STREAM 2 Painting and Minor Restoration Works

3. POLICY SCOPE

The policy applies to all applications for Heritage grants and loans funding for the above two streams of funding.

HERITAGE ASSISTANCE GRANTS POLICY

Page 1 of 6

4. POLICY STATEMENT

4.1. General principles

Council commits itself to the following principles:

- 4.1.1. Accountability, transparency and equity The policy provides a framework for the transparent and merit-based provision of support and a system of accountability for the recipient.
- 4.1.2. Alignment with Council strategies The policy aligns with Council priorities outlined in the Broken Hill Community Strategic Plan and Councils Delivery Program.
- 4.1.3. Value for money The policy ensures Council considers the value for money received in return for Councils investment.

4.2. Scope of program

- 4.2.1. The total amount available for the Heritage Assistance Grants Program will be determined annually by the elected Council in connection with the Operational Plan and Delivery Program.
- 4.2.2. Funding under the Painting and Minor Restoration Grant Program will apply to buildings within Broken Hill Local Government Area.

4.3. Program structure

The program will consist of two streams of heritage funding, those being:

- STREAM 1 Verandah Restoration
- STREAM 2 Painting and minor restoration for residential and commercial buildings

4.4. STREAM 1 – Verandah Restoration

- 4.4.1. The Verandah Restoration Program will provide assistance through 80% loan funding and 20% grant funding to assist applicants in restoration and construction of verandahs with heritage significance.
- 4.4.2. Council will accept applications for the Verandah Restoration Program at any time throughout the year.
- 4.4.3. The total amount of funding available is subject to approved budget allocations.
- 4.4.4. Council will advertise the details of the Verandah Program on Councils website and in the local media.
- 4.4.5. Eligibility and Assessment
 - 4.4.5.1. Eligibility Criteria
 - a. The applicant must be the owner of the property.
 - b. The verandah for which the funding has been sought must be of heritage significance as determined by Council's Heritage Advisor.
 - c. Restoration plans must be approved by Council's Heritage Advisor.

HERITAGE ASSITANCE GRANTS POLICY

Page 2 of 6

- d. Applicants must be able to demonstrate that they have the necessary finance to undertake all of the works submitted by them to the Council.
- e. Applicants must be able to demonstrate that they will be able to repay the loan funds on the due dates. Consideration will be given to payment history with Council.
- f. Applicants must be able to commit to complete the verandah restoration work within a twelve month period.
- g. Applicants must lodge a completed application using Council's Verandah Restoration Program Application Form in accordance with any published Guidelines.

4.4.5.2. Assessment of Applications

The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility Criteria set out in section 4.5.1.

It is open to the Council Officer to amend estimates and projections included in the application prior to assessment based on information available to Council or Council's past experience. Any changes should be notified to the applicant with the reasoning documented.

If the applicant does not agree with amendments suggested by the Relevant Council Officer, the application will still be presented to the Council for assessment with information from the Relevant Council Officer as to why amendments are recommended.

Following a preliminary assessment, the Relevant Council Officer will present applications to Council's Heritage Adviser, with a recommendation on eligibility.

Council's staff and Heritage Adviser's recommendations will be presented to the General Manager.

The General Manager approves and provides a report to Council for information subsequent to the awarding of grants.

4.4.5.3. Agreements, Payments and Acquittals

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for Council's financial assistance prior to any monies being released.

The repayment period for the loan component of the assistance must not exceed 4 years.

Repayments must be made at weekly, fortnightly or quarterly intervals.

The interest rate to be charged shall be the Reserve Bank of Australia cash rate plus 2% at the time the loan is approved by Council.

Council will not be liable for any amounts over and above the Verandah Restoration funding amount as set out in the Agreement.

Successful applicants must display a Council approved sign in a prominent position at the work site for the duration of the work acknowledging Council and NSW Heritage Office funding for the project.

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Successful applicants must provide acquittal information to Council in accordance with the terms of the Agreement.

If a property is sold prior to the restoration works being complete, an acquittal must be completed and unspent funding returned to Council.

4.5. STREAM 2 – Painting and Minor Restoration Works

- 4.5.1. Council will advertise the Painting and Minor Restoration Works Program on Councils website and in the local media.
- 4.5.2. Council will accept applications for grant and loan funding under stream 2 at any time throughout the year.
- 4.5.3. A grant amount of up to \$1500 per property will be available subject to this amount not exceeding 50% of total approved works.
- 4.5.4. A loan amount of up to \$3000 per property will be available subject to this amount not exceeding 50% of total approved works.
- 4.5.5. Applicants are eligible to apply for both the grant and the loan.
- 4.5.6. Eligibility and Assessment
 - 4.5.6.1. Eligibility Criteria
 - a. The applicant must be the owner of the property or have the property owners' agreement for works to be completed.
 - b. Works must be approved by Council's Heritage Advisor.
 - c. Applicants must be able to demonstrate that they have the necessary finance to undertake all of the works submitted by them to the Council.
 - d. Applicants must be able to demonstrate that they will be able to repay the loan funds on the due dates. Consideration will be given to payment history with Council.
 - e. Applicants are entitled to one grant only for like work.
 - f. The works to be completed must not have previously been undertaken using grant assistance from Council. E.g. repainting when original painting was undertaken using Council grant funds.
 - g. Funding will not be made retrospectively for work already carried out, unless the relevant Council Officer considers that special circumstances exist and determines a grant allocation appropriate to those circumstances and within the monetary parameters of the policy.
 - h. Applicants must be able to commit to complete the approved works within a twelve month period.
 - Applicants must lodge a completed application using Council's Painting and Minor Restoration Works Application Form in accordance with any published Guidelines.
 - 4.5.6.2. Assessment of Applications

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The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility Criteria set out in sections 4.5.6.1.

The relevant officer will refer all applications to Council's Heritage Advisor for comment and recommendation in relation to colour schemes and design.

It is open to the Council Officer to amend estimates and projections included in the application prior to assessment based on information available to Council or Council's past experience. Any changes should be notified to the applicant with the reasoning documented.

If the applicant does not agree with amendments suggested by the Relevant Council Officer, the application will still be presented to the Manager Planning and Development for assessment with information from the Relevant Council Officer as to why amendments are recommended.

Council's staff and Heritage Adviser's recommendations will be presented to the General Manager.

The General Manager approves and provides a report to Council for information subsequent to the awarding of grants.

4.5.6.3. Agreements, Payments and Acquittals

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for Council's financial assistance prior to any monies being released.

The repayment period for the loan component of the assistance must not exceed 3 years.

Repayments must be made at weekly, fortnightly or quarterly intervals.

The interest rate to be charged shall be the Reserve Bank of Australia cash rate plus 2% at the time the loan is approved by Council.

Council will not be liable for any amounts over and above the funding amount as set out in the Agreement.

Successful applicants must provide acquittal information to Council in accordance with the terms of the Agreement.

If a property is sold prior to the restoration works being complete, an acquittal must be completed and unspent funding returned to Council.

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for the Community Assistance Grant prior to any monies being released

5. IMPLEMENTATION

5.1. Roles and Responsibilities

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

- General Manager
- Chief Operating Officer Director Infrastructure and Environment

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Manager Planning Development and Compliance Manager Planning and Development

Communication

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

5.2. Associated Documents

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

- · Code of Conduct
- Statement of Business Ethics

6. REVIEW

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

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

The Manager Planning and Development is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

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

Local Government Act 1993 – Sections 377 and 356

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

8. DEFINITIONS

Agreement means the agreement entered into by Council and applicant whose application for Community Assistance Grant has been successful.

Council means Broken Hill City Council.

Financial Assistance means payments given to individuals or organisations that are not commensurate with a reciprocal benefit received by Council.

Guidelines means any guidelines published in connection with Council's Community Assistance Grant program in any year.

Heritage Building means a building listed in Schedule 5 Part 1 to Broken Hill Local Environmental Plan 2013

Heritage Precinct means a heritage conservation area listed in Schedule 5 Part 2 to Broken Hill Local Environmental Plan 2013.

Relevant Council Officer means the Council employee responsible for administering the Heritage Grants and Loans.

HERITAGE ASSITANCE GRANTS POLICY

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INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

April 10, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 55/25

<u>SUBJECT:</u> <u>MINUTES OF THE LEAD REFERENCE GROUP MEETING HELD</u>
26 FEBRUARY 2025 D25/16212

Recommendation

- 1. That Broken Hill City Council Report No. 55/25 dated April 10, 2025, be received
- 2. That the minutes of the Broken Hill Lead Reference Group meeting held 26 February 2025 be received.

Executive Summary:

The minutes of the Broken Hill Lead Reference Group for meeting held 28 November 2024 are presented to Council for endorsement.

Report:

The Broken Hill Lead Reference Group (BHLRG), chaired by the Broken Hill City Council, is a collaborative of the many companies and community representatives that work with, have an interest in and contribute to lead management in the local community.

The BHLRG has developed the Broken Hill Lead Reference Group Integrated Strategy to provide a forum for information exchange and to guide activity relating to lead issues for Broken Hill.

Community Engagement:

Community Engagement through community representation on the Committee.

Strategic Direction:

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

Relevant Legislation: Nil

Financial Implications: Nil

Attachments

1. Unimutes - Lead Reference Group - 26 February 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP (BHLRG) MEETING HELD THURSDAY, 26 FEBRUARY 2025 10.00AM. AGED PERSONS REST CENTRE

Meeting commenced at 10.05am

Present

Jessica Ierace Environmental Health Officer (BHCC) - Chair

Councillor Michael Boland
Devon Roberts
Franck Dauge

Council Delegate
Broken Hill Mines (BHM)
Broken Hill Mines (BHM)

Frances Boreland Broken Hill Environmental Lead Program (BHELP)
Judi Louvel Broken Hill Environmental Lead Program (BHELP)

Jill GallagherEnvironment Protection Authority (EPA)Vilmae AppletonFar West Local Health District (FWLHD)Kelli MorrisFar West Local Health District (FWLHD)

Georgina Seward Public Health Unit (PHU)
Neil Glastonbury Transport for NSW (TfNSW)

Nyrie Waite Administration Officer – (BHCC) - Minute Taker

Angela Hank Administration Officer (BHCC)

Present Via Teams)

Christina Low Broken Hill Environment Lead Program (BHELP)

Pam Tucker Community Representative

Adam Forster Perilya

Priscilla Stanley Public Health Unit (PHU)

Apologies

Linda Mason Western NSW Local Health District (WLHD)
Melissa Welsh Far West Local Health District (FWLHD)

Welcome with introductions around the table and on Teams.

Acknowledgement of Country

Acknowledgment of Country recited by Jessica lerace.

Confirmation of Minutes of Previous Meeting

Previous meeting: 28 November 2024

Moved: Councillor Michael Boland

Seconded: Frances Borland

1 Matters Arising from Previous Minutes

Abe from SafeWork to advise when he will be visiting Broken Hill.

Judi Lovel advised she has not been able to contact Abe, Georgie Seward advised that Abe will be changing roles and not be available for a Lead information session.

Contact Essential Water for a representative to attend the meetings.

Nyrie has been unable to find a contact. Pam Tucker supplied information of people to contact at Essential Water via email to Nyrie.

Contact Aboriginal Affairs and or Aboriginal Housing ie Paul Kemp or Bilyara Bates for a representative to attend the BHLRG meetings.

Frances Boreland offered to contact a person who works in the same building as BHELP. Jessica lerace suggested Judi and Frances could talk to their contact with Aboriginal Housing to see if they would be interested in attending the meetings.

Minutes of the Broken Hill Lead Reference Group 28 November 2024

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- 2 Correspondence In Nil
- 3 Correspondence Out Nil
- 4 Quarterly Reports

4.1 Broken Hill Environmental Lead Program (BHELP) - Report attached and tabled.

Meeting update: Judi reviewed the report for the meeting.
Kelli Morris asked if many Aboriginal houses required mediation, Frances Boreland replied there are a few homes near the Line of Lode that need remediation. Vilmae Appleton asked if Preschools are tested, as Rainbow and Busy Kids Preschools are having work done in their play areas. Frances advised that they have tested the preschool and will contact them for further testing due to the construction work. Local Parks and playgrounds are also tested.

4.2 Maari Ma Health - (No written report)

Meeting update: - No representative in attendance.

4.3 Western Local Health District (WLHD) - Report attached and tabled.

Meeting update: – Georgie reviewed the key points of the report to the meeting. Vilmae suggest the lower numbers of children being tested in the fourth quarter would be due to end of year closure. Frances commented that the proportion of children with really high levels of lead has decreased.

4.4 Broken Hill Operations - Report attached and tabled.

Meeting update: – Devon Roberts reviewed the report for the meeting. The six-monthly blood lead testing found one elevated result, which has now decreased. Jill Gallagher enquired about the dust suppressant with no colouring, and how is it determined if it is no longer effective and requires a reapplication. Devon advised that the suppressant is reapplied every 12 months and after heavy rain. They also take photos and complete inspections. A different suppressant is used on the roads and is applied every 3 months. Neil Glastonbury commented that TfNSW use the same suppressant on roads.

4.5 Perilya – Report attached and tabled

Meeting update: Adam reviewed the report for the meeting. Perilya are moving to quarterly blood lead testing. Perilya will consult with Council to place a water diversion pump at the front of a Laneway to redirect water away from houses. Jill confirmed with Adam that the contaminated sites are within the Perilya lease. A long-term remediation plan is being organised, to assist with abatement of the site. Christina Low inquired about Perilya process for capping. Adam advised that it is within the Rehabilitation Management Plan.

4.6 Essential Water (no written report)

Meeting update: - No representative in attendance.

5 General Business - Nil

Minutes of the Broken Hill Lead Reference Group - 26 February 2025.

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6 Action List for next meeting

Action	Responsible Person	Date due
Abe from SafeWork may no longer be in this role	Judi Louvel to check	Ongoing
Contact Essential Water for a representative to attend the meetings	Nyrie to contact people Pam has suggested	
Reach out to Aboriginal Affairs and or Aboriginal Housing ie Paul Kemp or Bilyara Bates for a representative to attend the BHLRG meetings.	Frances and Judi to follow up	

7 Next Meeting Date

10am Wednesday 28 May 2025, Aged Persons Rest Centre and via Teams.

12 Meeting Closed

10.47am.





BHELP REPORT TO BROKEN HILL LEAD REFERENCE GROUP February 2025

1. Remediation/Abatement Program

Home Remediation/Abatement Program – Round 9 is well underway with 13 residences already completed. Several of the residences require a large amount of works to be undertaken.

Home remediation and abatement includes.

- Removal and replacement of contaminated soils.
- Removal of unstable lead paint and repainting.
- Cleaning or replacing carpets with hard flooring.
- Sealing areas inside the residence where dust has a pathway for entry.

To date.

- 39 Children have been referred for a home assessment in Round 9
 - o 12 have been triaged as urgent (5 completed)
 - o 18 as priority 1a (7 completed)
 - o 9 as priority 1b (1 completed)

Challenges faced with home assessment including possible solutions.

A range of challenges are faced in assessing homes and undertaking abatement works. These are outlined below.

- Getting in contact with the owners/tenants to organise assessment times.
- Sometimes residents are not there when we arrive.
- Getting scopes approved and returned by owners/tenants.
- Residents' expectations of wanting more than we can/need to provide
- Residents not understanding how to care for the remediation long term and sometimes ending up with recontamination and then further remediation required.
- Some houses are poorly kept/untidy, making it hard to access test areas especially rubbish etc in yards.
- The standard of some housing is poor and not really suitable for living in.
- Families move from house to house meaning possible exposure in the houses moved into that may not have been remediated.
- · Families refusing remediation.
- Owners refusing remediation.

- Children spending large amounts of time between houses making it difficult to ascertain where the lead exposure issues are.
- Inability to get remediation completed after home assessment in timely fashion or in some cases not at all due to backlog.
- Possible breakdown of trust and community engagement due to backlog
- People are sometimes a bit uncomfortable with the home assessment process, especially if the house is a bit untidy.
- Pets large dogs, occasional other large pets.
- Unkempt yards/lots of junk/dog faeces are occasionally a problem.

How we have addressed these challenges

- Using multiple communication methods to engage with resident (phone, email, SMS)
- · Sending a reminder the day before to remind residents we are coming
- Working after standard office hours to accommodate residents who work
- Booking in SoW when we are completing the home assessment
- Spending time with the resident to explain the SoW and answer questions before obtaining a signature
- Providing a remediation fact sheet relating to the remediation process
- Putting people at ease and if they are worried about the housekeeping, we assure them our own housekeeping skills are just the same

2. Community Engagement and Communications Activities

 Term 1 is well underway, BHELP will commence working with schools in the near future

3. Technical Activities

- Technical advice has been provided about:
 - o potential research projects (to Health, ANU & EPA)
 - o evidence on sources of lead in BH soils (to internal EPA).
 - o advice to general public enquiries relating to lead concerns.
- BHELP attends quarterly Trail Health Environmental Committee meetings to learn from each other about reducing lead exposure in our respective communities. Trail is a smelter community in Canada that has significantly reduced lead exposure while still maintaining an active lead industry.

4. Other Activities

- Dust monitoring program is being maintained.
- Monitoring of landscape supplies is being maintained all samples are well within the guidelines for soil lead levels.
- Testing 40 residences for lead Aboriginal Housing Office

Blood lead levels in children aged 6 months to <5 years, Broken Hill, by quarter, 2019 – 2024

1. Blood lead levels for children aged 1 year to <5 years*

Key points for screening in the fourth quarter, 2024.

- The number of children screened for the fourth quarter of 2024 (n=93) is 13% less than for the same period in 2023 (n=107) (Table 4).
- The downward trend seen in monthly testing for the fourth quarter compared to previous quarters in 2024 is consistent with patterns seen in previous years (Figure 1). October saw the highest monthly total of children screened for the fourth quarter occurred (n=44).
- The blood lead level (BLL) geometric mean for the fourth quarter of 2024 was below the guideline (<5.0 μg/dL) at 4.3 μg/dL, lower than that for 2023 (Table 4).
- The monthly BLL geometric for October was lower than that for September, steady for November and then declining in December to a low of 3.7 μ g/dL (Figure 2).

Key points for screening in 2024

- The total number of children aged 1 to less than 5 years screened for BLL in 2024 (n=718) was 10% higher than that for 2023 and the highest for the six-year reporting period (Table 5).
- The unadjusted annual BLL geomean for 2024 is the same that for 2023 (4.2 $\mu g/dL$).
- 44% of children screened had a BLL above the guideline, the highest since 2020 for the same period (Figure 3).
- Table 6 presents a cohort analyses by age group i.e., 12 to 17 months, 18 to 23 months and 2,3 and 4 years. The age cohort with the highest number of children screened was the 12 to 17 months age group (n=180) which was only slightly higher than the 18 to 23 months cohort. The 3-year-old cohort had the lowest number screened (n=122). Children in the 12 to 17 months cohort have the highest proportion of children with BLLs above the guideline (44%) while children aged 3 years had the lowest proportion of BLLS above the guideline (36%).

Table 1: Blood lead levels, first quarter (January – March), 2019-2024

Year •	Geometric Mean	Max M	lode	Median 9	5 Percentile	Children Screened
2024	5.07	31.00	2.00	5.40	15.30	275
2023	5.08	65.00	2.00	5.15	16.47	264
2022	4.44	25.30	2.00	4.70	11.03	175
2021	3.98	30.10	2.00	3.80	14.07	272
2020	5.52	26.10	2.00	5.70	16.22	308
2019	5.80	41.80	2.00	6.00	17.05	266

Table 2: Blood lead levels, second quarter (April - June), 2019-2024

Year •	Geometric Mean	Max	Mode	Median 9	95 Percentile	Children Screened
2024	3.59	31.88	2.00	3.40	12.76	203
2023	3.37	48.40	2.00	2.00	11.62	189
2022	3.57	65.00	2.00	3.15	12.33	212
2021	3.21	20.80	2.00	2.00	12.98	196
2020	4.35	34.70	2.00	4.10	15.16	175
2019	5.16	23.10	2.00	5.20	15.30	202

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group

Table 3: Blood lead levels, third quarter (July-September), 2019-2024

Year •	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	3.78	24.01	2.00	3.40	13.30	147
2023	3.90	34.50	2.00	3.70	17.15	151
2022	4.12	50.50	2.00	3.90	15.35	122
2021	2.79	15.30	2.00	2.00	7.97	90
2020	4.02	27.95	2.00	4.40	10.54	124
2019	4.30	14.10	2.00	4.80	11.58	115

Table 4: Blood lead levels, fourth quarter (October-December), 2019-2024

Year •	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	4.34	13.30	2.00	4.80	10.04	93
2023	4.59	48.70	2.00	4.40	14.66	107
2022	3.62	61.10	2.00	2.00	13.30	111
2021	4.79	14.20	2.00	5.90	13.65	11
2020	3.33	13.30	2.00	2.00	8.28	86
2019	4.02	29.00	2.00	3.80	13.77	99

Table 5: Blood lead levels, all quarters, 2019-2024

Year •	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	4.24	31.88	2.00	4.40	13.33	718
2023	4.24	65.00	2.00	4.00	15.40	711
2022	3.91	65.00	2.00	3.90	13.61	620
2021	3.51	30.10	2.00	2.00	13.02	569
2020	4.61	34.70	2.00	4.70	14.68	693
2019	5.05	41.80	2.00	5.10	14.89	682

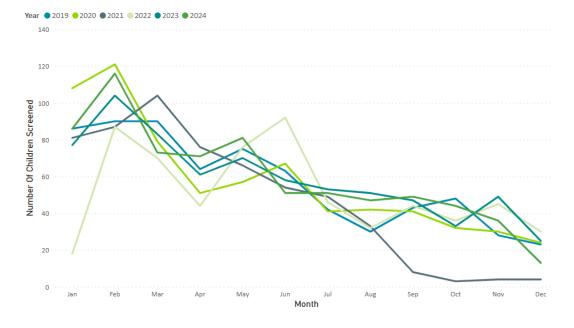


Figure 1: Number of children screened by month, 2019-2024

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group

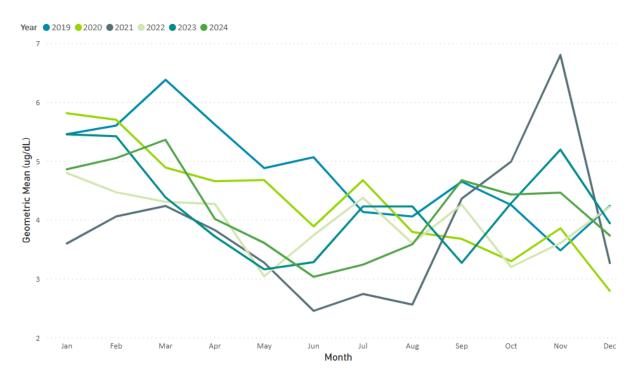


Figure 2: Monthly blood lead levels geomeans, 2019-2014

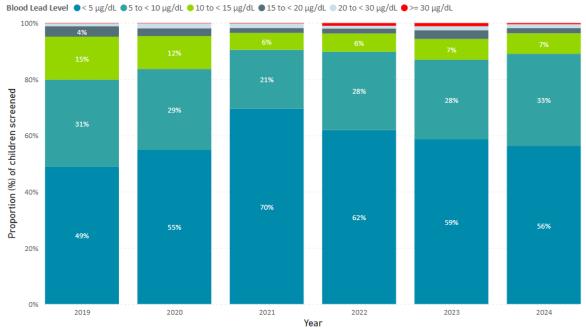


Figure 3: Proportion of children tested by year and blood lead level category, 2019-2024

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group

Table 6: Age group cohort analyses by blood lead level category,20241

Blood Lead Range (μg/dL)	< 5 µg/	'dL	5 to < 1	LO μg/dL	10 to <	15 μg/dL	15 to <	20 μg/dL	20 to <	30 μg/dL	>= 30 µ	ıg/dL	Total	
Testing Age	Count	count(%)	Count	count(%)	Count	count(%)	Count	count(%)	Count	count(%)	Count	count(%)	Count	count(%)
⊞ 12 Month	100	55.56%	66	36.67%	10	5.56%	2	1.11%	2	1.11%	0	0.00%	180	100.00%
	100	56.50%	61	34.46%	12	6.78%	2	1.13%	1	0.56%	1	0.56%	177	100.00%
⊞ 2 year	106	62.35%	47	27.65%	13	7.65%	2	1.18%	2	1.18%	0	0.00%	170	100.00%
⊞ 3 year	78	63.93%	32	26.23%	8	6.56%	3	2.46%	1	0.82%	0	0.00%	122	100.00%
⊞ 4 year	107	61.49%	53	30.46%	9	5.17%	2	1.15%	2	1.15%	1	0.57%	174	100.00%

2. Blood lead levels for children aged 6 months to <12 months^

Key points for screening in the fourth quarter, 2024

- The number of children screened for the fourth quarter of 2024 (n=38) is the lowest since 2021 (Table 10).
- The BLL geometric mean for the fourth quarter is below the guideline at 2.5 μ g/dL, though this is the highest since 2020 for the same reporting period.

Key points for screening in 2024

- The number of children screened in 2024 is the lowest since 2021 (Table 10). This may be due in part to the
 change in testing protocol at Maari Ma Health Aboriginal Corporation where children in this cohort are no
 longer screened.
- The unadjusted annual BLL geomean for 2024 is 2.5 μ g/dL. With the exception of February where the monthly geomean was 3.8 μ g/dL, the monthly geomeans in 2024 have remained relatively steady (Figure 5).
- 90% of children screened had a BLL below the guideline, the highest since 2021 (Figure 6).

^To fit most closely to previous <12 months testing, as conducted up to 2012, this includes all children tested 5 months to <12 months.

Table 7: Blood lead levels, first quarter, 2019 – 2024

Year ▼	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	2.88	13.87	2.00	2.00	6.99	44
2023	2.78	16.20	2.00	2.00	8.27	72
2022	2.59	9.70	2.00	2.50	8.86	57
2021	2.47	11.20	2.00	2.00	6.44	74
2020	3.03	17.30	2.00	2.00	8.16	88
2019	3.49	13.50	2.00	3.55	10.43	56

Table 8: Blood lead levels, second quarter, 2019 – 2024

Year •	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	2.41	5.10	2.00	2.00	4.70	40
2023	2.22	11.40	2.00	2.00	5.15	46
2022	2.75	16.50	2.00	2.00	9.40	49
2021	2.29	8.10	2.00	2.00	4.77	44
2020	2.37	9.40	2.00	2.00	4.35	47
2019	3.09	15.90	2.00	2.00	9.15	52

¹ Totals may vary as the analysis in Table 4 is based on a child's first test in each of the represented age groups during the stated reported period. As such, some children may have been counted in more than one age group during the stated time period.

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group

Table 9: Blood lead levels, third quarter, 2019 – 2024

Year •	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	2.32	9.73	2.00	2.00	5.74	40
2023	2.21	7.80	2.00	2.00	6.76	39
2022	2.24	6.30	2.00	2.00	5.04	40
2021	2.25	13.80	2.00	2.00	4.37	35
2020	2.42	6.40	2.00	2.00	5.08	43
2019	2.40	7.60	2.00	2.00	6.01	48

Table 10: Blood lead levels, fourth quarter, 2019 – 2024

Year	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	2.45	14.70	2.00	2.00	12.26	38
2023	2.33	12.00	2.00	2.00	6.33	43
2022	2.41	6.40	2.00	2.00	4.49	63
2021	2.00	2.00	2.00	2.00	2.00	8
2020	2.66	14.00	2.00	2.00	6.85	46
2019	2.41	8.60	2.00	2.00	5.08	46

Table 11: Blood lead levels, all quarters, 2019 – 2024

Year •	Geometric Mean	Max	Mode	Median	95 Percentile	Children Screened
2024	2.52	14.70	2.00	2.00	6.90	162
2023	2.43	16.20	2.00	2.00	7.40	200
2022	2.50	16.50	2.00	2.00	8.12	209
2021	2.35	13.80	2.00	2.00	5.30	161
2020	2.68	17.30	2.00	2.00	6.89	224
2019	2.85	15.90	2.00	2.00	8.09	202



Figure 4: Number of children screened by month, 2019-2024

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group

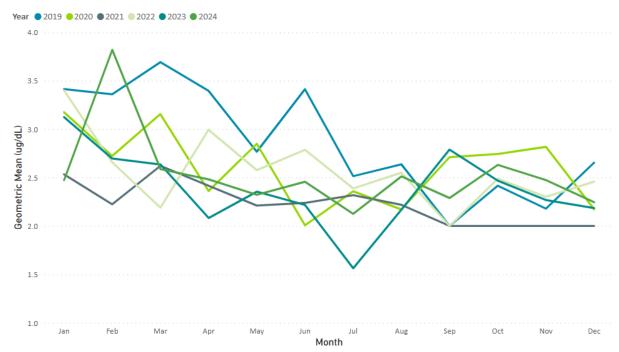


Figure 5: Monthly blood lead levels geomeans, 2019-2014

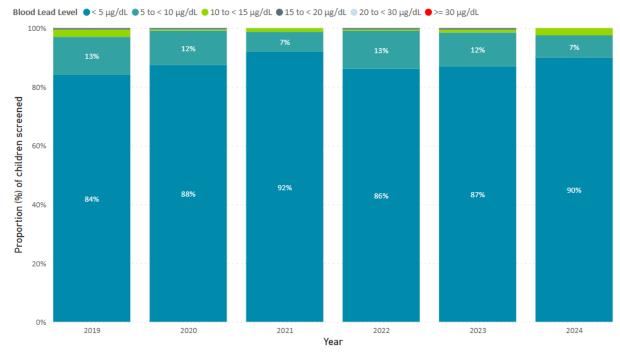


Figure 6: Proportion of children screened by year and blood lead level category, 2019-2024

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group

MINUTES OF THE LEAD REFERENCE GROUP MEETING HELD 26 FEBRUARY 2025

Attachment 1 Minutes - Lead Reference Grou - 26 February 2025

Methodology notes

- Blood lead levels included in the analyses were only from those children whose blood test was their first valid test for the calendar year, except where specifically noted (i.e., Table 6).
- Where a child had more than one test result for the quarter, the first result was used in the analysis.
 However, if a venous blood lead result had been recorded, this result was used in the analysis, irrespective of its value.
- Geometric means reported here are not age-sex standardised.

Prepared by: L. Mason, Public Health Unit, WNSWLHD utilising the HIU Broken Hill Lead Program Analytics Dashboard. Data Source: emR CHBL003. Date of extraction: 9.1.2025

^{*}All children = Aboriginal, non-Aboriginal and Aboriginality not stated total for age group



Broken Hill Operations Pty Ltd Quarterly Activities Report

December to February 2025

Occupational Hygiene Monitoring

Six-monthly Blood Lead testing on employees and required contractors was conducted in early December with only one elevated result.

The latest round of occupational hygiene sampling was conducted in early February and includes monitoring for inhalable dust, diesel particulate matter, personal noise, CS2 gas at the reagent stores, and respiratory protection fit testing to ensure employees and contractors are using PPE correctly and the selected PPE is adequate.

Dust Suppressant Application

The application of Total Ground Control (TGC) dust suppressant to free (unused) areas of the site is ongoing with the increase in wind activity. Green dye is no longer used in TGC as it was unstable in UV light and separated during storage. A Dust Suppressant called Dustbinder is continuing to be used on site roads and Blackwoods TSF2 and is effective in controlling dust lift-off from road and tailings dam surfaces for approximately three months. Dustbinder has been used repeatedly on TSF2 during tailings harvesting operations to control dust lift-off.

A spray system has been installed across the Cell 1 Tailings Stockpile and Cells 2 and 3 of TSF2. BHO are monitoring the effectiveness of sprays in their current positions.

Development Approval Modifications

BHO has made a modification request (07_0018 Mod 12) to the Minister for Planning and Public Spaces for approval under section 4.55(1A) of the EP&A Act for an extension of mining in Main Lode Blocks 13, 14 and 15 and an emergency egress ladderway. These activities are required for future ore reserve mining and to augment the safety systems at the mine in accordance with relevant safety legislation and guidelines.

Particulars of the Modification applications can be viewed on the DPIE Major Projects Portal at www.planningportal.nsw.gov.au/major-projects.

Rehabilitation Strategy

The Rehabilitation Management Plan (required under the Mining Act) is being updated to incorporate recommendations from a recent Tailings Targeted Assessment Program conducted by NSW RR. The Rehabilitation MP and Strategy is developed with the input of regulators and other stakeholders.

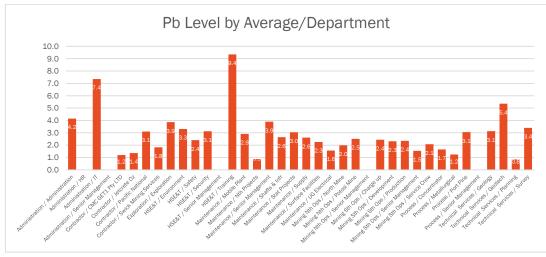
Rasp Mine Operational Updates

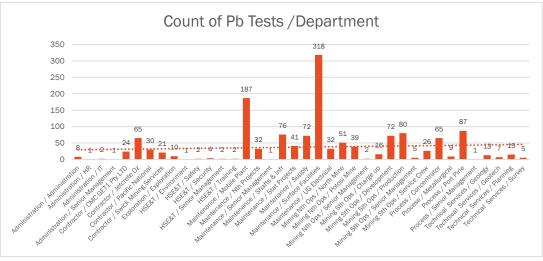
Broken Hill Mines has taken over Broken Hill Operations and the Rasp Mine as of 1 November 2024. Underground drilling and development works have resumed with contractors CDHC and Byrnecut engaged to conduct the work.

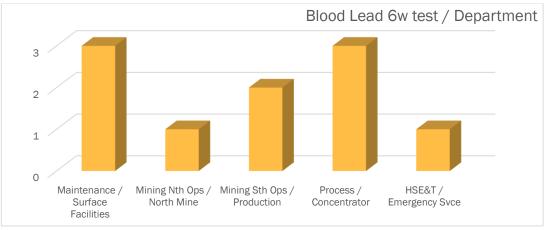
A wholly owned subsidiary of CBH RESOURCES LIMITED

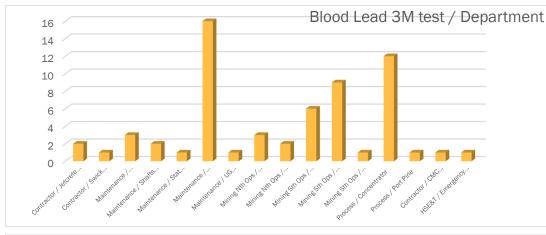
1. OCCUPATIONAL HYGIENE

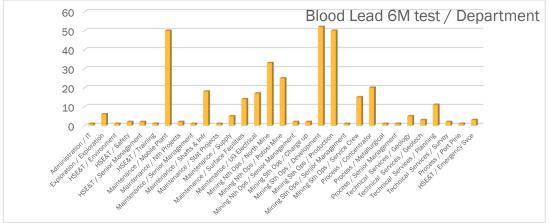
397 conducted in December 2024, 400 Lead tests planned to be conducted in March 2025

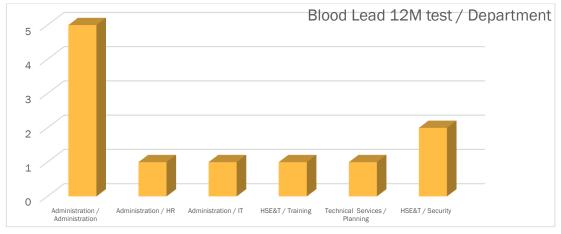












1.1 REDUCTION PROGRAMS

Contractors are the biggest impact on Blood lead across Perilya each have been issued:

- Perilya Blood Lead Management Plan
- Perilya Lead Awareness Package
- Contractor Lead Package Letter and Sign Off
- Leadsmart Backyards and Gardens
- Leadsmart Healthy Eating
- Leadsmart Hygiene and cleaning
- Leadsmart Pregnancy and Babies
- Leadsmart Renovations

2. REHABILITATION PROGRAM (DUST PREVENTION PROGRAM)

Soil and Waste Characterisation Project - Completed

Rehab (2024)_Hydroseeding of North Mine areas 7f and 7e

Rehab (2024)_Hydroseeding Potosi lower NE batter

Rehab (2024)_Hydroseeding Site D_North Mine_Potosi topsoil stockpiles

Rehab (2025)_Hydroseeding Cell 3 topsoil

3. PERILYA PROPERTIES (OCCUPATIONAL HEALTH ASSESSMENT)

3 houses surveyed

Maintenance plan in place for water abatement

RECOMMENDATIONS OF COMMUNITY DEVELOPMENT COMMITTEE MEETING HELD TUESDAY, 22 APRIL 2025

1. <u>BROKEN HILL CITY COUNCIL REPORT NO. 63/25 - DATED APRIL 15,</u> 2025 - 2025/2026 EVENT SPONSORSHIP (D25/17041)......55

Recommendation

- 1. That Broken Hill City Council Report No. 63/25 dated April 15, 2025, be received.
- 2. That Council provides \$10,000 to the 3rd Broken Hill Sea Scouts to reduce participation fees and activity costs for the Golden West Regional Camp from 27 September to 7 October 2025.
- 3. That Council endorse the provision of \$12,000 in-kind sponsorship for St Patrick's Race Club under the current Memorandum of Understanding.
- 4. That Council endorse the provision of \$25,000 in-kind support of the 2025 Mundi Mundi Bash.
- 5. That Council review its commitment to the Perfect Light Film Festival and makes it dependent on the organisers successfully obtaining additional corporate sponsorship.

Recommendation

- 1. That Broken Hill City Council Report No. 64/25 dated March 19, 2025, be received.
- 2. That the minutes of the S355 Youth Advisory Committee meeting held on 11 February 2025 be received.

COMMUNITY DEVELOPMENT COMMITTEE

April 15, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 63/25

SUBJECT: 2025/2026 EVENT SPONSORSHIP D25/17041

Recommendation

- 1. That Broken Hill City Council Report No. 63/25 dated April 15, 2025, be received.
- 2. That Council provides \$10,000 to the 3rd Broken Hill Sea Scouts to reduce participation fees and activity costs for the Golden West Regional Camp from 27 September to 7 October 2025.
- 3. That Council endorse the provision of \$12,000 in-kind sponsorship for St Patrick's Race Club under the current Memorandum of Understanding.
- 4. That Council endorse the provision of \$25,000 in-kind support of the 2025 Mundi Mundi Bash.
- 5. That Council review its commitment to the Perfect Light Film Festival and makes it dependent on the organisers successfully obtaining additional corporate sponsorship.

Executive Summary:

Council is committed to driving visitation to Broken Hill through events and festivals that align with the objectives of the Broken Hill Community Strategic Plan and that are events of State or national significance. To facilitate this, Council's Sponsorship Policy provides the framework for Council to sponsor events that can attract and measure increased visitor numbers to the City. The grants program complies with Section 356 of the Local Government Act 1993.

Council has received one application for the 2025/2026 budget year from the 3RD Broken Hill Sea Scouts to host the Golden West Regional Sea Scouts Camp on 27 September 2025. This is the only event that has requested sponsorship for the 2025/2026 financial year and has met the assessment criteria for sponsorship.

Report:

The Golden West Regional Scout Camp is conducted every two to three years. The last time the camp was held in Broken Hill was 30 years ago. It is anticipated the camp will attract approx. 40 local attendees and 260 visiting attendees plus family members and scout volunteers.

The camp will attract attendees from across NSW, with interest already received from across NSW, Victoria, South Australia and the ACT. The camp will feature a variety of activities showcasing Broken Hill and the region with unique experiences such as the Pro Hart Gallery and Bells Milk Bar. Activities are designed to foster teamwork, leadership and personal development and will include but not limited to roller skating, flying fox, archery, camel riding, canoeing and drag bingo. Activities will take place in Broken Hill, Silverton and Menindee with camping based at the Racecourse.

The 3rd Broken Hill Sea Scouts will involve community groups, service groups and sporting groups to assist in the delivery of the camp.

With such an extended gap in hosting the camp, it will be an opportunity for local scouts to participate in a camp within their hometown. As hosts it will give local participants a sense of pride in their hometown and region and provide access to activities and sporting clubs that they may not have experienced or had opportunity to be involved in. It is an opportunity to showcase Broken Hill as an ideal location for large scale youth events.

This is the only event that has requested sponsorship, to date, for the 25/26 financial year and has met all the assessment criteria for sponsorship. Additional sponsorship has been sought from Coles, Woolworths, Kellogg's, Uncle Toby's and Transgrid with confirmation yet to be received. Requests for additional sponsorship will be ongoing to both local and state/national organisations.

The 3rd Broken Hill Sea Scouts is looking to maximise the number of scouts that are able to travel to Broken Hill to attend the camp. As a Club that has to travel vast distances to attend camps within NSW and interstate, it is important to encourage participation through affordable camp fees to offset the travel and accommodation components for families. Attendance fees for each participant cover catering, tent accommodation, transport and activity costs. The 3rd Broken Hill Sea Scouts has requested cash sponsorship of \$10,000 to reduce participation fees and activity costs.

Council sponsorship under this Policy is for events that can demonstrate a measurable contribution to the economic outcomes for Broken Hill through growth in the visitor economy and that have not been allocated individual sponsorship in Council's annual budget such as the St Pat's Races, the Mundi Mundi Bash, and Perfect Light Film Festival. The proposed event sponsorship budget for 2025/2026 is \$10,000.

Council has provision through its annual budget process for annual events which drive visitation and economic benefit to the City. The following special events are included:

St Patrick's Race Club

This event continues to remain a signature event on the City's calendar. The St Pat's Race Meeting continues to maintain a steady attendance with indicative attendance from 2025 seeing 3,907 patrons with 90% of those being from outside the Broken Hill LGA. The event receives local and South Australian media coverage.

The Memorandum of Understanding (MOU) between Council and the St Patrick's Race Club expires on 30 June 2026 and has a commitment of \$10,000 each year for in-kind support. This support covers waste services and road maintenance at the racecourse. Council's commitment for 2025/2026 of \$10,000 is included in the proposed 2025/2026 draft budget.

Mundi Mundi Bash

The Mundi Mundi Bash has been held four times with the event reaching sold out status and increasing in attendance numbers over the previous two years.

Council's assistance for this event remains in-kind for waste services and provision of traffic control items. Waste services remain the major service with the provision of skip bins and MGBs including daily servicing of bins across the event days.

The Mundi Mundi Bash saw a spend of \$15.5M from the 9-23 August 2024 taking in the early roll in and extended stay period. This is a 5% increase on the \$14.6M spend during the 2023 event. The Mundi Mundi Bash is a significant annual event for the region and provides major media coverage via social media and associated patron groups as well as national TV and print media.

Council's in-kind commitment of 2025/2026 of \$25,000 for waste services and traffic management equipment is included in the proposed 2025/2026 draft budget.

Perfect Light Film Festival

The Perfect Light Film Festival (PLFF) is a free annual short film festival held annually in March.

The PLFF program includes:

Friday – PLFF Launch Night at Silver City Cinema. The screening of a feature length film followed by a Q&A with the Director/Producer or Actor and networking drinks and nibbles.

Saturday – Perfect Light Film Festival. A free short film festival where up to 15 short films are screened and are judged live by a panel of celebrity judges. A prize pool of more than \$10K is up for grabs with two dedicated awards (one to local filmmakers and the other to Australian student under 18 years).

Sunday – PLFF Free Filmmaking Workshop. The public are invited to attend a free filmmaking workshop with an established industry expert and hear about industry techniques and trends.

The Perfect Light Film Festival has previously been held in Sturt Park. In 2024 the event was held in the Civic Centre with Council extending it's \$40,000 cash support to \$50,000 due to Film Festivals Australia losing other sponsorship for the event.

The 2025 PLFF was held in the Civic Centre with approx. 110 patrons attending including 30 VIPs consisting of sponsor representatives and invited guests. Since the event commenced in 2017, it has yet to reach attendance of 500 people.

Film Festivals Australia has not formally submitted a sponsorship application for the 2026 event however have indicated they will be putting forward a submission. Based on previous years attendance, the PLFF continues to be predominantly attended by a local audience.

Council's commitment of \$20,000 is included in the proposed 2025/2026 draft budget however the event does not fully meet the event sponsorship criteria, noting that Council had budgeted \$40,000 in the 2024/25 year, which eventually increased to \$52,000 due to Film Festivals Australia unable to obtain additional sponsorship for the festival.

Community Engagement:

The Sponsorship Policy was placed on public display on 26 April 2023 and adopted on 28 June 2023. Notification of the 2025/2026 Event Sponsorship application was notified via Council's public notices.

Council will be acknowledged for its support of the 2025 Golden West Regional Sea Scouts Camp on flyer/posters, Facebook through local, State, national and international pages, local radio and print media.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.3	Our Community Works Together
Strategy:	1.3.7	Encourage collaboration between services, sporting
		competitions, arts, creative enthusiasts and community
		groups to facilitate the sharing of resources.
Objective:	1.6	Our health and wellbeing ensure that we live life to the full
Strategy:	1.6.2	Create opportunities for people to participate in active and
		healthy recreational activities.
Key Direction:	2	Our Economy

Objective:	2.4	We are a destination of choice and provide unique experience that encourages increased visitation
Strategy:	2.4.2	Deliver service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism.
	2.4.3	Deliver authentic visitor products and experiences

Relevant Legislation:

Local Government Act 1993

Financial Implications:

Council's proposed sponsorship budget for 2025/2026 is \$10,000, with the St Patrick's Race Club, Mundi Mundi Bash and Perfect Light Film Festival budgeted separately due to ongoing MOU's and previous commitments.

Attachments

There are no attachments for this report.

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER

COMMUNITY DEVELOPMENT COMMITTEE

March 19, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 64/25

<u>SUBJECT:</u> <u>MINUTES OF THE S355 YOUTH ADVISORY COMMITTEE</u>

MEETING HELD 11 FEBRUARY 2025 D25/12709

Recommendation

- 1. That Broken Hill City Council Report No. 64/25 dated March 19, 2025, be received.
- 2. That the minutes of the S355 Youth Advisory Committee meeting held on 11 February 2025 be received.

Executive Summary:

Minutes of the S355 Youth Advisory Committee meeting held on 11 February 2025 and are presented to Council for endorsement.

Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Youth Advisory Committee (both adopted March 2022), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Community Engagement:

Minutes provided to the S355 Youth Advisory Committee members.

Strategic Direction:

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

Relevant Legislation:

The S355 Youth Advisory Committee operates under Council's Advisory Committee constitution and the *Local Government Act 1993*.

Financial Implications:

Nil

Attachments

1. US355 Youth Advisory Committee - Meeting Minutes - 11 February 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



MINUTES OF THE SECTION 355 YOUTH ADVISORY COMMITTEE MEETING HELD THURSDAY, 11 FEBRUARY 2025 AT 3PM — GROUND FLOOR MEETING ROOM, COUNCIL ADMINISTRATIVE BUILDING 22/148

1. Present

Councillor Alan Chandler Council Delegate (Chair)
Councillor Hayley Jewitt Council Delegate

Alison Howse Community Development Officer (BHCC Minute Taker)

Coralee Fraser Skillset Representative

Present via Teams

Larni Brymer Headspace Representative
Tyler Buckley Skillset Representative

2. Apologies

Razija Numan Director Corporate and Community (BHCC)
Rachel Merton Community Development Coordinator (BHCC)

Councillor Darriea Turley Council Delegate
Jim Richards FWLHD Representative

Absent

Mel Chynoweth FWLHD Representative
Sophie Durst Headspace Representative

Adam McLean Department of Regional NSW Representative

Sarah Molloy

Andrew Whittaker

Matt McCarthy

Lisa Browne

Angie Krause

Department of Education
Police Representative
Police Representative
Y Space Representative
Y Space Representative

Lyndon Gray Department Communities and Justice

3. Acknowledgement of Country

Acknowledgement of Country - Councillor Hayley Jewitt

4. Confirmation of Minutes of Previous Meeting

Confirmation of minutes from meeting held 14 November 2024

Moved: Councillor Hayley Jewitt

Seconded: Alison Howse

5. Business arising from Previous Minutes

Larni Brymer noted she had engaged with Sarah Molly, Head Teacher of Careers, Educational Pathways Program for clarification on early school leavers. Sarah advised young persons must be over 17 years of age to exit school or must be completing a form of education or training to exit school under 17 years of age, noting that there is not an exit survey as such completed. Larni recommended Sarah Molly to be invited to the \$355 Youth Advisory Committee meetings as the Department of Education Representative. Council's Community Development Officer to contact Sarah Molloy and extend an invite.

Minutes of the Section 355 Youth Advisory Committee Meeting held 11 February

Page 1 of 5

6. Action List

6.1 School Exit Survey

Update: Nil update from the schools regarding the exit surveys.

Outcome: Ongoing however, information received has indicated that each survey is tailored to each student and students leaving school at the completion of year 10 and under 17 years of age, must partake in a minimum of 14 hours study per week, or full-time employment. Larni Brymer to confirm this information with Sarah Molloy, Head Teacher Careers, Educational Pathways Program.

Update: Community Development Officer to contact Sarah Molloy inviting to take part in the S355 Youth Advisory Committee as the Department of Education representative.

6.2 Alternative Suspension Program

Update: YMCA to provide updated data from the program to the Committee members when it becomes available.

Outcome: Ongoing.

7. General Business

7.1 Committee Representatives

General discussion was held by the Committee regarding the number of representatives required. It was noted that there are currently six young representatives in the Youth Advisory Group however, due to school commitments they are not always able to attend meetings. The Committee is seeking to also have First Nations youth representatives involved with the Committee.

A question was raised whether Mission Australia usually attends this meeting. It was noted that they do not however, another invitation will be extended to Mission Australia.

The Committee recognised that several community organisations were currently being represented at the committee meetings however, Council will also contact Maari Ma, NSW Department of Education, Mission Australia, Salvation Army and PCYC to seek interest in attending the committee meetings.

Update: No contact had been made with community representatives, Larni Brymer to forward the contact details for Tarissa Staker at Maari Ma and Community Development Officer to extend invites to the community organisations and Police as representatives.

7.2 Skillset

Tyler Buckley and Coralee Fraser, representatives from Skillset, an employment and career development group training organisation in the Central West of NSW since 2016 and now extending to the Far West. Skillset offer career development programs funded by the NSW Government. The program helps young people 15-21 years of age to attend school or increase attendance, gain employment, and assist with resume, tax file numbers, USI numbers, arrange work experience.

Eligibility criteria such as:

- No longer at school, not enrolled in any school or post-school education or training.
- Not working more than 8 hours consistently per week or currently engaged in a program or service supporting youth transition to work or study.
- With a 100-day attendance exemption in place at the time of enrolment.
- or have had no attendance at school in the 3 months prior to enrolment with Skillset.

Skillset were recently successful in securing funding from the NSW Department of Education for a program called "Get Back in the Game". people aged 15 to 21 years of age to gain further education, employment, apprenticeships and traineeships.

Minutes of the Section 355 Youth Advisory Committee Meeting held 11 February 2025 Page 2 of 5

Coralee Fraser is the Career Development Officer based in Broken Hill within the Bank of Broken Hill.

Skillset is a not-for profit organisation managed by a board made up of Councils from the Central West of NSW.

Young people are referred via schools, community, family, self-referral, a contact link is available for appointments via Skillset website www.skillsets.com.au.

Skillset has limited funding but would endeavour to assist young people with clothing or equipment for an employment or training opportunity.

Skillset is there to connect young people with the right service or education institution.

Discussions continued around non-attendance rates within the schools that are falling rapidly with rates as low as under 58%, some students as low as 7-8% attendance for the school year.

Community Development Officer asked what is contributing to the low attendance rates, is it bullying?

Coralee Fraser elaborated incidents of bullying are high within the schools particularly with the two high schools sharing the same space.

Discussions were held around the lack of training opportunities that were once available via Tafe or Robinson College leaves fewer options for young people that want to leave school.

Larni Brymer mentioned a research paper developed by the Clinical Lead within Headspace in Broken Hill and discussed with the Headspace Youth Reference members. The paper focused on school attendance, bullying and young people being 'parentified', having to take the role of parent to care for the younger siblings or lack of parental supervision for themselves and extended periods of technology and social media also contributing to the lack of school attendance.

Community Development Officer inquired about the success rate of Skillset in its areas of operation. In response, Tyler Buckley noted that since joining Skillset in 2021, the service has consistently met all KPI targets set by the NSW Department of Education, successfully supporting young people in accessing further education, employment, traineeships, and apprenticeships.

7.3 Section 355 Advisory Committee Nominations

Community Development Officer explained the process for joining the Section 355 Youth Advisory Committee and will forward the link to nominate as a community or service representative.

8. Next Meeting

Tuesday, 13 May 2025 at 3pm.

9. Meeting Closed

3.53pm

Minutes of the Section 355 Youth Advisory Committee Meeting held 11 February 2025 Page 3 of 5

ITEM NUMBER	ACTION	RESPONSIBLE	DUE
Meeting Held 5 March 2024			
Item 7.2 Rolling Issues List	Action Rolling issues list to be created.	Council's Administration Officer	
Meeting Held 14 May	y 2024		
Item 7.1 School Exit Survey Update: Meeting held 11 February 2025 (Item 6.1)	Action Confirmation from Sarah Molloy , young persons must be completing some form of education/training up until the age of 17 years before they can exit school, no exit survey as such is completed. Update: Community Development Officer to invite Sarah Molly as the representative for the Department of Education.	Council's Community Development Officer Council's Community Development Officer	Ongoing
Meeting Held 13 Aug	gust 2024		
Item 7.2 Alternative Suspension Program	Action Lisa Browne to provide updated data from the program to the Committee members when it becomes available.	Lisa Browne	Ongoing
Meeting Held 14 Nov	vember 2024		
Item 7.1 Committee Representatives	Action Council to contact Maari Ma, The NSW Department of Education, Mission Australia, The Salvation Army and the PCYC to seek interest in attending the Committee meetings.	Council's Community Development Officer	Ongoing

Page 64

Update: Meeting 11 February 2025 (item 7.1)	Larni Brymer to forward contact details to Tarissa Staker at Maari Ma to Community Development Officer for an invitation to be extended to attend the S355 Youth Advisory Committee meetings.		
Update: Meeting 11 February 2025 (item 7.3)	Link for the nomination of representatives for \$355 Youth Advisory Committee to be sent out to the contact list for the \$355 Youth Advisory Committee		
Item 7.4 Interagency Meetings	Action Contact details for the officer at the Wentworth Shire Council to be provided to the Committee.	Lyndon Gray	Ongoing

RECOMMENDATIONS OF FINANCE AND GOVERNANCE COMMITTEE MEETING HELD WEDNESDAY, 23 APRIL 2025

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.

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.

3. BROKEN HILL CITY COUNCIL REPORT NO. 60/25 - DATED APRIL 04, 2025 - INVESTMENT REPORT FOR MARCH 2025 (D25/15404)..............152

Recommendation

- 1. That Broken Hill City Council Report No. 60/25 dated April 4, 2025, be received.

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.

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.

FINANCE AND GOVERNANCE COMMITTEE

April 10, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 58/25

<u>SUBJECT:</u> <u>DRAFT COMMUNITY STRATEGIC PLAN - 2025 REVIEW</u>
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. U 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 240 Blende Street, BROKEN HILL NSW 2880 PO Box 448, BROKEN HILL NSW 2880

Telephone: 08 8080 3300

Email: <u>Council@brokenhill.nsw.gov.au</u> Website: brokenhill.nsw.gov.au

19/124 - D22/19758

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

Draft Community Strategic Plan – Your Broken Hill 2040

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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

Draft Community Strategic Plan - Your Broken Hill 2040



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.

Draft Community Strategic Plan - Your Broken Hill 2040

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

Draft Community Strategic Plan - Your Broken Hill 2040



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

Draft Community Strategic Plan – Your Broken Hill 2040

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	1,100km west of Sydney and
	500km east of Adelaide
DEMOGRAPHICS	
Estimated Resident Populati	ion 2024 (ABS) 17,541
Projected population in 202 (Place Forecast)	.5 17,634
Female population – Censu	s 2021 51.3 %
Male population – Census 2	48.7 %
Identifying as Aboriginal and Islander – Census 2021	d Torres Strait 9.2%
Total Households – Census 2	2021 8,854
Median House Price (June 2	2024) \$192,500
Median House Rental (June	\$2024) \$330/week
Occupied Dwellings - Cens	us 80.1%
Unoccupied Dwellings - Ce	nsus 2021 19.4 %
OUR ENVIRONMENT	
Mean maximum temperatu 2020	re (°c) 1991 - 24.8
Mean minimum temperatur 2020	re (°c) 1991- 11.8
Mean Rainfall (mm) - 1994 -	- 2020 244.8

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%

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

Draft Community Strategic Plan - Your Broken Hill 2040

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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

Draft Community Strategic Plan - Your Broken Hill 2040

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."

Draft Community Strategic Plan – Your Broken Hill 2040

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 agais.

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.

Draft Community Strategic Plan - Your Broken Hill 2040



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

Draft Community Strategic Plan - Your Broken Hill 2040

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:

- 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:
 - o Broken Hill City Library
 - Broken Hill Airport Terminal
 - o 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.

Draft Community Strategic Plan - Your Broken Hill 2040

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"

Draft Community Strategic Plan - Your Broken Hill 2040

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"

Draft Community Strategic Plan - Your Broken Hill 2040

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 jus outcomes for all members of the community, regardle of background or circumstances	everyone has the opportunity to	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

Draft Community Strategic Plan – Your Broken Hill 2040

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.



Leader

We plan and provide direction; we identify key community issues that stakeholders should respond to



Provide

We provide services, facilities, infrastructure and programs to meet the long-term goals and needs of our community



Collaborator

We support and work in partnership with stakeholders to deliver the best outcomes for our community



Advocato

We ensure major priorities for the community are known and promoted to other decision-making organisations

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.

Draft Community Strategic Plan – Your Broken Hill 2040



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 fouryear Council Delivery Program.

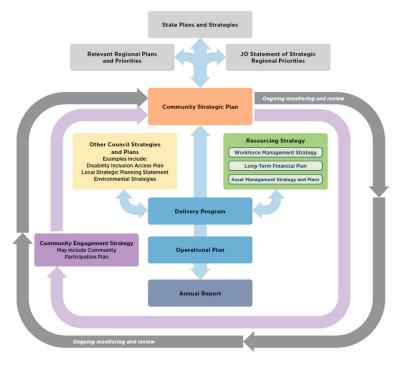
To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning.

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.



Draft Community Strategic Plan - Your Broken Hill 2040

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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.

Objectives /

Vhere do we want to be? These are the community's longerm priorities and spirations for the City. Council has a custodial role in vorking towards ealising these outcomes; however, it is not wholly esponsible for achieving them.

Performance Measures

How will we know when we have go here? Track progress owards the long-term bjectives. Identify a lata source that can be used to quantify progress.

Our Community

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

Strategies

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

QBL

Quadruple
Bottom Line
Addresses
social,
environmento
economic an
civic leadersh
consideration

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
Our community has access to adaptable and inclusive community and health services	Support and continue to develop services to promote health and wellbeing	Federal and State Government Agencies
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	Local sports and recreation Clubs Non-Government Agencies NSW Department of Premier and
We are a healthy community	People are engaged and taking advantage of the opportunities available to connect with others	Cabinet NSW Police — Barrier Police
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	District NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW
	we know when we have got there?	
Meas	ures	Source
Increased measures of health and wellbeing		Health Surveys
2. Increased attendance at community events ar		Data collection
3. Access to suitable support and services are a	vailable	Community Survey
4. The community feels safe		Community Survey
5. There is adequate housing and sufficient emp	loyment for all	Data Collection
6. Minority groups are engaged and participati		Community Survey
, ,	h of residents are monitored for improvement	Data Collection
8. Our residents know the history of the City		Community Survey
	y and have growing opportunities to contribute	Community Survey
10. The community narrative is increasingly posi-	tive	Community Survey

Draft Community Strategic Plan – Your Broken Hill 2040

role in delivering the long-term objective

Partners

Who will play a part

Local and state

agencies, other

organisations and

community groups have an important

government



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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.



Draft Community Strategic Plan - Your Broken Hill 2040

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

Draft Community Strategic Plan – Your Broken Hill 2040

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

Draft Community Strategic Plan – Your Broken Hill 2040

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

Draft Community Strategic Plan – Your Broken Hill 2040



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

Draft Community Strategic Plan – Your Broken Hill 2040



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.



Draft Community Strategic Plan – Your Broken Hill 2040

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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

Draft Community Strategic Plan – Your Broken Hill 2040

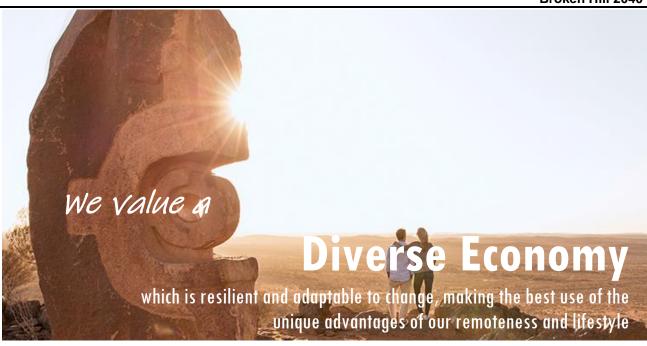
We have an innovative and sustainable economy

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

Draft Community Strategic Plan – Your Broken Hill 2040



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
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	Destination NSW Far West Joint Organisation Foundation Broken Hill Local business and major employers Non-Government Agencies NSW Crown Land
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	NSW Department of Education NSW Health Regional Development Australia — Far West Registered training organisations State and Federal Government Agencies TAFE
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 a	nd 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 child	care and NDIS services)	Data Collection
8. The economic value of the local community is g	rowing	Regional Gross Domestic Data
9. Investment opportunities are growing		Data Collection

Draft Community Strategic Plan – Your Broken Hill 2040



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.



Draft Community Strategic Plan – Your Broken Hill 2040

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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

Draft Community Strategic Plan – Your Broken Hill 2040



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
Our blood lead levels are managed	The community receives regular updates from ongoing monitoring	Agencies Landcare Local environmental and
We are recycling our waste into needed products	Reduction of waste is addressed through programs and partnerships Successful waste reduction outcomes are celebrated	heritage groups Mining and Industry Non-Government Agencies NSW Aboriginal Land Council NSW Department of Planning
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	and Environment NSW Environment Protection Authority NSW Local Land Services NSW National Parks and Wildlife Service Our media partners Our volunteers
How will v	ve know when we have got there?	
Measu	res	Source
1. Maintain quality, affordable water		Data collection
2. Decreasing ecological footprint (monitoring ren	newable energy and recycling levels)	Data collection
3. Limit the detrimental health impacts of mining	on the community	Data collection
4. Increased involvement in environmental activit	ties	Community survey
5. The tree canopy in our CBD and across the City	is increasing	Data collection
6. Recreational water is maintained for communit	ty use	Data Collection
7. The City is promoted as clean, green, comfortal	ble, sustainable and affordable	Liveability Data

Draft Community Strategic Plan – Your Broken Hill 2040



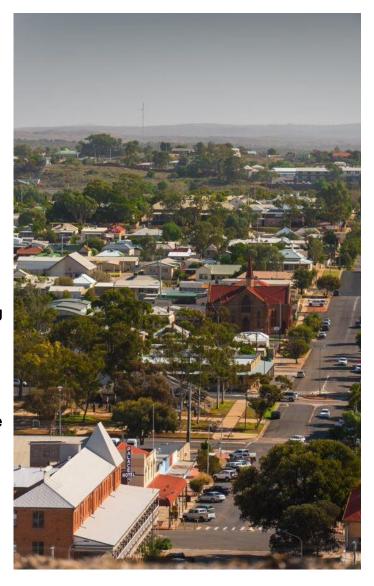
Our Leadership

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.



Draft Community Strategic Plan - Your Broken Hill 2040

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

Draft Community Strategic Plan – Your Broken Hill 2040

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	
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	local community groups Department of Premier and Cabinet Federal and State Government Agencies	
Our community influences decisions that shape our City	Actively engage with and seek direction from the community and key stakeholders	Non-Government Agencies NSW Auditor General NSW Office of Local Government Our media partners NSW Ombudsman NSW Treasury	
How will	we know when we have got there?		
Med	sures	Source	
1. The community is increasing in confidence	e that a sustainable future is being created	Community Survey	
2. Our leadership is collaborative		Data Collection	
3. The community is involved in decision ma	king	Community Survey	
4. Communications to the community are co	mprehensive	Community Survey	
 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	

Draft Community Strategic Plan – Your Broken Hill 2040

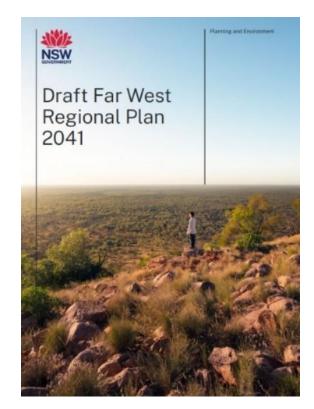
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In the development of our "Your Broken Hill 2040"
Community Strategic Plan, consideration has been given to the relationship to other plans objectives and strategies, including the Far West Regional Action Plan.

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.



Draft Community Strategic Plan - Your Broken Hill 2040

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Related Plans

All relevant State and Regional Plans

Advocacy Strategy 2024

Albert Kersten Mining & Minerals Museum Strategic Business Plan 2025-2028 (under development)

Asset Management Plan Buildings

Asset Management Plan Parks and Open Spaces

Asset Management Plan Roads and Footpaths

Benchmark for Building Assets Rationalisation

Broken Hill Airport Master Plan 2023

Broken Hill CBD Masterplan 2021

Broken Hill City Art Gallery Strategic Business Plan 2025-2028 (under development)

Broken Hill Community Working Party – Community Action Plan 2019 – Murdi Paaki

Broken Hill Cultural Framework and Synopsis Report 2019

Broken Hill Cultural Plan 2021-2040

Broken Hill Development Control Plan 2016

Broken Hill Displan 2011 – Local Disaster Plan

Broken Hill Heritage Study 2020-2023

Broken Hill Liveability Strategy 2023

Broken Hill Local Environmental Plan 2013

Broken Hill Local Strategic Planning Statement 2020-2040

Broken Hill National Values Study 2021

Business Support Policy

Communications and Community Engagement Strategy (under review)

Companion Animal Management Plan

Crown Lands – Strategic Vision Report 2021

Cultural Infrastructure 2025 – NSW Government

Cyber Security Framework

Destination country and Outback NSW Destination Management Plan

Diaital Strateay

Economic Development Strategy 2022-2027

Enterprise Risk Management Policy

Far West Joint Organisation Statement of Strategic Regional Priorities 2019-2022

Far West Regional Action Plan 2021

Far West Regional Drought Resilience Plan

Far West Regional Economic Development Strategy 2023

Far West Regional Plan 2036

Future Transport Strategy 2022 Transport for NSW

Landfill Environmental Management Plan

Living Desert Plan of Management and Master Plan (under development)

NSW Visitor Economy Strategy 2030

Parking Strategy

Pollution Incident Response Management Plan

Privacy Management Plan

Renewable Energy Action Plan 2021

Section 7.12 Developer Contributions Plan

Smart Community Framework

Social Media Strategy

State of our City Report 2022-2024

Strategic Tourism Plan

Sustainability Strategy2025-2030 (under development)

Tree Management Plan Urban Stormwater Plan

Waste and Sustainable Materials Strategy 2025-2035 (under development)

Workforce Development Report 2022 – RDA

Workforce Development Study 2019 – RDA Far West

Draft Community Strategic Plan – Your Broken Hill 2040



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
Page 3	Image from Reconciliation Week 2024	BHCC Photo Library
Page 4	Community event in Sturt Park	BHCC Photo Library
Page 5	Councillor Tom Kennedy, Mayor of Broken Hill	BHCC Photo Library
Page 6	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 7	Argent Street precinct streetscape, including TAFE, Police Station, Town Hall Facade and Australia Post	BHCC Photo Library
Page 8	Line of Lode and Miners Memorial on top of the ore body that bisects the City	BHCC Photo Library
Page 9	Map of NSW, highlighting Far Western Region and location of Broken Hill	NSW State Archives
Page 10	Youth Community Engagement Focus Session	BHCC Photo Library
Page 11	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 13	Eastern town overview	BHCC Photo Library

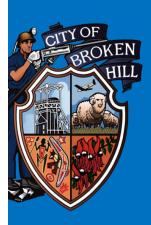
Draft Community Strategic Plan – Your Broken Hill 2040

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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 Heel 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 community members grant Council permission to use the images from the event purposes.	

Draft Community Strategic Plan – Your Broken Hill 2040





Broken Hill City Council
240 Blende Street
PO Box 448
Broken Hill NSW 2880
Phone: 08 8080 3300
council@brokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au

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FINANCE AND GOVERNANCE COMMITTEE

April 15, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 59/25

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

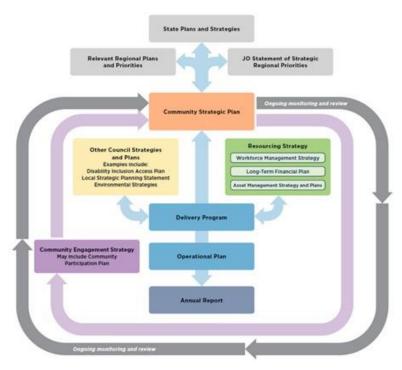
Recommendation

- 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 analgised 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 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.

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. <a>I Draft Workforce Management Strategy 2025-2028

CASEY DEERY
EXECUTIVE MANAGER PEOPLE AND CULTURE

JAY NANKIVELL GENERAL MANAGER

Attachment 1
Draft Workforce Management
Strategy 2025-2028



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QUALITY CONTROL					
KEY THEME	4. Our Leadership				
OJECTIVE	4.1 Openness and transparence	cy in decision	on making		
STRATEGY	4.1.5 Support the organization framework	to operate	within its legal		
FUNCTION	Human Resources				
EDRMS REFERENCE	22/64 FILE REFE	RENCE	D25/16972		
RESPONSIBLE POSITION	Executive Manager People &	Executive Manager People & Culture			
APPROVED BY	General Manager				
REVIEW DATE	April 2029	April 2029			
DATE	ACTION	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 – Yo Long Term Financial Plan – 202	,			

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.

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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

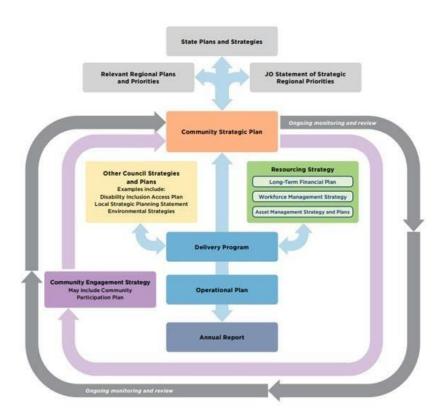
BHCC COUNCIL VALUES
Accountability
Pride
Perseverance
Courage and Honesty
Teamwork

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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.

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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 iobs), Cobalt Blue (up to 400 jobs), Lodestone Mine and an expansion of Minina 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 abovelisted 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 the city. to lack of rental properties could prove to be a barrier to prospective employees relocating to the city and/or remaining in the city longterm.

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.

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Broken Hill City 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

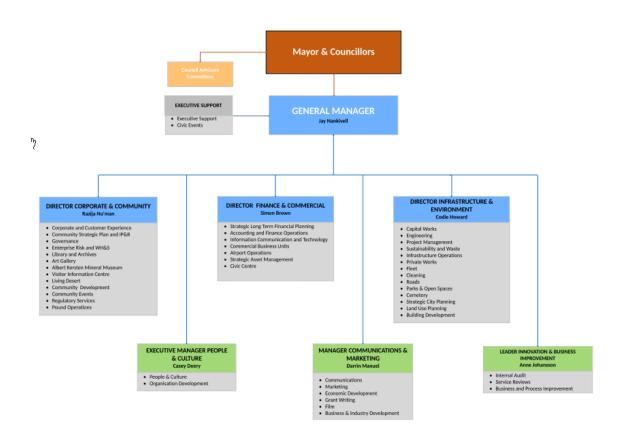
5.1. OUR SERVICE MODEL

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, prioritse 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

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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.

BHCC Workforce Management Strategy 2025/26 - 2028/29

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6.5. FINANCE AND COMMERICAL

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 though a planned systematic process of changing strategies, procedures and workplace culture to improve performance, effectiveness and growth.



BHCC Workforce Management Strategy 2025/26 – 2028/29

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7. OUR WORKFORCE SNAPSHOT

	Ť			†
191 Employees	53% Male	47% Female	66% Senior Leaders are Female	45 Years Median Age of Staff
<u>≟</u> ≜		16	•••	
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
	4			
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.

BHCC Workforce Management Strategy 2025/26 – 2028/29

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8.1. WORKFORCE DEMOGRAPHICS

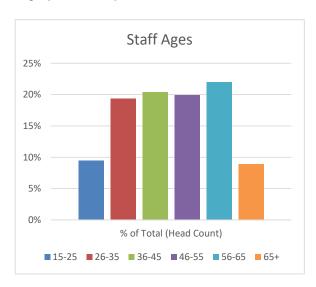
Our workforce demographics describe the personal characteristics of our staff. For this reason, they are reported by headcount

(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	

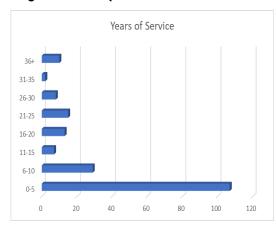
As at March 2024

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



RHCC Workforce Management Strategy 2025/24 – 2028/29

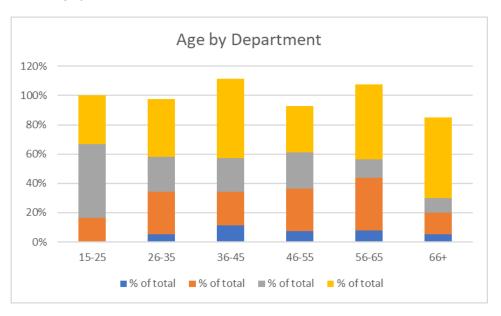
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8.4. AGING WORKFORCE

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			porate and ommunity		ance and mmercial		tructure and vironment	
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

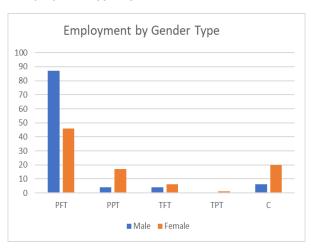
BHCC Workforce Management Strategy 2025/26 – 2028/29

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8.5. GENDER

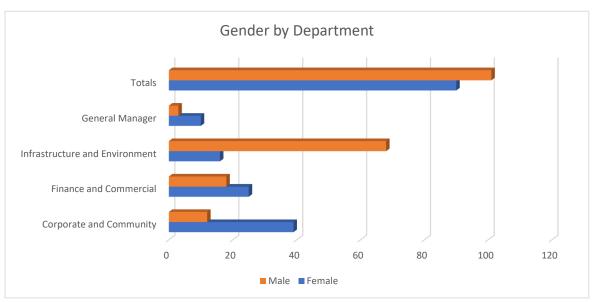
Council's workforce comprises 47% female and 53% male staff. Whilst this is Council's overall gender mix, the proportion of females employed in the Corporate and Community division is 76% (mostly across the Library, Community and Cultural Services), with the proportion of males working in the Infrastructure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

Employment Type by Gender





	PFT	PPT	TFT	TPT	С
Male	87	4	4	0	6
Female	46	17	6	1	20



As at March 2025

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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.





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%			

As at March 2025

BHCC Workforce Management Strategy 2025/26 – 2028/29

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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

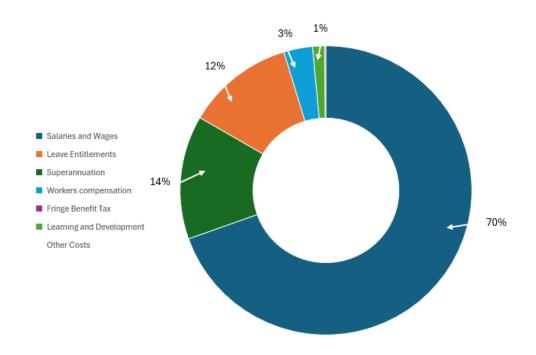
Priority areas of investment over the next four (4) years include:

- 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

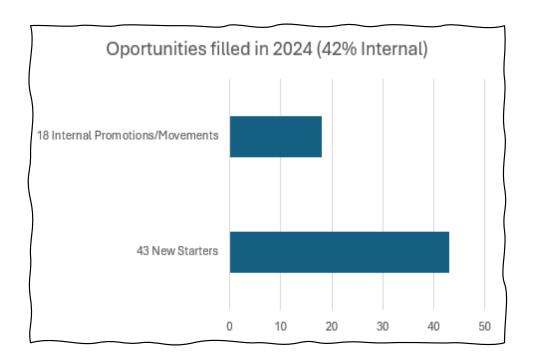
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Opportunities filled in 2024 (42% internal)



Library programs delivered by staff



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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



BHCC Workforce Management Strategy 2025/26 – 2028/29

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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.

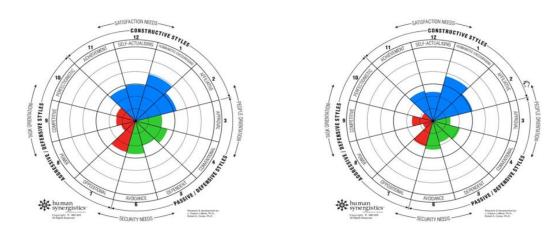
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12. ENGAGEMENT AND CONSULTATION

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 lastest 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_JiTS2I8

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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.



BHCC Workforce Management Strategy 2025/26 – 2028/29

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.	 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.	 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.	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.	 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.	 Feedback from annual appraisals regarding career goals and training needs is actioned. Number of employees supported with tertiary studies, mentoring and training.

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 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.				
Increased numbers of trainees, apprentices, and graduates in all identified areas.				
Succession planning reporting to Executive team annually.				
Employee engagement feedback.				
Employee retention.				
Applications by suitable candidates for employment.				
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.	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.	 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.	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.	 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.	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.	 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.	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.	 Training sessions provided for new software/equipment. Employee participation in training/educational programs.
Develop ongoing organisational leadership strategies, including coaching and support for managers.	 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.	 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.	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.	 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.	 Participation and satisfaction rates for health and wellbeing programs. Feedback on effectiveness of programs implemented. 				

BHCC Workforce Management Strategy 2025/26 - 2028/29

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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.	Employee engagement feedback.Council's values are lived.					
Support organisational and operational change that involves employees in decisions that affect them.	 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.	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.	 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.	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.	 Program aligns with Council's values. Effectiveness of programs implemented. Level of involvement in programs. Feedback from employees. 					

BHCC Workforce Management Strategy 2025/26 - 2028/29

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 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

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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%.

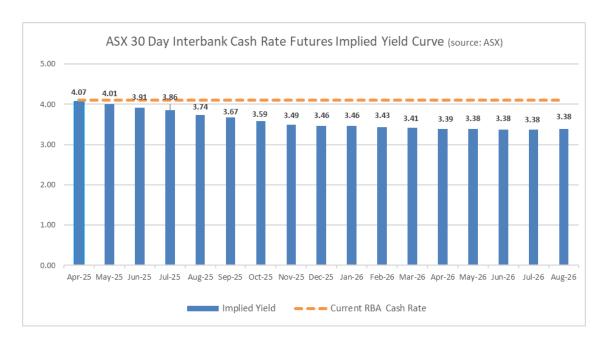
Domestic issues

- 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.

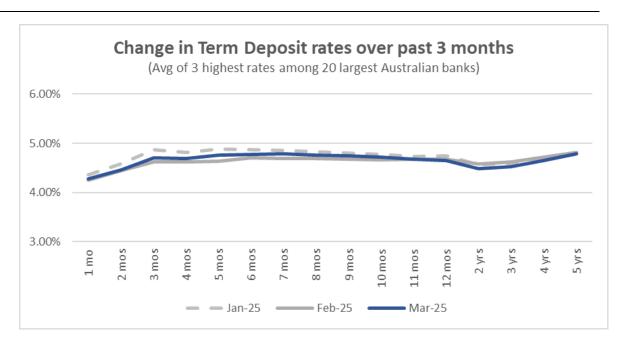
Interest rates

- 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	Operating Capital & Internal Restrictions	\$8,538,330
Fund	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. University Investment Report - March 2025

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER

Broken Hill City Council



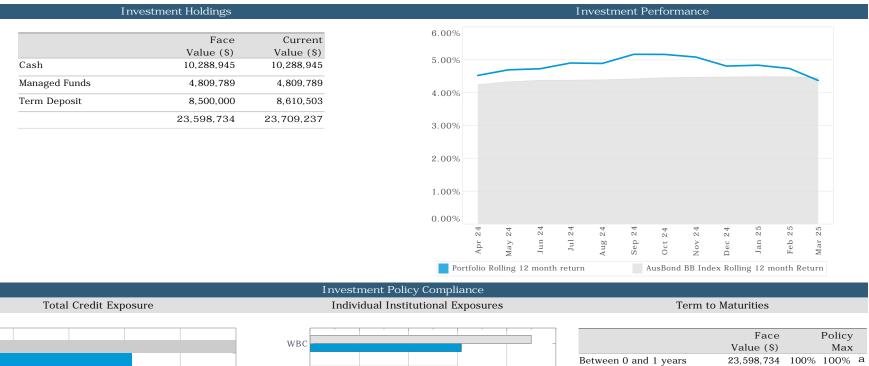
Investment Summary Report March 2025

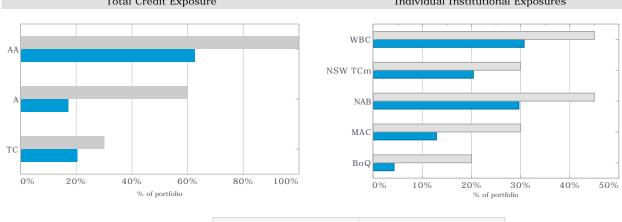


Executive Summary - March 2025



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0%

23,598,734

g Portfolio Exposure g Investment Policy Limit



Investment Holdings Report - March 2025



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Cash Accounts						
Face	Current	Institution	Credit	Current	Deal	Reference
Value (\$)	Rate (%)	Tristitution	Rating	Value (\$)	No.	Kererence
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	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	
4,809,789.40-0.8	8270%				4,809,789.40		

Term Depo	osits										
Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase I 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 1	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	Α-	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		



Accrued Interest Report - March 2025

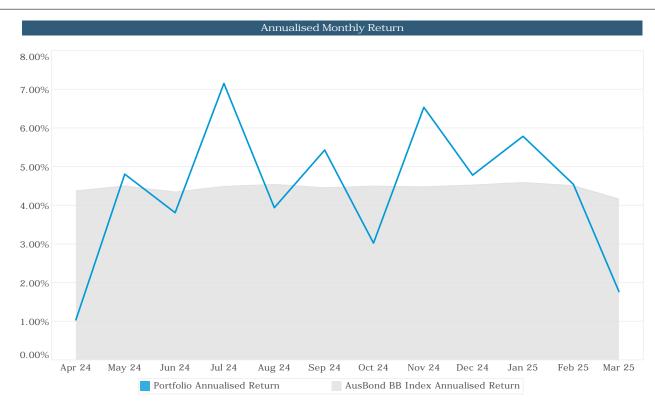
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Investment	Deal No. Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
<u>Cash</u>								
Macquarie Bank	540354				13,539.54	0	13,539.54	4.16%
Westpac Group	473409				0.00	0	0.00	0.00%
Westpac Group	535442				26,556.44	0	26,556.44	5.05%
					40,095.98		40,095.98	4.27%
Managed Funds								
NSW T-Corp Medium Term Growth Fund	536441			2-Jun-25	0.00	0	-40,106.25	-9.31%
Term Deposits					0.00		-40,106.25	-9.31%
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%
Grand Totals					164,592.27		37,532.06	1.77%



Investment Performance Report - March 2025



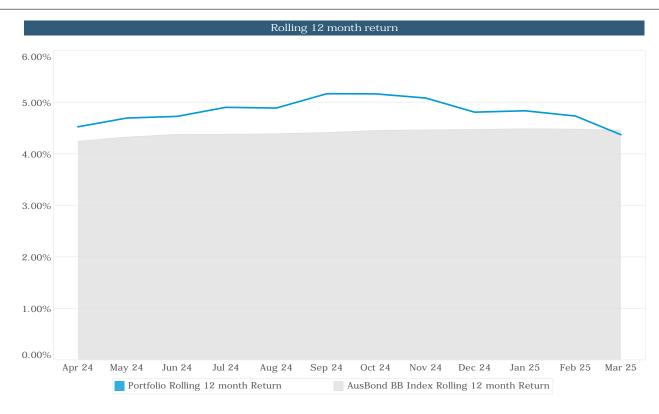


Historical Performance Summary (% pa)							
	Portfolio	Annualised BB Index	Outperformance				
Mar 2025	1.77%	4.16%	-2.39%				
Last 3 months	4.00%	4.42%	-0.42%				
Last 6 months	4.38%	4.46%	-0.08%				
Financial Year to Date	4.75%	4.47%	0.28%				
Last 12 months	4.37%	4.46%	-0.09%				



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%				

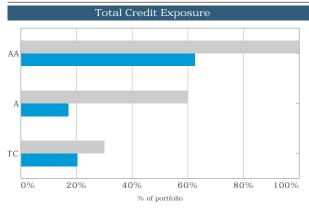


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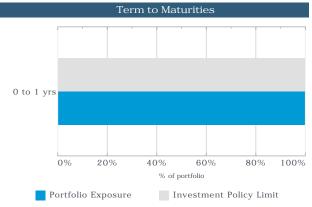
Investment Policy Compliance Report - March 2025



Page 163







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

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

	Face	Policy
	Value (\$)	Max
Between 0 and 1 years	23,598,734	100% 100% a
	23.598.734	

Specific Sub Limits				
<i>A</i> -	1,000,000	4%	40%	а

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

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

a = compliant r = non-compliant



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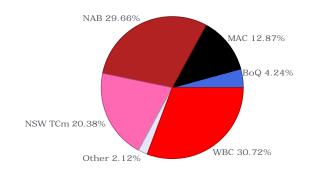
Individual Institutional Exposures Report - March 2025



Page 164

Individual Institutional Exposures Current Exposures Policy Limit Capacity 3ank 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 Vational 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 3,368,758 31% 10,619,430 45% 23,598,734







Cashflows Report - March 2025



Page 165

Suncory Bank Suncory Bank Term Deposit Maturity: Face Value 1,000,000,000	Actual Cashflo	ws for March	2025			
Suncorp Bank Term Deposit Maturity: Interest Received/Paid 1,051.458.05	Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
Suncorp Bank Term Deposit Maturity: Interest Received/Paid 5.14.88.65	5 M 05	~ 4 4 0 4 0	Suncorp Bank	Term Deposit	Maturity: Face Value	1,000,000.00
5 Mar 25	5-Mar-25	544918	Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	51,458.63
Deal Total -1,000,000 cor Day Total 51,458.63 11-Mar-25					<u>Deal Total</u>	1,051,458.63
11-Mar-25	5-Mar-25	545848	Bank of Queensland	Term Deposit	Settlement: Face Value	-1,000,000.00
11-Mar-25					<u>Deal Total</u>	-1,000,000.00
11-Mar-25					Day Total	51,458.63
National Australia Bank	11 M 97	5.450.40	National Australia Bank	Term Deposit	Maturity: Face Value	2,000,000.00
11-Mar-25	11-Mar-25	545649	National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	28,767.12
11-Mar-25					<u>Deal Total</u>	2,028,767.12
11-Mar-25	11-Mar-25	545898	National Australia Bank	Term Deposit	Settlement: Face Value	-1,000,000.00
Deal Total 1,000,000,000 Day Total 28,767.12					<u>Deal Total</u>	-1,000,000.00
Day Total 28,767.12	11-Mar-25	545899	National Australia Bank	Term Deposit	Settlement: Face Value	-1,000,000.00
National Australia Bank Term Deposit Maturity: Face Value 500,000.00 National Australia Bank Term Deposit Maturity: Interest Received/Paid 25,111.64 18-Mar-25 545933 Suncorp Bank Term Deposit Settlement: Face Value -500,000.00 Deal Total 525,111.64 25-Mar-25 545239 National Australia Bank Term Deposit Maturity: Face Value -500,000.00 National Australia Bank Term Deposit Maturity: Face Value 500,000.00 National Australia Bank Term Deposit Maturity: Face Value 500,000.00 National Australia Bank Term Deposit Maturity: Interest Received/Paid 19,158.90 Deal Total 519,158.90					<u>Deal Total</u>	<u>-1,000,000.00</u>
18-Mar-25 544952 National Australia Bank Term Deposit Maturity: Interest Received/Paid 25,111.64					Day Total	28,767.12
National Australia Bank Term Deposit Maturity: Interest Received/Paid 25,111.64	18-Mar-25	5//952	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
18-Mar-25 545933 Suncorp Bank Term Deposit Settlement: Face Value -500,000.00 Deal Total -5	10 Mai 20	344332	National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	25,111.64
Deal Total -500,000.00					<u>Deal Total</u>	525,111.64
Day Total 25,111.64 National Australia Bank Term Deposit Maturity: Face Value 500,000.00 National Australia Bank Term Deposit Maturity: Interest Received/Paid 19,158.90 Deal Total 519,158.90	18-Mar-25	545933	Suncorp Bank	Term Deposit	Settlement: Face Value	-500,000.00
National Australia Bank Term Deposit Maturity: Face Value 500,000.00 National Australia Bank Term Deposit Maturity: Interest Received/Paid 19,158.90 Deal Total 519,158.90					<u>Deal Total</u>	<u>-500,000.00</u>
25-Mar-25 545239 National Australia Bank Term Deposit Maturity: Interest Received/Paid 19,158.90 Deal Total 519,158.90					Day Total	25,111.64
National Australia Bank Term Deposit Maturity: Interest Received/Paid 19,158.90 Deal Total 519,158.90	25-Mar-25	545239	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
	20 Wai 20	340233	National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	19,158.90
Day Total 519,158.90					<u>Deal Total</u>	519,158.90
•					Day Total	519,158.90
<u>Total for Month</u> <u>624,496.30</u>					<u>Total for Month</u>	624,496.30



Cashflows Report - March 2025

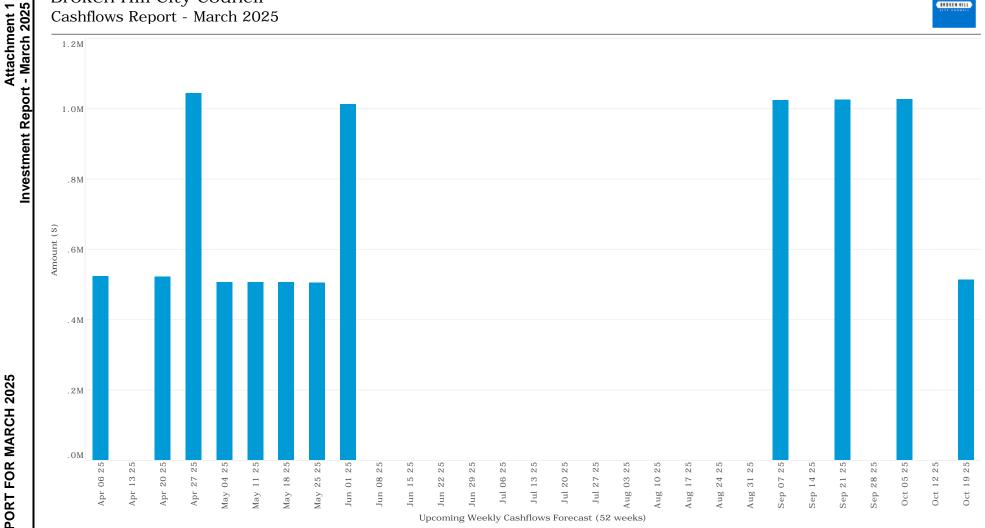


Forecast Cashflows for April 2025							
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount		
0 4 05	T 45000	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00		
8-Apr-25	545086	National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	23,615.89		
				<u>Deal Total</u>	523,615.89		
				Day Total	523,615.89		
22 Ann 25	545221	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00		
22-Apr-25		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	21,821.92		
				<u>Deal Total</u>	521,821.92		
				Day Total	521,821.92		
20 Apr 25	545222	National Australia Bank	Term Deposit	Maturity: Face Value	1,000,000.00		
29-Apr-25		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	44,679.45		
				<u>Deal Total</u>	1,044,679.45		
				Day Total	1,044,679.45		
				<u>Total for Month</u>	2,090,117.26		

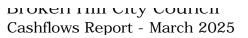


broken rim city council Cashflows Report - March 2025

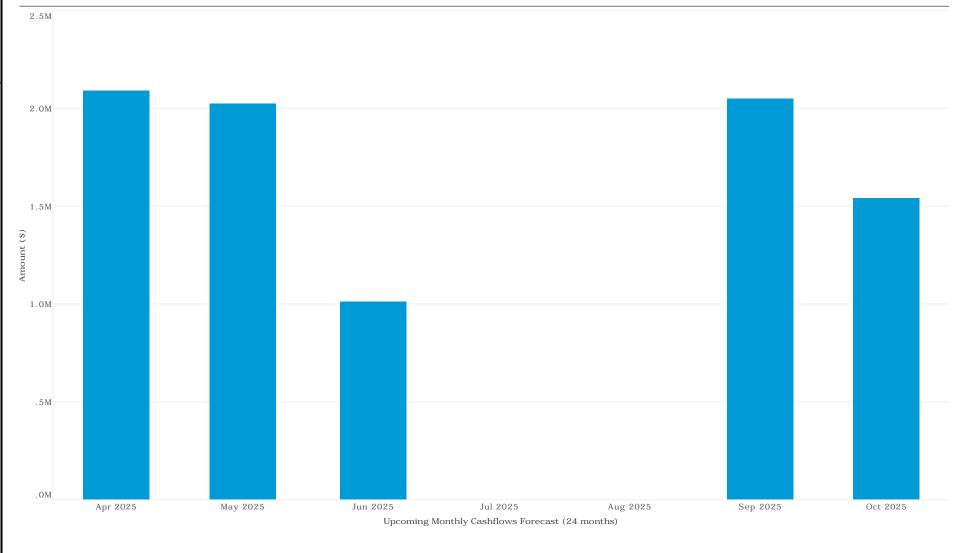














FINANCE AND GOVERNANCE COMMITTEE

March 31, 2025

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 61/25

<u>SUBJECT:</u> <u>MINUTES OF THE SECTION 355 BROKEN HILL CITY ART</u>

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 it 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
- Û
- 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 -
- Use 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 C	Broken Hill City Art Gallery					
Present		thy Graham (AG Manager), Cr Alan Chandler, Cr Elaine Grillett, Julie Horsburgh, Ithy Farry, Maureen Clark, Kelly Leonard, Jenny Cattonar					
Apologies	Rick Ball, Barbara Quayle, Cr Michael Boland						
Absent:							
Next	Thursday, Mo	lay 29 2025 at 4pm					
Meeting:							

	AGENDA	ACTION
	owledgement of Country. ome and Apologies.	AG Manager, Kathy Graham
Chair: Deput Secret	ntment of executive positions: Cr Alan Chandler ry Chair : Maureen Clark tary: Maureen Clark	Nom Maureen Clark, Sec Elaine Grillett Nom Jenny Cattonar, Sec Kelly Leonar Nom Kathy Farry, Sec Elaine Grillett All passed unanimously
Term R Attact	Report ned. Copies to all members.	
	AGM CLOSED: ORDINARY MEETING OPENED	
Welco	ome and apologies (As for AGM)	
Confir	mation of Previous Minutes	Moved J Cattonar, Seconded J Horsbu
Busine	ess Arising:	
A num	nber of motions from Cr Alan Chandler:	
1.	(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.	Moved A Chandler, Sec E Grillett Passed unanimously.
2.	"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."	Moved A Chandler, sec M Clark Passe unanimously
3.	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 A Chandler, Sec E Grillett Vote 1-6 Failed to carry.



AGENDA	ACTION
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."	Moved M Clark, Sec A . Chandler Passed unanimously. Motion to be sent to General Manager Nankevell.
Manager's Report: Due to time constraints, held over until May meeting	
Acquisition Assessments:	
Nicole Kelly (Five works,) oil on polyester 2021 -2022 (Leopard Tree Hill, Orange Evening, Threshold Between, Stars Come Out, A Tender Binding)	Not accepted by Committee as reflecting the artistic direction of Gallery
2. Charlotte Haywood (Four Works) Artworks 1-3 using natural and found objects (Mulga; Wedge-tailed Eagle and Seed Swarm)	Respectfully declined
Donation 4 Broken Hill Score – Same Time, Same Place 23.07 minutes single channel 4k video with operatic	Accepted by Committee. Linkage existing Collection; addresses ur representation of audiovisual works; w by female artists
3. Martin King False ornithology, the Mungo Diaries <u>III 2024</u>	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 of ecological issues
4. Tom Offord	
Thompson's Shaft 1976. Pencil/pastel/charcoal on paper	Accepted by Committee Artistic merit and reputation; regic significance; connection to geograp region; linkage to existing Collection
5. Maree Azzopadi Komorebi 2023 Charcoal/sumi ink, recycled sign with plastic, canvas	Donation respectfully declined Conservation issues. Damage to frame; deterioration materials due to surface used (sechand real estate sign with plastic)



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

Attachment 2
Section 355 Nomination Form Broken Hill City Art Gallery Advisory
Committee - Andrew
Gosling_Redacted

Section 355 Committee Nomination Form



Nonination 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:	
Email Address:	
Full Address (Including Street, Suburb, State, Postcode):	
Emergency Contact:	
Emergency Contact Name:	
Emergency Contact Phone Number:	
Committee Details	
Name of Committee:	Broken Hill City Art Gallery Advisory Committee
Volunteer Expression of Interest: Skil	ls, Experience and Special Interests
Skills:	Wide ranging skills in the creative, marketing and management space
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?	

1 of 2

MINUTES OF THE SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE MEETING HELD 6 MARCH 2025

Attachment 2
Section 355 Nomination Form Broken Hill City Art Gallery Advisory
Committee - Andrew
Gosling_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



Submitted on 4 December 2024, 3:49PM

Receipt number S355CNF-58

Related form version 7

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First Name: Clark

Last Name: Barrett

Contact Number:

Email Address:

Full Address (Including Street, Suburb, State, Postcode):

Emergency Contact:

Emergency Contact Phone Number:

Emergency Contact Name:

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.

1 of 3

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

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



2 of 3

Attachment 3
Section 355 Nomination Form Broken Hill City Art Gallery Advisory
Committee - Clark Barrett_Redacted

Link to signature

3 of 3

FINANCE AND GOVERNANCE COMMITTEE

April 10, 2025

ITEM 5

BROKEN 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 2025and 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
3,		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. Use Minutes of the Broken Hill Education Working Group meeting held 19 March 2025
- 2. J Minutes of the Broken Hill Education Working Group meeting held 9 Arpil 2025
- 3. J 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 MEETINGS HELD 19 MARCH 2025 AND 9 APRIL 2025 AND RECOMMENDED AMENDMENTS TO THE TERMS

Attachment 1
Minutes of the Broken Hill Education
Working Group meeting held 19

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 Burrowes, 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 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

 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 Seconded Joanne Nicholls)	That Council's correspondence dated 19 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

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REPORTS

 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.

The Hon Sarah Mitchell MLC advised that she will look into where this design model has be 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.

Motion		
Moved Mr Justin Hoskins Seconded Mr Nathan Fell)	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.
		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.
		CARRIED UNANIMOUSLY

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 dropin 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 MEETINGS HELD 19 MARCH 2025 AND 9 APRIL 2025 AND RECOMMENDED AMENDMENTS TO THE TERMS

Attachment 1 Minutes of the Broken Hill Education Working Group meeting held 19

		Vorking Group Meeting h	eld 19 March 2025
Motion Moved Ms Margaret Burrowes Seconded Ms Marion Browne)	That Council puts a po the public of the Depa drop-in information se 25 March 2025 from 3	ssions on Tuesday,
			CARRIED UNANIIVIOUSLY
	GENER	AL BUSINESS	
Next Meeting		Nil	÷
he next meeting will be held at 4:00	pm on We	dnesday, 9 April 2024, Gro	ound Floor Meeting Room
losed at 4:46pm.			
Mayor Tom Kennedy, Chairperson			

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Minutes of the Broken Hill Education Working Group Meeting held 9 April 2	2025
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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.

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.

Page 1

MINUTES FOR CONFIRMATION

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

 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.

Motion		
Moved Margaret Burrowes Seconded Joanne Nicholls)	That Mayoral correspondence dated 1 April 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

 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.

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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.

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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 or 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.

Motion		
Moved Joanne Nicholls Seconded Margaret Burrowes)	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. CARRIED UNANIMOUSLY

Page 4

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.

Motion		
Moved Naomi McCoy)	That correspondence be sent to the Principal
Seconded Margaret Burrowes)	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.
		CARRIED UNANIMOUSLY

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.

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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.

Motion Moved Kirby Allen Seconded Margaret Burrowes)	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.
		CARRIED UNANIMOUSLY

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.

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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).

 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.

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

GENERAL BUSINESS

 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.

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Minutes of the Broken Hill Education W	orking Group Meeting held 9 April 2025
The Mayor requested that the corresponden forwarded to Ms Vlatko and to all members	ce received from the Education Department be for their information.
2. Setting Meeting Dates for the Year The Mayor advised that a suggestion had been allow for members to organise their calendars	n made to set the meeting dates for the year to around these dates.
Motion Moved Councillor Alan Chandler) Seconded Margaret Burrowes)	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. CARRIED UNANIMOUSLY
3. Invitation to the next Willyama High School P	&C Committee Meeting
	o the next P&C Committee Meeting to be held on ama High School Library commencing at 6:00pm.
As there was no further business for the Working of closed at 4:50pm.	Group to consider, the meeting was declared
Mayor Tom Kennedy, Chairperson	
Par	ge 8



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 of Executive Officer	and Marketing	
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 wellbeing 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.

Broken Hill Education Working Group – Terms of Reference

Page 1 of 5

- 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

Broken Hill Education Working Group – Terms of Reference

Page 2 of 5

 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.

Broken Hill Education Working Group – Terms of Reference

Page 3 of 5

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.

Broken Hill Education Working Group - Terms of Reference

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Attachment 3 draft amended Terms of Reference of the Broken Hill Education Working Group

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.

Broken Hill Education Working Group – Terms of Reference

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FURTHER REPORTS

1.	BROKEN HILL CITY COUNCIL REPORT NO. 65/25 - DATED MARCH 11, 2025 - CORRESPONDENCE REPORT - AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (D25/11234)
2.	BROKEN HILL CITY COUNCIL REPORT NO. 66/25 - DATED MARCH 13, 2025 - CORRESPONDENCE REPORT - TAFE NSW (D25/11768)206
3.	BROKEN HILL CITY COUNCIL REPORT NO. 67/25 - DATED APRIL 08, 2025 - CORREPONENCE REPORT - WILLYAMA HIGH SCHOOL REBUILD (D24/7854)
4.	BROKEN HILL CITY COUNCIL REPORT NO. 68/25 - DATED MARCH 31, 2025 - CORRESPONDENCE REPORT - UPGRADES TO THE BROKEN HILL AIRPORT TO SUPPORT LARGER AIRCRAFT DURING TIMES OF EMERGENCY (D25/14297)
5.	BROKEN HILL CITY COUNCIL REPORT NO. 69/25 - DATED APRIL 22, 2025 - APPOINTMENT OF DELEGATES TO VACANCIES ON S355 COMMITTEES AND OTHER COMMITTEES AND WORKING GROUPS (D25/14326)
6.	BROKEN HILL CITY COUNCIL REPORT NO. 70/25 - DATED MARCH 21, 2025 - DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026 (D25/13028)
7.	BROKEN HILL CITY COUNCIL REPORT NO. 71/25 - DATED APRIL 16, 2025 - DRAFT LONG TERM FINANCIAL PLAN 2026-2035 (D25/17199)
8.	BROKEN HILL CITY COUNCIL REPORT NO. 72/25 - DATED MARCH 11, 2025 - DRAFT ADOPTION OF THE WASTE AND SUSTAINABLE MATERIALS STRATEGY 2025-2035 AND SUSTAINABILITY STRATEGY 2025-2030 (D25/11220)

9.	BROKEN HILL CITY COUNCIL REPORT NO. 73/25 - DATED APRIL 23. 2025 - AMENDMENT TO CONSTITUTION OF THE BROKEN HILL HERITAGE COMMITTEE (D25/17878)
10.	BROKEN HILL CITY COUNCIL REPORT NO. 74/25 - DATED APRIL 15, 2025 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.456, HELD ON TUESDAY, 1 APRIL 2025 (D25/16904)
11.	BROKEN HILL CITY COUNCIL REPORT NO. 75/25 - DATED APRIL 15, 2025 - ACTION LIST REPORT (D25/16857)

ORDINARY MEETING OF THE COUNCIL

March 11, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 65/25

SUBJECT: CORRESPONDENCE REPORT - AUSTRALIAN LOCAL

GOVERNMENT ASSOCIATION D25/11234

Recommendation

- 1. That Broken Hill City Council Report No. 65/25 dated March 11, 2025, be received.
- 2. That reply correspondence dated 26 March 2025 from Mayor Matt Burnett, President of the Australian Local Government Association, be received and noted.

Report:

At Council's Ordinary Meeting held 26 February 2025, Council considered advice received in correspondence from Australian Local Government Association dated 10 February 2025 advising that due to Council's recent resignation from the NSW Local Government Association, Council is no longer eligible to submit motions, to move or second motions, or to vote on motions at the Australian Local Government Association's (ALGA) National General Assembly (NGA); however, Council's delegates are still eligible to attend the Assembly.

Council resolved, Minute No 47777:

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 24/25 - DATED FEBRUARY 11, 2025 - COUNCILLOR ATTENDANCE AT THE AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION'S NATIONAL GENERAL ASSEMBLY, HELD IN CANBERRA FROM 24-27 JUNE 2025 D25/6367

Councillor Turley declared an interest in Item 9 and left the Council Chambers at 7:08pm

RESOLUTION Resolved

Minute No. 47777
Councillor M Boland moved
Councillor R Algate seconded

1. That Broken Hill City Council Report No. 24/25 dated February 11, 2025, be received.

- That Council notes the advice received in correspondence from the Australian Local Government Association dated 10 February 2025 that, due to Council's recent resignation from the NSW Local Government Association, Council is no longer eligible to submit motions, to move or second motions, or to vote on motions at the Australian Local Government Association's National General Assembly; however, Council's delegates are still eligible to attend the Assembly.
- 3. That Council does not send delegates to the National General Assembly to be held in Canberra from 24-27 June 2025, but if the

opportunity arises, Council sends delegates to Canberra to meet with Ministers separate to the National General Assembly during these dates.

4. That correspondence be sent to the Australian Local Government Association seeking clarification on the difference between ALGA Board Members and Conference attendees of a non-voting Council (due to not being a member of the State Local Government Association) and how an individual Councillor of a non-voting Council (Councillor Turley) can be a member of the ALGA Board and vote on Board matters, but Councillors cannot vote on conference matters at the National General Assembly.

CARRIED UNANIMOUSLY

Council sent further correspondence dated 3 March 2025 seeking additional clarification as to why Council's delegates cannot submit motions, move and second motions, or vote on motions when an individual Broken Hill City Councillor (Councillor Darriea Turley) holds the position of Vice Present of the Australian Local Government Association?

Council received reply correspondence (copy attached to this report) dated 26 March 2025 from Mayor Matt Burnett, President of the Australian Local Government Association, advising that Council's cannot be a member of ALGA, but they can be a member of their state or territory association, and it is through their state or territory association membership that they are entitled to bring motions to NGA.

Similarly, ALGA's member associations are entitled to appoint their own representatives to ALGA's Board in accordance with ALGA's governance framework, which simply requires that the individual be a Councillor of a council that state or territory, nominated by their respective board.

Attachments

- 1. Reply correspondnece Australian Local Government Association Mayor Matt
- Burnett

<u>LEISA BARTLETT</u> EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> GENERAL MANAGER



8 Geils Court Deakin, ACT 2600

E alga@alga.asn.au W alga.com.au

26 March 2025

Cr Tom Kennedy Mayor Broken Hill City Council PO Box 448 Broken Hill NSW 2880

Dear Mayor Kennedy,

Requirements for submitting motions to National General Assembly

Thank you for your letter dated 3 March 2025, seeking clarification regarding the requirements for councils submitting motions to ALGA's National General Assembly (NGA).

Membership of ALGA is limited to Australia's seven state and territory local government associations.

Councils cannot be a member of ALGA, but they can be a member of their state or territory association, and it is through their state or territory association membership that they are entitled to bring motions to the NGA.

Similarly, ALGA's member associations are entitled to appoint their own representatives to ALGA's Board in accordance with ALGA's governance framework, which simply requires that the individual be a councillor of a council that state or territory, nominated by their respective board.

I hope this provides clarity on this issue.

Yours sincerely,

Mayor Matt Burnett President

Building Better Communities.

P 02 6122 9400

ABN 31 008 613 876

ORDINARY MEETING OF THE COUNCIL

March 13, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 66/25

SUBJECT: CORRESPONDENCE REPORT - TAFE NSW D25/11768

Recommendation

- 1. That Broken Hill City Council Report No. 66/25 dated March 13, 2025, be received.
- 2. That reply correspondence dated 19 March 2025 from the Office of Local Member for Barwon, Mr Roy Butler MP, be received and noted.
- 3. That reply correspondence dated 2 April 2025 from the NSW Premier, The Hon Chris Minns MP, be received and noted.
- 4. That reply correspondence dated 7 April 2025 from the Minister for Skills, TAFE and Tertiary Education, the Hon Steve Whan MP be received and noted.

Report:

Council at its meeting held 26 February 2025 considered a matter of urgency from Deputy Mayor Hickey regarding the decommissioning of and removal of machines from the Broken Hill TAFE Annexe and resolved as follows:

)

ITEM 21 - COUNCILLORS REPORT NO. 1/25 - MATTER OF URGENCY - TAFE NSW D25/8906

RESOLUTION Minute No. 1 Councillor R Algate moved 1. That C

Councillor D Turley seconded

- That Councillor Hickey's Matter of Urgency be heard.
- 2. That Council writes to the NSW Premier, The Hon Chris Minns MP; the Minister for Skills, TAFE and Tertiary Education, The Hon Steve Whan MP; The Minister for Education and Early Learning, The Hon Prue Car MP; their counterpart Shadow Ministers and the Member for Barwon, Mr Roy Butler MP, requesting that the decision to decommission and remove 12 Lathes and 4 milling machines from the Broken Hill TAFE Annexe be reversed immediately and that the machines be reconnected and recommissioned.

That the correspondence also requests that TAFE NSW do a thorough investigation into the Broken Hill TAFE Annexe including staffing and promotion of courses and running of training programs; That TAFE NSW look at employing more full-time teachers at Broken Hill and look at running block training for students from all area of the state at the Broken Hill TAFE; That TAFE

NSW change their policy of minimum 12-15 per class for regional and remote campuses of the State as they should be regarded as an educational facility not a monetary profitable business but profitable in their investment in training NSW employees to ensure everybody has the same access to training.

 That an urgent meeting be requested for the Mayor to meet with the Minister for Skills, TAFE and Tertiary Education, The Hon Steve Whan MP when he visits Broken Hill on 11 March 2025, to discuss this issue.

CARRIED UNANIMOUSLY

Following the Council meeting correspondence was sent to the NSW Premier, The Hon Chris Minns MP; the Minister for Skills, TAFE and Tertiary Education, The Hon Steve Whan MP; The Minister for Education and Early Learning, The Hon Prue Car MP; their counterpart Shadow Ministers and the Member for Barwon, Mr Roy Butler MP.

Reply correspondence dated 19 March 2025 (copy attached to this report) from the Office of Local Member for Barwon, Mr Roy Butler MP. The correspondence advised that as soon as Mr Butler was made aware of the issues raised in February regarding decommissioning of TAFE machinery, he approached Minister for Skills TAFE and Tertiary education the Hon Steve Whan MP requesting that he halt the decommissioning and transfer of equipment from the Broken Hill TAFE. As a result of this communication, a community round table was held on 4 March 2025 and attended by Roy's SEO Karen Nash. Following this meeting, it has been committed that all the machinery stays with the provision of 4 new machines to replace the ones that are not fit for service. In addition, TAFE resolved to set up a community reference group including industry, Broken Hill City Council, Regional Development Australia and Regional NSW to be used as a solutions body for Broken Hill.

Council received reply correspondence dated 2 April 2025 (copy attached to this report) from the NSW Premier, the Hon Chris Mins MP. The correspondence acknowledged concerns raised by Broken Hill City Council and advised that the matters raised did not fall under the Premier's primary responsibility and therefore had been forwarded to Minister for Skills, TAFE and Tertiary Education, The Hon Steve Whan MP.

Correspondence (copy attached to report) dated 7 April 2025 was also received from the Minister for Skills, TAFE and Tertiary Education, the Hon Steve Whan MP. The correspondence advised that a Broken Hill Manufacturing Reference Committee will be established to drive a focused approach to delivery, workforce development, and industry promotion. Additionally, TAFE NSW has committed to holding a follow-up industry consultation roundtable in six months to review progress, gather further feedback, and ensure continued collaboration.

Attachments

- 1. J Reply Correspondence TAFE NSW The Hon Steve Whan MP
- 2. J Reply Correspondence TAFE NSW Premier of New South Wales
- 3. I Reply Correspondence TAFE NSW Roy Butler MP

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

The Hon Steve Whan MP

Minister for Skills, TAFE and Tertiary Education



Our ref: MIN25/176 Your ref: 25/407 - 11/525 TK:LJB

Cr Tom Kennedy Mayor Broken Hill City Council Email: executive.support@brokenhill.nsw.gov.au

Dear Mayor Tom

Thank you for your correspondence of 3 March 2025 to the Hon. Prue Car MP, Deputy Premier, Minister for Education and Early Learning, and Minister for Western Sydney regarding the fitting and machinery equipment at TAFE NSW Broken Hill. Your correspondence has been referred to me for a response.

It was a pleasure meeting with you, the Deputy Mayor, the General Manager, and members of the community on 11 March 2025 to discuss this important matter. I was impressed by your passion for TAFE NSW and deep commitment to ensuring vocational education and training (VET) continues to support the region's workforce and economic future.

I understand the community's concerns about maintaining access to high-quality training, including the importance of ensuring the right equipment and resources remain available to support practical learning. TAFE NSW remains dedicated to the region's long-term success and looks forward to collaborating closely with the local community, industry, and stakeholders to ensure training aligns with evolving workforce needs and emerging opportunities.

To support this, a Broken Hill Manufacturing Reference Committee is being established to drive a focused approach to delivery, workforce development, and industry promotion. Additionally, TAFE NSW has committed to holding a follow-up industry consultation roundtable in six months to review progress, gather further feedback, and ensure continued collaboration.

I appreciate your commitment to strengthening local training opportunities and thank you again for taking the time to meet. Should you wish to discuss this matter further, please feel free to contact Mr Jason Darney, Executive Director Agri, Transport and Manufacturing at TAFE NSW via mobile on 0408 214 753 or via email at Jason.Darney@tafensw.edu.au.

Sincerely

Steve Whan MP

Minister for Skills, TAFE and Tertiary Education

Date: 7 April 2025

52 Martin Place Sydney NSW 2000 GPO Box 5341 Sydney NSW 2001 02 7225 6180 nsw.gov.au/ministerwhan

1

Emily Guerin

Subject:

Ref: 00062370 - A response on behalf of the Premier of New South Wales

From: noreply@salesforce.com <noreply@salesforce.com> On Behalf Of DPC Correspondence

Sent: Tuesday, 1 April 2025 3:57 PM

To: Executive Support < Executive.Support@brokenhill.nsw.gov.au>

Subject: Ref: 00062370 - A response on behalf of the Premier of New South Wales



Premier's Department

Dear Mayor Kennedy

Thank you for your correspondence. I am replying on behalf of the Premier and I appreciate you expressing your views on this matter.

As the matter raised falls under the primary responsibility of the Minister for Skills, TAFE and Tertiary Education, it is appropriate that the Minister considers your correspondence and I have forwarded it accordingly.

If you have any further enquiries about this matter, please contact the Office of The Hon Steve Whan MP.

Thank you for taking the time to bring this matter to the Government's attention.

Sincerely



Simone Walker Deputy Secretary, Corporate Services

CC: The Hon Steve Whan MP, Minister for Skills, TAFE and Tertiary Education

Please note that this email address is not monitored for replies. Any further correspondence should be submitted through the Premier's webform.

1

Emily Guerin

Subject: Broken Hill Tafe (Case Ref: RB07720)

Record Number: D25/12704

From: Roy Butler MP < barwon@parliament.nsw.gov.au >

Sent: Wednesday, March 19, 2025 2:47 PM

To: Executive Support < Executive. Support@brokenhill.nsw.gov.au>

Subject: CM: Re: Broken Hill Tafe (Case Ref: RB07720)

Good afternoon Emily,

Apologies for my delayed response to this correspondence.

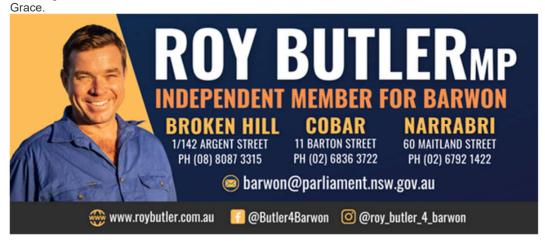
As soon as Roy was made aware of this issue in February he approached the Minister for Skills TAFE and Tertiary education the Hon Steve Whan and asked that he halt the decommissioning and transfer of equipment from the Broken Hill TAFE.

As a result a community round table was held and attended by Roy's SEO Karen Nash on March 4 2025.

It has been committed that all the machinery stays with the provision of 4 new machines to replace the ones that are not fit for service. In addition, TAFE resolved to set up a community reference group including industry, Broken Hill City Council, Regional Development Australia and Regional NSW to be used as a solutions body for Broken Hill.

EOI's will be sent to the group in attendance to the meeting on March 4. I hope this information is of assistance. Please do not hesitate to contact me should you require further assistance.

Kind Regards,



From: Executive Support < Executive.Support@brokenhill.nsw.gov.au >

Sent: 04 March 2025 10:18

To: ElectorateOffice.Barwon@parliament.nsw.gov.au

Subject: Broken Hill Tafe

Good morning

1

Please find attached correspondence from Mayor Tom Kennedy in relation to Broken Hill Tafe.

Many thanks

Emily Guerin

Executive Assistant
240 Blende St
PO Box 448
Broken Hill NSW 2880
Phone 08 8080 3363
Emily.Guerin@brokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au

[Embedded Image]

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

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ORDINARY MEETING OF THE COUNCIL

April 8, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 67/25

SUBJECT: CORREPONENCE REPORT - WILLYAMA HIGH SCHOOL
REBUILD D24/7854

Recommendation

- 1. That Broken Hill City Council Report No. 67/25 dated April 8, 2025, be received.
- 2. That correspondence dated 4 April 2025 from the Secretary from Department for Education, Murat Dizdar; be received and noted.
- 3. That reply correspondence from the Hon Prue Carr MP, Minister for Education and Early Leaning dated 17 April 2025, be received and noted.

Report:

Council at its Ordinary Meeting held 26 March 2025 considered a Mayor Minute regarding the Willyama High School rebuild and concerns raised by the Community, and resolved as follows:

ITEM 1 - MAYORAL MINUTE NO. 1/25 - DATED MARCH 20, 2025 - WILLYAMA HIGH SCHOOL REBUILD D25/12918

RESOLUTION Minute No. 1 Mayor T Kennedy moved) Councillor R Algate seconded)

Resolved

- 1. That Mayoral Minute No. 1/25 dated March 20, 2025, be received.
- 2. That correspondence be sent to the Premier of NSW, The Hon Chris Minns MP; the Leader of the Opposition, The Hon Mark Speakman MP; the Minister for Education and Early Learning, The Hon Prue Car MP; The Shadow Minister for Education and Early Learning, The Hon Sarah Mitchell MLC; and the Member for Barwon, Mr Roy Butler MP regarding the concerns outlined in this Mayor Minute regarding the design of the new Willyama High School being based on the Department of Education's "Extra Small" design model for secondary schools.
- That Council seeks an urgent meeting with The Hon Prue Car MP, Minister for Education and Early Learning to discuss the design of the new Willyama High School.
- That Deputy Mayor Hickey be appointed as Council's Delegate to the Department of Education Willyama High School Redevelopment Reference Group (from the

date of Council's resolution and ending September 2026), and Council's correspondence to the Minister for Education and Early Learning also advises of Council's Delegate.

5. That Council hold a public meeting, following the Department of Education's Drop-in Information Sessions for the Willyama High School rebuild, for all residents especially parents and students from all schools to voice their concerns and provide feedback on the design and the affects it will have on the future education of students in Broken Hill; so that a united voice can be presented to Government.

CARRIED UNANIMOUSLY

Following a meeting held on 4 April 2025 with the Mayor and Deputy Mayor correspondence has been received from the Secretary for the Department for Education, Murat Dizdar acknowledging the concerns raised. The Secretary advised that they understand that it is critical that facilities in Broken Hill are appropriate to Broken Hill's environment, the unique needs of the community and the broader region.

Clarification has been addressed in relation to the following points, see attached correspondence for detailed response:

- 1. Size of the school
- 2. Science labs
- 3. Industrial arts/Technological & Applied Studies
- 4. Support classes
- 5. Staff rooms
- 6. Hall
- 7. Multi-sports courts
- 8. Shade, shelter and air-conditioning
- 9. Height of building

The Department of Education have assured Council that the updated designs of the new Willyama High School will be shared with the school community through the Project Reference Group in order that further input can be sought before the plans are finalised. It has also been confirmed that the contractor for the demolition of Willyama High School has been appointed and works will be underway in the coming weeks.

This correspondence was discussed to the Broken Hill Education Working Group Meeting held 9 April 2025 and Council provided this information to the public via a Facebook post.

Reply correspondence has also been received from the Hon Prue Carr MP, Minister for Education and Early Leaning dated 17 April 2025, acknowledging the abovementioned meeting, confirming the Willyama High School rebuild designs have not been finalized and ongoing community consultation will be through the Project Reference Group.

Attachments

- 1. UEtter to Mayor Kennedy Willyama High School The Department for Education
- 2.

 Reply Correspondence Willyama High School The Hon Prue Car MP

LEISA BARTLETT
EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

NSW Department of Education



Ref: DOC25/579268 4 April 2025

Mr Tom Kennedy Mayor Broken Hill City Council 240 Blende St Broken Hill NSW 2880

Email: executive.support@brokenhill.nsw.gov.au

CC: jim.hickey@brokenhill.nsw.gov.au

Dear Mayor Kennedy,

Thank you for our meeting this morning to discuss the NSW Government's commitment to build a new Willyama High School to serve the current and future needs of the Broken Hill community.

As mentioned, I was pleased to meet this morning with the Principal, Grant Shepherd, and staff of Willyama High School along with A/Deputy Secretary, School Infrastructure, Lisa Harrington; Director Educational Leadership, Peter Macbeth; and Senior Project Director, Matthew Schaeffer. We outlined what we heard from the 128 separate face-to-face community consultation sessions that were held last year on the Willyama High School rebuild and then at last week's information session and how this feedback is being incorporated into the rebuild designs.

As you know, we are at the stage of the project where the designs are being further developed - they have not been finalised. We explained to staff that we will do everything we can to meet the needs of school staff and students; while recognising there is a standard we need to follow to ensure equity across the system.

I acknowledge the concern that has been caused due to terminology used in the Educational Facilities Standards & Guidelines (EFSG). As explained, this school design will follow the Pattern Book, which has recently been developed, as the EFSG is currently being rewritten.

We appreciated hearing from you about the investment that is coming to Broken Hill and the population growth that will likely follow. We understand it is critical that facilities in Broken Hill are appropriate to the unique needs of the community and the broader region.

Phone: 1300 679 332 | Darug Country | 105 Phillip Street, Parramatta NSW 2150 | GPO Box 33 Sydney NSW 2001 | education.nsw.gov.au

Attachment 1 Letter to Mayor Kennedy - Willyama High School - The Department for Education

DOC25/579268 | 2

The following points seek to clarify some of the misconceptions about the size and design of the rebuild. We are also working to address feedback provided by the school wherever possible, as we have sought to do to date.

1. Size of the school:

 We will build the school with classrooms for 730 students when it opens (noting current enrolments are 570), with core facilities (e.g. admin; hall; library) to cater for up to 1,000. The master plan has allowed for future expansion by considering where additional facilities can be built if needed.

2. Science labs:

 We will provide two fully equipped science labs (the standard provision is one for a school of this size) and we are looking at how we can equip some of the surrounding classrooms with additional fit outs, as we recognise the importance of STEM to the Broken Hill community.

3. Industrial arts / Technological & Applied Studies:

- 1. We are providing a commercial kitchen to support VET courses, e.g. hospitality (this is not a standard provision in a school of this size).
- 2. We are also providing fully equipped wood and metal workshops to support the strong interest from students in these subjects.
- 3. While we recognise the existing construction workshop will likely not be immediately adjacent to the wood and metal workshops, we will see whether anything additional can be done.

4. Support classes:

An inclusive education hub comprising 4 classes and facilities is incorporated into
the design. The location and arrangement have been carefully considered to enable
both integration and appropriate care to meet various student needs. A purposebuilt sensory garden will be provided, as well as convenient drop-off and pick-up
access.

5. Staff rooms:

Phone: 1300 679 332 | Darug Country | 105 Phillip Street, Parramatta NSW 2150 | GPO Box 33 Sydney NSW 2001 | education.nsw.gov.au

DOC25/579268 | 3

- While the design currently includes a single consolidated area for staff, we will look for opportunities to allow smaller and additional staff spaces (more than the standard provision).
- 2. Each staff member will have a dedicated desk.

6. Hall:

- 1. The hall will be a larger size than the previous hall and will accommodate a full-sized basketball court.
- 2. It will also include a sprung floor, which will support the performing arts (e.g. dance and drama) program.

7. Multi-sports courts:

- 1. The existing covered basketball court will be retained and refurbished to accommodate multiple sports (e.g. basketball, netball and volleyball).
- We will also provide an additional multi-sports court and will replace the existing cricket nets.
- 3. The sports field has been designed with AFL in mind.

8. Shade, shelter and air-conditioning:

- 1. All buildings will be air conditioned (including the hall, which is not a standard inclusion).
- 2. Walkways will be covered and wider than standard, which will also help to control the impact of the sun on the buildings, especially windows.
- 3. Glass will be treated to ensure that temperature levels remain comfortable, e.g. through double-glazing.
- 4. Additional shade structures will also be provided beyond the standard inclusion.

9. Height of the building:

1. While we were initially planning for a 2-storey building, recent advice from planning means we need to amend the designs to a 3-storey building to meet flood planning requirements.

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Attachment 1
Letter to Mayor Kennedy - Willyama
High School - The Department for
Education

DOC25/579268 | 4

2. A 3-storey building also has the additional benefit of providing more suitable space for expansion for future growth if needed.

I can confirm that once the designs have been updated, we will share with the school community through the Project Reference Group, so further input can be sought before they are finalised.

I can also confirm the contractor for the demolition of the previous Willyama High School has been appointed and works will get underway in the coming weeks.

Thank you for your engagement on this important project for the Broken Hill community.

Yours sincerely

Murat Dizgar SECRETARY DEPARTMENT OF EDUCATION

Courtesy copy: Mr Jim Hickey, Deputy Mayor Broken Hill City Council

Phone: 1300 679 332 | Darug Country | 105 Phillip Street, Parramatta NSW 2150 | GPO Box 33 Sydney NSW 2001 | education.nsw.gov.au

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The Hon Prue Car MP

Deputy Premier of New South Wales Minister for Education and Early Learning Minister for Western Sydney



Ref: RML25/1186

Cr Tom Kennedy Mayor Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880 Email: council@brokenhill.nsw.gov.au

Dear Mayor

Thank you for your representation of 1 April 2025 regarding the rebuild of Willyama High School. I note on 4 April you met in person with Mr Murat Dizdar, Secretary, Department of Education, School Infrastructure representatives and a member of my staff to discuss the Government's commitment to this vital project.

Firstly, can I acknowledge your passionate support for the rebuilding of Willyama High School and your advocacy on behalf of your community. I can assure you that once rebuilt, the new state-of-the-art Willyama High School will have some of the best and most impressive educational facilities in the state. Therefore, it is important that we strive to give this school every chance of success and I thank you for Council's commitment to talking positively about the exceptional educational opportunities that this new school will provide.

I note that following your meeting, Mr Dizdar immediately wrote to you to address the specific concerns that had been raised by the school community and clarify some misconceptions.

Since the Government first announced that the severe mould outbreak at Willyama High School could not be satisfactorily remediated, we have been committed to ensuring there is genuine consultation with the community. We were determined not to repeat the mistakes of the former Liberal National Government who treated the community of Wee Waa appallingly by taking more than year to act on reports of mould at Wee Waa High School and announce a rebuild of that school.

All consultation to date with the Broken Hill community has involved the Department listening to feedback and working to incorporate as much of that feedback as we can. This has included 128 separate face-to-face sessions with the community as well as a 4-and-a-half-hour community drop-in session to discuss the draft master plan for the site. While I understand some in the community may have believed these plans were final, that was not the case. The project now moves into the detailed design phase, which will consider the feedback to date and be subject to further consultation.

Let me stress, that despite unfortunate terminology used in the Educational Facilities Standards & Guidelines (EFSG), the school will not be "extra small". It will include classrooms for 730 students when it opens, noting current enrolments are about 570. Furthermore, it will be master planned to allow future expansion should Broken Hills' population exceed the Government's current projections.

Furthermore, it should be noted that the EFSG are just guidelines and in designing Willyama High School, the Department, in many cases, is going beyond what is outlined.

For example, the new school will include two, fully equipped science labs despite the standard provision being one. There will be another four science classrooms, however the Department is undertaking further detailed work to determine how those classrooms can

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be equipped with additional fit outs such as sinks. We recognise STEM is such an important part of Broken Hill's success and will be important to its future.

A commercial kitchen will also be built to support VET courses, which is not a standard provision for schools, while a new, fully equipped wood and metal workshop will be built.

The hall will be larger than the previous hall and will accommodate a full-sized basketball court, as well as a sprung floor to support performing arts. All buildings, including the hall, will be air conditioned, the walkways will be covered and wider than what is standard, glass will treated to ensure that temperature levels remain comfortable and there will be more shade structures than what is usually provided.

An inclusive education hub will also be built. The location and configuration have been carefully considered to allow integration and appropriate care in order to meet the various student needs. A purpose-built sensory garden will be built, as well as convenient drop-off and pick-up access.

Again, I want to be clear, the designs are not final and consultation and engagement with the community will continue. We are determined to do everything we can to meet the needs of school staff and student, while recognising there may be some practical constraints in what can be delivered.

The next stage of consultation with the school community will now be move to the Project Reference Group which consists of the Director, Educational Leader, the Principal of Willyama High School and a parent representative.

I would like to facilitate the opportunity for you to receive separate briefings on the project as it progresses, including updates on how the Department is responding to feedback. You can contact Mr Joe Warman, Director, North-Western NSW Asset Management Unit by telephone on 0436 864 200 or by email at joseph.warman2@det.nsw.edu.au.

I know the abrupt but unavoidable closure of Willyama High School was extremely challenging for many in the community, particularly staff. That is why the Government acted decisively. I strongly believe, with your support, we have the opportunity to deliver a new school that will inspire confidence in the future of Broken Hill and showcase the exceptional public education that your local area delivers.

Sincerely

Prue Car MP
Deputy Premier of New South Wales
Minister for Education and Early Learning
Minister for Western Sydney

17 April 2025

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ORDINARY MEETING OF THE COUNCIL

March 31, 2025

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 68/25

<u>SUBJECT:</u> <u>CORRESPONDENCE REPORT - UPGRADES TO THE BROKEN</u>

HILL AIRPORT TO SUPPORT LARGER AIRCRAFT DURING
TIMES OF EMERGENCY
D25/14297

Recommendation

1. That Broken Hill City Council Report No. 68/25 dated March 31, 2025, be received.

- 2. That reply correspondence dated 27 March 2025 from Minister for Regional NSW, The Hon Tara Moriarty MLC; be received and noted.
- 3. That reply correspondence dated 27 March 2025 from Shadow Minister for Youth Justice and Shadow Minister for Aboriginal Affairs, the Hon Aileen MacDonald OAM, MLC (including reply correspondence from Minister for Infrastructure Transport, Regional Development and Local Government, The Hon Catherine King MP); be received and noted.

Report:

RESOLUTION

This report refers to **Item 9** of Council's Resolution made at the Council Meeting held 30 October 2024 regarding Mayoral Minute No 17 which Council resolved as follows:

<u>ITEM 1 - MAYORAL MINUTE NO. 17/24 - DATED OCTOBER 25, 2024 - LOSS OF POWER TO THE</u>
<u>CITY DUE TO STORM EVENT ON 16 OCTOBER 2024</u>
D24/51566

112002011011	
Minute No. 47661	
Mayor T Kennedy moved)
Councillor R Algate seconded)

Resolved

- 1. That Mayoral Minute No. 17/24 dated October 25, 2024, be received.
- That Council thanks the Premier, Deputy
 Opposition Leader and the Member for
 Barwon for visiting Broken Hill on 24 October
 2024 and for their support to the City with an
 Inquiry into Transgrid and also thanks the
 Minister for Energy Climate Change The Hon
 Penny Sharpe and Federal Minister for
 Emergencies The Hon Jenny McAlister for
 their support to the city.
- That Council thanks Essential Energy and their workers for their ongoing and around the clock support along with Transgrid workers, Perilya workers and contractors, volunteers of the Rural Fire Service and the State Emergency Service.
- 4. That Council thanks the Regional Emergency Management Committee and Local

Emergency Management Committee for their ongoing emergency planning for the City.

- That Council welcomes the financial relief packages, but more needs to be given to ensure that it covers the real loss to residents and small businesses as well as the ongoing outages that we are experiencing.
- 6. That Council requests Transgrid make a public apology for letting the Far West Community and City of Broken Hill down.
- 7. That Council requests Transgrid compensate all businesses and employees as a result of the outages and their failure to maintain appropriate backup equipment.
- 8. That priority is given to ensure suitable backup generators and/or renewable storage is fast tracked to ensure that this is not repeated in the future.
- 9. That Council write to the Federal Minister for Infrastructure and Minister for Emergency Services, State Minister for Infrastructure and Minister for Emergency Services and our Local Member on the importance of upgrading the Broken Hill Airport to support larger aircraft in times of emergency to cater for the delivery of heavy equipment and support services.

CARRIED UNANIMOUSLY

In relation to Item 9 of the above Council Resolution, Mayoral correspondence dated 7 November 2024, regarding Airport upgrades was forwarded to the Federal Minister for Infrastructure, Transport, Regional Development and Local Government, The Hon Catherine King MP; the Federal Minister for Emergency Management, Senator The Hon Jenny McAllister; NSW Minister for Regional Transport and Roads, The Hon Jenny Aitchison MP; NSW Minister for Emergency Services, The Hon Jihad Dib MP; and Local Member for Barwon, Mr Roy Butler MP.

Reply correspondence dated 18 December 2024 has been received from NSW Minister for Regional Transport and Roads, The Hon Jenny Aitchison MP advising of the release of the Australian Government's Aviation White Paper, and government funding programs for regional airports. A copy of the correspondence is attached to this report.

On behalf of Council, Mr Roy Butler MP also made representations to Ministers regarding Airport upgrades and Mr Butler MP has provided Council with a response from The Hon Jo Haylen MP, Minister for Transport dated 16 January 2025 which also refers to the Aviation White Paper and the funding information provided in Minister Aitchison's reply (and provided a copy of Minister Aitchison's correspondence dated 18 December 2024.) A copy of Minister Haylen's correspondence is attached to this report.

Reply correspondence dated 27 March 2025 has been received from the Minister for Regional NSW, The Hon Tara Moriarty MLC (copy attached to this report) who was forwarded a copy of the correspondence from the NSW Minister for Emergency Services, The Hon Jihad Dip MP.

The correspondence received advises that the NSW Government recently funded the upgrade masterplan under the NSW Business Case Strategy Development Fund, noting that the project could enhance the NSW Government's investment of \$2.45 million through the Regional NSW Infrastructure Grants Fund for safety upgrades and \$4.98 million through the Resources for Regions for Regions Program to increase overnight parking.

Minister Moriarty supports the potential benefits of the project for regional NSW and has been advised that the Department of Primary Industries and Regional Development provided a letter of support for Broken Hill City Council's application to Stream 1 and Stream 2 of the Australian Government's Regional Precincts and Partnership Program for the airport industrial and commercial precinct.

Correspondence dated 27 March 2025 has been received from the Minister for Youth Justice and Shadow Minister for Aboriginal Affairs, the Hon Aileen MacDonald OAM, MLC (copy attached to this report). As a result of her meeting with Broken Hill City Council, The Hon Aileen MacDonald OAM, MLC made direct representation on Council's behalf to the Minister for Infrastructure, Transport, Regional Development and Local Government, The Hon Catherine King MP, advocating for a necessary upgrade to the Broken Hill Airport.

Minister King has advised that an additional \$40 million in grant funding will be applied to the Regional Airports Program (RAP) for a further two rounds to extend the program. The RAP supports safety and accessibility upgrades at eligible regional airports, with competitive grants under the most recent round, being between \$20,000 and \$7.5 million, to fund up to 50 per cent of eligible project costs. Minister King recommends Broken Hill City Council apply for funding through the GrantConnect Website.

Additionally, there are opportunities through the Regional Precincts and Partnership Program, which offers grants of up to \$50 million for infrastructure projects aimed at benefiting local stakeholders and communities. Applications can be made via the Australian Government Business website.

Attachments

- 1. Reply correspondence from The Hon Tara Moriarty MLC regarding Broken Hill
- Airport Upgrade
- 2. Reply correspondence from The Hon Aileen MacDonald OAM MLC (including reply
- correspondence from Minister for Infrastructure Transport, Regional Development and Local Government, The Hon Catherine King - RE funding for upgrades to the Broken Hill Airport

<u>LEISA BARTLETT</u> EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> GENERAL MANAGER

CORRESPONDENCE REPORT - UPGRADES TO THE BROKEN HILL AIRPORT TO SUPPORT LARGER AIRCRAFT DURING TIMES OF EMERGENCY

Attachment 1 Reply correspondence from The Hon Tara Moriarty MLC regarding

The Hon Tara Moriarty MLC

Minister for Agriculture Minister for Regional New South Wales Minister for Western New South Wales



Ref: MF24/3273 Your ref: L24/2246 - 11/161

Cr Tom Kennedy, Mayor Broken Hill City Council 240 Blende Street PO Box 448 BROKEN HILL NSW 2880

executive.support@brokenhill.nsw.gov.au

Re: Broken Hill Airport Upgrades to support Emergency Services

Dear Cr Kennedy,

I refer to your letter of 7 November 2024 to the Hon. Jihad Dib MP, Member for Bankstown, Minister for Customer Service and Digital Government, Minister for Emergency Services and Minister for Youth Justice regarding upgrades to the Broken Hill Airport to support emergency services. Your correspondence has been referred to me as the matter falls under my portfolio of responsibility as the Minister for Regional NSW.MF

The Broken Hill Regional Airport is a critical part of the regional development growth in Western NSW and I understand your upgrade project has the potential to improve the liveability and connectivity of the region to major cities and vital healthcare. I understand it will also address Civil Aviation safety compliance and create employment opportunities to boost the local economy.

The NSW Government recently funded the upgrade masterplan under the NSW Business Case and Strategy Development Fund. I note that the project could enhance the NSW Government's investment of \$2.45 million through the Regional NSW Infrastructure Grants Fund for safety upgrades and \$4.98 million through the Resources for Regions Program to increase overnight parking.

I support the potential benefits of the project for regional NSW and have been advised that the Department of Primary Industries and Regional Development provided a letter of support for your application to Streams 1 and 2 of the Australian Government's Regional Precincts and Partnerships Program for the airport industrial and commercial precinct.

I look forward to seeing the airport progress with its upgrades, particularly for emergency response.

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I trust this is of assistance, however I have asked Ms Hodi Beauliv, Economic Development Manager to be available to answer any further questions you may have. Ms Beauliv can be contacted on 0427 613 892 or by email at hodi.beauliv@regional.nsw.gov.au.

Yours sincerely,



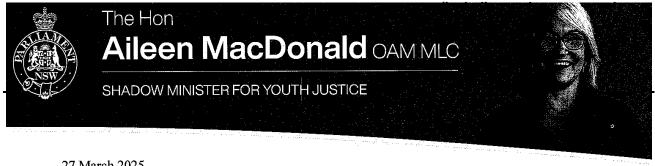
Tara Moriarty MLC

Minister for Agriculture

Minister for Regional New South Wales

Minister for Western New South Wales

271 3 120



27 March 2025

Tom Kennedy Mayor for Broken Hill PO Box 448 Broken Hill NSW 2880

Email: executive.support@brokenhill.nsw.gov.au

Dear Mayor,

I trust this letter finds you well.

Since our last meeting, I have made a representation on your behalf directly to the Minister for Infrastructure, Transport, Regional Development and Local Government, The Hon Catherine King MP, advocating for a necessary upgrade to the Broken Hill Airport.

I have since received a response from the Minister, which is attached for your information and review.

I understand, the Government has a grant system in place to support the renovation and upgrading of regional and remote airports, helping to keep communities across Australia connected. The Minister recommends that Broken Hill Council apply for funding through the GrantConnect website.

Additionally, there are opportunities through the Regional Precincts and Partnerships Program, which offers grants of up to \$50 million for infrastructure projects aimed at benefiting local stakeholders and communities. Applications can be made via the Australian Government Business website.

While this is positive news, please be aware that the upcoming grant and funding round will be published on the GrantConnect website. Securing such funding would facilitate the redevelopment and improvements of the Airport.

Should you have any enquiries do not hesitate to contact my office via email or on 9230 2403.

Best regards,

The Hon. Aileen MacDonald OAM, MLC Shadow Minister for Youth Justice Shadow Minister for Aboriginal Affairs

Cc: Jay.Nankivell@brokenhill.nsw.gov.au

☑ aileen.macdonald@parliament.nsw.gov.au

**** 02 9230 2403

Parliament House, 6 Macquarie Street, Sydney NSW 2000

(a) AileenMacDonaldMLC

AileenMacDonaldMLC

in Aileen MacDonald OAM MLC



The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government Member for Ballarat

Ref: MC25-002563

The Hon Aileen MacDonald OAM MLC Parliament of New South Wales Parliament House 6 Macquarie Street SYDNEY NSW 2000

via: aileen.macdonald@parliament.nsw.gov.au

Dear Ms MacDonald

Thank you for your letter of 26 February 2025 regarding upgrades to the Broken Hill Airport.

The Australian Government recognises the essential role aviation plays in meeting the needs of regional and remote communities across Australia and provides a number of programs to assist regional communities. In August 2024, the Government released the Aviation White Paper: Towards 2050 that sets out the long-term policy vision to deliver a safe, competitive, sustainable, productive and efficient Australian aviation sector. It includes a strong focus on investing in our regional and remote airports to keep communities across Australia connected. The Aviation White Paper can be found at www.infrastructure.gov.au/AviationWhitePaper.

In addition, in the 2024-25 Budget the Government provided an additional \$40 million in grant funding to extend the Regional Airports Program (RAP) for a further two rounds. The RAP supports safety and accessibility upgrades at eligible regional airports, with competitive grants under the most recent round, being between \$20,000 and \$7.5 million, to fund up to 50 per cent of eligible project costs. I was pleased to recently announce the outcomes of Round 4 of the RAP.

Details of future grant funding opportunities, including Round 5 of the RAP, will be published on the GrantConnect website at www.grants.gov.au. Broken Hill City Council (Council) may wish to register for alerts.

The Council may also wish to investigate the regional Precincts and Partnerships Program, which offers grants between \$5 million and \$50 million to deliver infrastructure projects in partnership with local stakeholders to benefit communities. More information on this Program is available at www.business.gov.au/grants-and-programs-/regional-precincts-and-partnerships-program-stream-2-precinct-delivery

PO Box 6022 Parliament House, Canberra ACT 2600 | Tel: (02) 6277 7520

I note a number of state governments also provide funding support for regional airport upgrades including for co-contribution requirements under grant programs.

Thank you for taking the time to write to me on this matter.

Yours sincerely

Catherine King MP

25/3/2025

ORDINARY MEETING OF THE COUNCIL

April 22, 2025

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 69/25

SUBJECT: APPOINTMENT OF DELEGATES TO VACANCIES ON S355

COMMITTEES AND OTHER COMMITTEES AND WORKING

<u>GROUPS</u> <u>D25/14326</u>

Recommendation

1. That Broken Hill City Council Report No. 69/25 dated April 22, 2025, be received.

- 2. That Council invites the incoming Councillor, Councillor Ron Page, to nominate to be appointed to the vacant positions on the following committees and working groups due to the passing of Councillor Gallagher:
 - a) Infrastructure and Environment Standing Committee
 - b) ET Lamb Memorial Oval Community Committee
 - c) Picton Sportsground Community Committee
 - d) Broken Hill ClubGRANTS Committee
 - e) Murray Darling Association Region 4

Executive Summary:

Council needs to determine its representation on the Section 355 Committees of Council and also its delegates to various other organisations, committees and working groups. These machinery matters are usually considered by Council annually at the September Council Meeting and are also considered at the Ordinary Meeting following each Local Government Election.

Due to the passing of Councillor Dave Gallagher on 9 February 2025, a number of vacancies in Councillor representation existed on various committees and working groups.

A report was presented to the 26 March 2025 Council Meeting and Council resolved to appoint Councillors to fill a number of the vacancies and that the remaining vacancies be deferred to the April Council Meeting for consideration of appointment of the incoming Councillor.

This report is presented to Council to invite the incoming Councillor, Councillor Ron Page, to fill the remaining vacant positions on committees and working groups.

Report:

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

(a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or

- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

At the Extraordinary Council Meeting held 9 October 2024 and the Ordinary Council Meeting held 30 October 2024, Council appointed its delegates to the various committees and working groups for the twelve-month period until the Ordinary Council Meeting held September 2025. It is imperative that all delegate positions are filled in order that the committees and working groups can operate effectively.

Due to the passing of Councillor Dave Gallagher on 9 February 2025, a number of vacancies now exist on various committees and working groups.

The NSW Electoral Commission was advised of Councillor Gallagher's passing and of Council's resolution of 9 October 2024 (minute no. 47651) that, should a casual vacancies occur in the office of Councillor within 18 months of the 14 September 2024 Broken Hill Local Government Election, vacancies are filled using a countback of votes cast at the 14 September 2024 Election. The NSW Electoral Commission is currently conducting the countback and it is expected that Council will be advised on or after 27 March 2025 of the newly elected Councillor.

A report was presented to the 26 March 2025 Council Meeting to seek nominations to fill the vacant positions and Council resolved to appoint the following Councillors to a number of the committees/working groups:

Name of Councillor	Name of Committee/Working Group
Councillor Turley	Australia Day Advisory CommitteeBroken Hill Liquor Accord
Councillor Gillett	Ageing Well Advisory Committee
Councillor Boland	 Community Assistance Grants Panel General Manager's Performance Review Panel Memorial Oval Community Committee
Councillor Jewitt	Tidy Towns Working Group

Council also resolved that the incoming Councillor be invited to nominate for the remaining vacant positions at the April Council Meeting:

- Infrastructure and Environment Standing Committee
- ET Lamb Memorial Oval Community Committee
- Picton Sportsground Community Committee
- Broken Hill ClubGRANTS Committee
- Murray Darling Association Region 4

Following the Council Meeting held 26 March 2025, Council was advised by the NSW Electoral Commission on 27 March 2025 that Mr Ron Page had been elected as Councillor for Broken Hill City Council for the remainder of the current Term of Council.

This report is presented to Council to invite the incoming Councillor, Councillor Ron Page, to nominate to be appointed to the remaining vacant positions on committees and working groups.

Community Engagement:

Nil

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993 (Section 355)

Financial Implications:

Council's current Operational Plan includes provision for travel and related expenses for Council delegates to represent Council outside of Broken Hill.

Attachments

There are no attachments for this report

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

ORDINARY MEETING OF THE COUNCIL

March 21, 2025

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 70/25

SUBJECT: DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING

DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026 D25/13028

Recommendation

1. That Broken Hill City Council Report No. 70/25 dated March 21, 2025, be received.

- That Council endorse the Draft Delivery Program 2025-2029 incorporating the Draft Operational Plan 2025/2026, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2025/2026 for the purpose of public exhibition for community comment for a 28-day period.
- 3. That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendation for changes arising, with a view to adopting the Draft Delivery Program 2025-2029 incorporating the Draft Operational Plan 2025/2026, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2025/2026 for implementation on 1 July 2025.
- 4. That Council select one of the three Rating options provided in this report.

Executive Summary:

The purpose of this report is to recommend to Council to endorse the Draft Delivery Program 2025-2029 incorporating the Draft Operational Plan 2025/2026, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2025/2026 developed in accordance with Sections 404 and 405 of the *Local Government Act 1993*, for the purpose of public exhibition for community comment for a 28-day period.

A further report, at the completion of the exhibition period, will be presented to Council outlining submissions received and any recommended changes arising, to allow Council to consider community feedback prior to the Delivery Program being adopted by Council.

In accordance with the *Local Government Act 1993* and the Integrated Planning and Reporting Guidelines, Council is required to prepare several documents to facilitate the integration of long-term planning and implementation of Council activities. Core documents include the Community Strategic Plan, the Resourcing Strategy, the 4-year Delivery Program and the annual Operational Plan.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, functions, projects, activities and funding allocations must be directly linked to this Program. Supporting the Delivery Program

is the annual Operational Plan, which identifies the projects and actions that will be undertaken during the year to achieve the commitments made in the Delivery Program.

Report:

Following the Council election in September 2024, Council is required to prepare and adopt a new Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

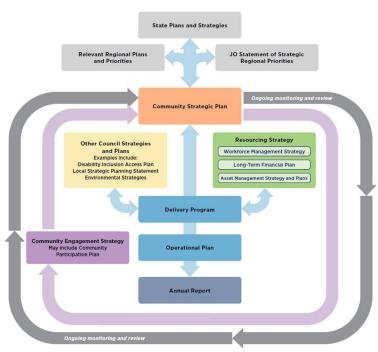
The Delivery Program directly addresses the objectives endorsed in the Community Strategic Plan and the activities Council will undertake to perform all its functions, with specific strategies identified for each under the Community Strategic Plan themes Our Community, Our Economy, Our Environment and Our Leadership.

Where Council has not been identified in the Community Strategic Plan as either having lead role or support responsibility, the Delivery Program acknowledges that Council plays an important role in lobbying, advocating and supporting the organisations responsible for the implementation of the Objectives.

The Council's role in delivering various services and programs, as outlined in the draft Delivery Program, will need to be reviewed on an ongoing basis and may therefore be subject to change over the life of the Delivery Program.

The draft Delivery Program has been used to inform the development of the remaining documents under the Integrated Planning and Reporting Framework being the Resourcing Strategy, which includes the Long-Term Financial Plan, Workforce Management Plan, Asset Management Strategy and Plans and Operational Plan.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan and Council's Delivery Program and Operational Plan.



The Draft Delivery Program 2025-2029 Strategies were prepared by the Executive Leadership Team in February 2025 and the Draft Operational Plan 2025/2026 Actions were prepared by the Executive and Senior Leadership Teams in March 2025.

The Operational Plan identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program, based on the outcomes outlined within the Community Strategic Plan.

The Draft Operational Plan 2025/2026 has been prepared within the context of the following parameters:

- Developed in accordance with the revised Long Term Financial Plan and carrying out associated financial strategies to achieve desired business objectives.
- Capital projects budgeted at \$17m inclusive of expected capital grants.
- Without capital grants, capital projects are budgeted at \$8.7m
- Total rate revenue increase of 4%.

PROPOSED 2025/2026 RATING STRATEGY

2025/26 is a land revaluation year therefore all three rates scenarios have been modelled using property values base date 1 July 2024 as determined by the NSW Valuer General.

In response to the new land values, the rates will move proportionate to the land value changes within each category.

The scenarios are detailed below with tables showing the proposed base rate and ad valorem for each category and also the percentage of rates income contributed by each category to the overall rates revenue pool. A table is included for each scenario showing the high, low, and median rates for each category and increases both in dollar terms and on a percentage basis.

Option 1 – 4% Rate Peg plus catch up

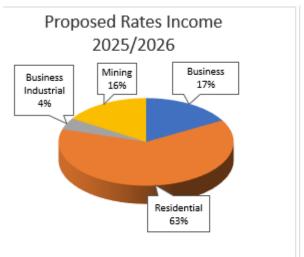
This option models the rate peg of 4% inclusive of the difference in revenue not raised in the previous year and utilises the adopted model from FY24/25.

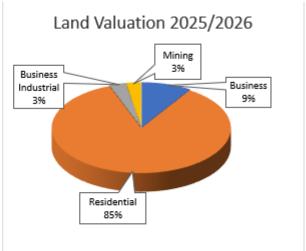
This results in average rates increasing by approximately 4.62% in both the residential and business categories, 5.83% for industrial and 4.35% in 1A.

Rural sees a reduction due one additional property in this category as compared to last year thereby spreading the rates burden across 12 properties rather than 11.

As a direct result of large movements of land values within the category, the mining category shows a large disparity across the 2 properties within the category. With one property expecting a large increase and the other a small reduction.

			2025/26 Financial Year						
Rating Category	Land Value 2024/2025	Total Property Count	Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	% of Base Rate Income
Business	\$40,537,070	532	\$905	\$481,460	0.06728367	\$2,727,483	\$3,208,943	16.69%	15.00%
Business Industrial	\$13,793,500	70	\$1,776	\$124,320	0.05106408	\$704,352	\$828,672	4.31%	15.00%
Residential	\$379,529,020	9384	\$629	\$5,902,536	0.01620616	\$6,150,707	\$12,053,243	62.69%	49.00%
Residential 1(a)	\$1,070,200	11	\$428	\$4,708	0.00458360	\$4,905	\$9,613	0.05%	49.00%
Residential Rural	\$2,187,800	12	\$550	\$6,600	0.00313498	\$6,859	\$13,459	0.07%	49.00%
Mining	\$12,200,000	2	\$0	\$0	0.25262674	\$3,082,046	\$3,082,046	16.03%	0.00%
MD Business	\$239,700	5.0	\$905	\$4,507	0.07745176	\$18,565	\$23,072	0.12%	19.53%
MD Residual	\$247,800	5.0	\$629	\$3,158	0.01829344	\$4,533	\$7,691	0.04%	41.06%
Totals	\$449,805,090	10,021		\$6,527,288		\$12,699,451	\$19,226,739	100.0%	



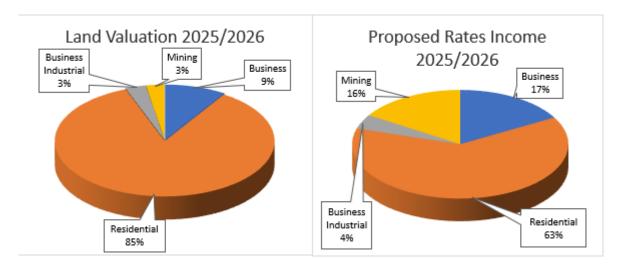


	Rates Modelling 25/26 (4% + catch up)										
			Last Year		2025/26		Change \$	Change %			
	High	\$	6,511	\$	6,917	\$	406	6.23%			
Residential	Median	\$	1,124	\$	1,164	\$	40	3.57%			
Residential	Low	\$	602	\$	645	\$	43	7.18%			
	Average	\$	1,228	\$	1,284	\$	57	4.62%			
	High	\$	146,458	\$	142,874	-\$	3,585	-2.45%			
Business	Median	\$	4,135	\$	4,269	\$	134	3.25%			
business	Low	\$	1,009	\$	1,046	\$	37	3.67%			
	Average	\$	5,765	\$	6,032	\$	267	4.63%			
	High	\$	56,709	\$	59,989	\$	3,280	5.78%			
Industrial	Median	\$	8,823	\$	9,308	\$	485	5.50%			
maosmai	Low	\$	3,326	\$	3,522	\$	197	5.91%			
	Average	\$	11,186	\$	11,838	\$	652	5.83%			
Mining	High	\$	2,569,480	\$	2,374,691	-\$	194,789	-7.58%			
Milling	Low	\$	384,221	\$	707,355	\$	323,133	84.10%			
	High	\$	1,899	\$	1,785	-\$	114	-5.99%			
Rural	Median	\$	1,139	\$	1,083	-\$	56	-4.95%			
Kordi	Low	\$	622	\$	584	-\$	37	-5.98%			
	Average	\$	1,178	\$	1,122	-\$	56	-4.79%			
	High	\$	1,598	\$	1,670	\$	72	4.54%			
1A	Median	\$	668	\$	698	\$	30	4.56%			
14	Low	\$	459	\$	478	\$	19	4.25%			
	Average	\$	838	\$	874	\$	36	4.35%			

Option 2 - 4% Rate Peg

This option reflects the same model as option 1, just without the catch up. Excluding the catchup this year results in small changes across all categories, with Residential receiving an increase on average of \$52 as compared to \$57 in option 1 and Business expecting \$247 against option 1's \$267.

			2025/26 Financial Year						
Rating Category	Land Value 2024/2025	Total Property Count	Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	% of Base Rate Income
Business	\$40,537,070	532	\$902	\$479,864	0.06705924	\$2,718,385	\$3,198,249	16.69%	15.00%
Business Industrial	\$13,793,500	70	\$1,770	\$123,900	0.05089433	\$702,011	\$825,911	4.31%	15.00%
Residential	\$379,529,020	9384	\$627	\$5,883,768	0.01614978	\$6,129,309	\$12,013,077	62.69%	49.00%
Residential 1(a)	\$1,070,200	11	\$427	\$4,697	0.00456395	\$4,884	\$9,581	0.05%	49.00%
Residential Rural	\$2,187,800	12	\$548	\$6,576	0.00312545	\$6,838	\$13,414	0.07%	49.00%
Mining	\$12,200,000	2	\$0	\$0	0.25178489	\$3,071,776	\$3,071,776	16.03%	0.00%
MD Business	\$239,700	5.0	\$902	\$4,492	0.07719333	\$18,503	\$22,995	0.12%	19.53%
MD Residual	\$247,800	5.0	\$627	\$3,148	0.01823054	\$4,518	\$7,665	0.04%	41.06%
Totals	\$449,805,090	10,021		\$6,506,445		\$12,656,224	\$19,162,668	100.0%	



Rates Modelling 25/26 (4% No catch up)									
			Last Year		2025/26		Change \$	Change %	
	High	\$	6,511	\$	6,893	\$	382	5.86%	
Residential	Median	\$	1,124	\$	1,160	\$	36	3.22%	
Residential	Low	\$	602	\$	643	\$	41	6.84%	
	Average	\$	1,228	\$	1,280	\$	52	4.27%	
	High	\$	146,458	\$	142,397	-\$	4,061	-2.77%	
Business	Median	\$	4,135	\$	4,255	\$	120	2.91%	
business	Low	\$	1,009	\$	1,043	\$	34	3.37%	
	Average	\$	5,765	\$	6,021	\$	256	4.44%	
	High	\$	56,709	\$	59,790	\$	3,081	5.43%	
Industrial	Median	\$	8,823	\$	9,277	\$	454	5.15%	
maosinai	Low	\$	3,326	\$	3,511	\$	185	5.55%	
	Average	\$	11,186	\$	11,799	\$	613	5.48%	
Mining	High	\$	2,569,480	\$	2,366,778	-\$	202,702	-7.89%	
Mining	Low	\$	384,221	\$	704,998	\$	320,776	83.49%	
	High	\$	1,899	\$	1,779	-\$	120	-6.30%	
Rural	Median	\$	1,139	\$	1,079	-\$	60	-5.27%	
Koldi	Low	\$	622	\$	582	-\$	39	-6.32%	
	Average	\$	1,178	\$	1,118	-\$	60	-5.10%	
	High	\$	1,598	\$	1,664	\$	66	4.14%	
1A	Median	\$	668	\$	696	\$	28	4.23%	
IA.	Low	\$	459	\$	477	\$	18	3.98%	
	Average	\$	838	\$	871	\$	33	4.00%	

Option 3 – 4% Rate Peg (inclusive of Catch up) and 1% movement to Mines

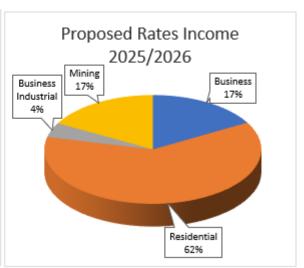
This option includes the difference in revenue not raised in the previous year and moves 1% of total rates revenue from Residential to Mining, to counterbalance the movement in mining land valuations that occurred as a result of the revaluation. All other categories remain unchanged from option 1.

With this movement, residential see an average increase of 2.96% (or \$36 per property), as compared to the 4.62% of option 1 and 4.27% of option 2.

Mining still shows a large disparity within the category.

		2025/26 Financial Year							
Rating Category	ng Category Land Value 2024/2025 Total Property Co		Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	% of Base Rate Income
Business	\$40,537,070	532	\$905	\$481,460	0.06728367	\$2,727,483	\$3,208,943	16.69%	15.00%
Business Industrial	\$13,793,500	70	\$1,776	\$124,320	0.05106408	\$704,352	\$828,672	4.31%	15.00%
Residential	\$379,529,020	9384	\$619	\$5,808,696	0.01594682	\$6,052,279	\$11,860,975	61.69%	49.00%
Residential 1(a)	\$1,070,200	11	\$428	\$4,708	0.00458360	\$4,905	\$9,613	0.05%	49.00%
Residential Rural	\$2,187,800	12	\$550	\$6,600	0.00313498	\$6,859	\$13,459	0.07%	49.00%
Mining	\$12,200,000	2	\$0	\$0	0.26838636	\$3,274,314	\$3,274,314	17.03%	0.00%
MD Business	\$239,700	5.0	\$905	\$4,507	0.07745176	\$18,565	\$23,072	0.12%	19.53%
MD Residual	\$247,800	5.0	\$619	\$3,107	0.01849603	\$4,583	\$7,691	0.04%	40.40%
Totals	\$449,805,090	10,021		\$6,433,398		\$12,793,341	\$19,226,739	100.0%	





Rates Modelling 25/26 Scenario 14 Mines 1%									
			Last Year		2025/26		Change \$	Change %	
	High	\$	6,511	\$	6,806	\$	295	4.53%	
Residential	Median	\$	1,124	\$	1,145	\$	22	1.92%	
kesiaeniiai	Low	\$	602	\$	635	\$	33	5.47%	
	Average	\$	1,228	\$	1,264	\$	36	2.96%	
	High	\$	146,458	\$	142,874	-\$	3,585	-2.45%	
Dim.a.a.	Median	\$	4,135	\$	4,269	\$	134	3.25%	
Business	Low	\$	1,009	\$	1,046	\$	37	3.67%	
	Average	\$	5,765	\$	6,031	\$	266	4.62%	
	High	\$	56,709	\$	59,989	\$	3,280	5.78%	
Industrial	Median	\$	8,823	\$	9,129	\$	306	3.47%	
inausmai	Low	\$	3,326	\$	3,522	\$	197	5.91%	
	Average	\$	11,186	\$	11,838	\$	652	5.83%	
44ii	High	\$	2,569,480	\$	2,522,832	-\$	46,649	-1.82%	
Mining	Low	\$	384,221	\$	751,482	\$	367,260	95.59%	
	High	\$	1,899	\$	1,785	-\$	114	-5.99%	
Rural	Median	\$	1,139	\$	1,083	-\$	56	-4.95%	
Kurai	Low	\$	622	\$	584	-\$	37	-5.98%	
	Average	\$	1,178	\$	1,122	-\$	56	-4.79%	
	High	\$	1,598	\$	1,670	\$	72	4.54%	
1A	Median	\$	668	\$	698	\$	30	4.56%	
IA	Low	\$	459	\$	478	\$	19	4.25%	
	Average	\$	838	\$	874	\$	36	4.35%	

2025/2026 BUDGET

The Draft Operational Plan 2025/2026 includes the 2025/2026 budget, in the form of the Revenue Policy.

The 2025/2026 budget has been developed in accordance with the Long Term Financial Plan, adopting efficiency measures to ensure continuous improvements towards becoming financially sustainable, adjusting budgetary forecasts and expectations whilst achieving desired business objectives.

Budget Scenarios

PROPOSED BUDGET (Balanced Scenario)

The 2025/26 Operational Plan and Budget has been built around the Balanced Scenario of the Long Term Financial Plan.

The proposed budget considers the current operating environment including the ongoing effects of the Ukraine war as well as the uncertainty that currently exists in the market in regards to inflation and interest rates.

At the time of writing the report the assumptions are based on best estimates however, due to the uncertain economic and policy environment we are currently working with, it is expected that further adjustments (immaterial) will be made prior to final adoption of the Operational Plan.

The proposed budget takes a pro-active approach to these circumstances to try and mitigate the impacts to Council's operations, service delivery, capital renewals and impact to the local economy.

Whilst Council has limited control over what revenue it receives beyond the application of the rate peg, it can control its expenditure. Operational expenditure has been optimised as best it can, in order to deliver a small surplus and achieve key financial ratios. Details of Council's expected operational income and expenditure can be found in the attached Delivery Program and Operational Plan.

With expenditure having been controlled as much as possible over the preceding years, the main point of difference from the proposed scenario (Balanced) and the alternate options for Council, is the effect on the budget if the rate peg for the 2027 financial year was to remain at 4% then reverting to 2.5% onwards in scenario 2, or in scenario 3, the effect of the rate peg decreasing to 2%.

The proposed Balanced Scenario is the preferred option for Council to adopt as it continues the ongoing drive towards financial sustainability of the organisation whilst also providing economic stimulus to the City to retain and grow employment whilst also providing improvement to key community infrastructure for increased livability and attractiveness of the City.

Key Aspects of the proposed Balanced Scenario are:

- Sets the Council up to build from a small surplus budget in 2026 to larger surpluses from 2026 onwards.
- Continue to grow Council's current permanent workforce through increased capital works capability and private works.

 Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.

Meet all key financial & OLG benchmarks

This budget is sensitive to several internal and external drivers including Council decisions, operational performance, the external economic environment and State and Federal Government decisions including changes to legislation. Within the Long Term Financial Plan, there are a number of examples that demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long-term financial position.

SCENARIO 2 – 4% Rate Peg from 2027 to 2030

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2026 rate peg of 4% is maintained until 2030 and reduces to 2.5% in the longer term and wages growth is also maintained at 3.75%.

This model does not alter Council's breakeven point of 2026 and sees a higher surplus in ongoing years due to the rate peg increases matching inflation.

Key Aspects of this Scenario

- Breakeven remains at 2026.
- Higher surplus from 2026 onwards

SCENARIO 3 – 2% Rate Peg 2027 to 2030

This scenario is based on the same expenditure assumptions in line with the previous two scenarios however, Rates revenue is projected using 2% rate peg combined with wages growth remaining steady at 3.75% until 2034. This model does not alter Council's breakeven point of 2026 but sees a return to regular deficits as the rate peg fails to keep pace with inflation and consequential increases in award wages.

Key Aspects to this Scenario

- Breakeven remains at 2026
- Council incurs regular deficits
- Some key financial ratios & OLG benchmarks will not be met.

CAPITAL PROJECTS

The total capital expenditure budget for 2025/26 has been set at \$17m, inclusive of major capital projects with expected capital grants. The net cost to Council inclusive of these capital grants is: \$8.7m.

Projects reliant on capital funding will not proceed without this or will be subject to additional approval by Council.

Details in relation to specific capital items are included within the Operational Plan.

FEES AND CHARGES

Fees and Charges are included in the Operational Plan for the purposes of public consultation. Statutory fees are increased/decreased as per published government gazettes. Cost recovery fees are analysed accordingly to ensure costs are fully recoverable or the appropriate subsidy from Council is applied. Fees are analysed to ensure government competitive neutrality is achieved.

Community Engagement:

The Draft Delivery Program 2025-2029 incorporating the Draft Operational Plan 2025/2026, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2025/2026 will be placed on public exhibition for 28 days for community comment.

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 within its legal framework

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulation 2021

Integrated Planning and Reporting Guidelines

Financial Implications:

Financial implications of the Delivery Program are outlined in Council's Long Term Financial Plan

Included within the Draft Operational Plan 2025/2026 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2025/2026.

Attachments

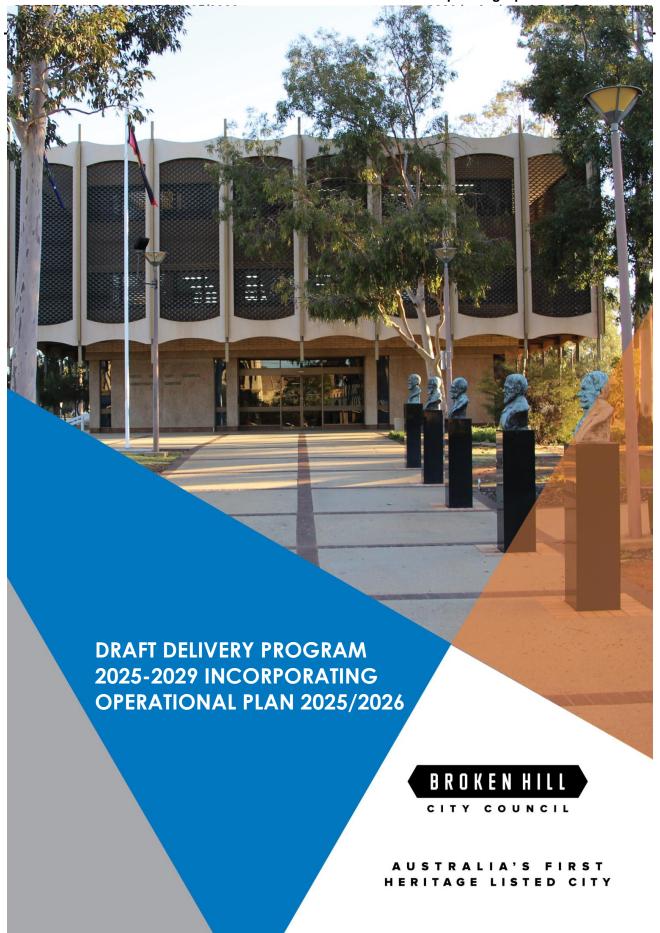
- 1. DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026
- inclusive of Draft Schedule of Fees and Charges 2025-2026

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-



BROKEN HILL

CITY COUNCIL

QUALITY CONTR	OL							
KEY THEME	4. Our Leadership							
OBJECTIVE	4.1 Openness and transparency in a	decision making						
STRATEGY	4.1.5 Support the organisation to op	4.1.5 Support the organisation to operate within its legal framework						
FUNCTION	Leadership and Governance							
FILE REFERENCE	25/30 EDRMS NUMBER D25/17058							
RESPONSIBLE OFFICER	General Manager							
REVIEW DATE	June 2026							
DATE	ACTION		MINUTE NUMBER					
30 April 2025	Public Exhibition							
NOTES	by visiting Council's website www.b	Copies of all plans and policies mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au Images sourced from Council's Image Library © 2022 Broken Hill City Council						
ASSOCIATED DOCUMENTS	Community Strategic Plan – Your Br Long Term Financial Plan 2026-2035 Workforce Management Strategy 2 Asset Management Strategy and P Schedule of Fees and Charges	022-2026						

Acknowledgement of Country

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

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 2025-



ABOUT BROKEN HILL

The City of Broken Hill is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales Outback, close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, approximately 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services and connectivity.

Although located within NSW, Broken Hill has strong cultural and historic connections with South Australia and operates on Central Australian Time, half hour behind Eastern Standard Time.

Broken Hill's isolation is as much a strength as it is a challenge. This is Australia's longest-lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed for miners in Australia.

The City's skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

Broken Hill sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage. Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2300 million years of geological history. Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

The City is renowned for its perfect light – by day the sun and by night the stars, the desert moon and the city lights – which attracts artists, photographers and filmmakers.

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City. International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy and the attraction of investment and entrepreneurial opportunity. As part of a very elite club, there is potential to heighten the brand of Broken Hill to world status.

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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INTRODUCTION

EXECUTIVE SUMMARY

This document is Broken Hill City Council's combined Draft Delivery Program 2025-2029 and Operational Plan 2025/2026.

MESSAGE FROM YOUR MAYOR

Before describing this Delivery Program, I feel it is important to first explain the role of the Community Strategic Plan (CSP) in relation to Council's service delivery.

The CSP is a plan developed by Council in partnership with the community that sets out residents' priorities and aspirations for the future of Broken Hill.

The current CSP was produced by Council in 2025 after extensive consultation with the community via online surveys, numerous pop-up sessions around the City, and an extensive Open Day held at the Council Chamber.

A large and diverse range of locals, businesses and community groups have provided input to ensure the wishes and expectations of the community are reflected in the plan and we wish to thank everyone who contributed to this important document.

The next step is working to realise the community's aspirations and this combined 2025-2029 Delivery Program and 2025/2026 Operational Plan, outlines the activities that Council will undertake over the next 12 months to help the community reach the goals identified in the CSP.

It enables residents to see exactly how Council spends its funds and the kinds of services and activities that they can expect to be provided in their community in the coming years.



It provides a clear framework around Council's performance and enables us to be open and accountable to the public.

Council remains committed to improving its performance and the Service Review process, which examine all aspects of its operations and will continue during this term of Council.

We hope this combined Delivery Program and Operational Plan provides a useful guide to Council's future activities.

Mayor Tom Kennedy

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

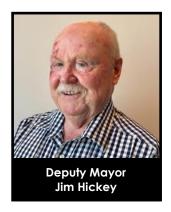
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OUR COUNCIL ORGANISATION

YOUR COUNCILLORS

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

















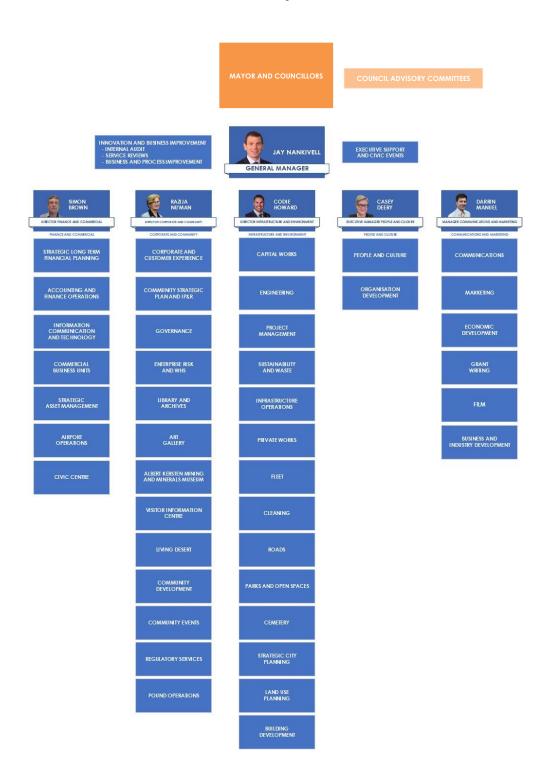




Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE

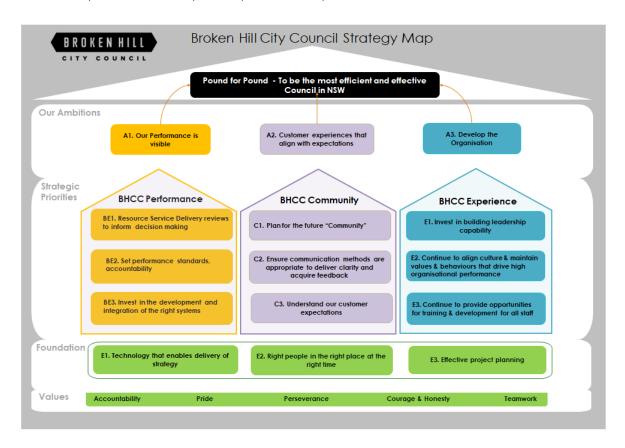


Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

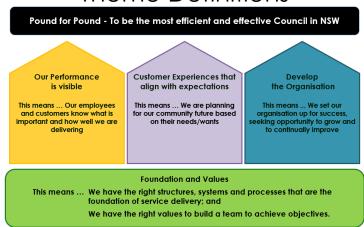
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COMMUNICATING OUR STRATEGY MAP

The Map summarises outcomes the organisation seeks to achieve under the Delivery Program 2022-2026. The Map is easy to read and assists our workforce to understand their role in service delivery to the community and improvement of performance.



Theme Definitions



Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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FINANCIAL - BALANCED SCENARIOS

LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

The financial estimates provided have been derived from the Long Term Financial Plan.

DELIVERY PROGRAM - 2025-2029 INCOME STATEMENT					
\$ '000	2024 Actual	2025 Revised Budget Q2	2026 Proposed Budget	2027 Forecast	
					Income from Continuing Operations
Revenue:					
Rates & annual charges	21,002	21,814	22,718	23,627	
User charges & fees	5,183	4,795	5,133	5,256	
Interest & investment revenue	1,958	1,470	1,365	407	
Other revenues	1,389	685	1,367	1,400	
Grants & contributions for operating purposes	8,446	7,977	8,701	9,166	
Grants & contributions for capital purposes	5,604	18,265	7,390	3,197	
Other Income:					
Net gains from disposal of assets	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	43,582	55,006	46,673	43,052	
Expenses from Continuing Operations					
Employee benefits & costs	15.847	16,488	17.573	18.232	
Borrowing costs	812	693	699	634	
Materials & contracts	12.072	11,593	11.804	12.087	
Depreciation & amortisation	6.855	6,809	7,380	7,453	
•	6,033	0,007	7,360	7,433	
Impairment Other pyramos	1.249	1.154	1.150	1 170	
Other expenses	- /	1,154	1,150	1,178	
Net losses from disposal of assets	136	-	-	-	
Net share of interests in joint ventures			-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,971	36,737	38,606	39,584	
OPERATING RESULT FOR THE YEAR	6,611	18,269	8,068	3,468	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	1.007	4	678	271	
CONTRIBUTION CALITALT ON OSLS	1,007	7	0/0	2/1	
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	27	
Assumptions					
Rate Peg	3.70%	4.50%	4.00%	4.00	
General Index Employee Cost Index	7.80% 3.25%	4.10% 3.25%	2.40% 4.50%	2.40 3.75	
Grant Index	2.00%	2.00%	5.00%	5.35	
Investment Interest rate Overdue rates interest rate	5.00% 9.00%	5.00% 9.00%	4.50% 10.50%	4.00 10.00	
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	0.00%	0.00	

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

STATEMENT OF FIN	2024	2025	2026	2027
4 000	Actual	Revised Budget Q2	Proposed Budget	Forecast
Assets				
Current Assets:				
Cash & cash equivalents	17,056	353	3,061	7,114
Investments	16,093	14,831	5,331	5,331
Receivables	5,540	5,355	5,355	5,40
Inventories	90	94	96	98
Other	382	398	407	417
Non-current assets classified as 'held for sale'	-	-	-	-
TOTAL CURRENT ASSETS	39,161	21,031	14,250	18,367
Non-Current Assets:				
Investments	-	-	-	_
Receivables	-	-	-	-
Inventories	_	_	_	_
Infrastructure, property, plant & equipment	353,467	380,755	364,283	361,830
Investments accounted for using the equity method	803	866	803	803
Investment property	-	-	-	-
Intangible assets	_	_	_	_
TOTAL NON-CURRENT ASSETS	354,270	381,621	365,086	362,633
TOTAL ASSETS	393,431	402,652	379,337	381,000
Liabilities				
Current Liabilities:				
Payables	4,678	4,914	4,914	4,999
Income Received in Advance	- 1,070		-	- 1,,,,,
Contract Liabilities	7,670			
Borrowings	1,859	2,467	2,452	2,451
Provisions	5,121	4,813	4,813	4.810
TOTAL CURRENT LIABILITIES	19,328	12,194	12,179	12,260
Non-Current Liabilities:				
Payables	_	_	_	_
Borrowings	16.016	15.813	13.883	11.895
Provisions	10,139	12,312	12,312	12,794
TOTAL NON-CURRENT LIABILITIES	26,155	28,125	26,195	24,689
TOTAL LIABILITIES	45,483	40,320	38,375	36,949
NET ASSETS	347,948	362,332	340,962	344,051
Equity				
Retained earnings	127,598	156,071	120,612	123,701
Revaluation reserves	220,350	206,261	220,350	220,350
Council equity interest	347,948	362,332	340,962	344,051
Non-controlling interest	-	-	-	-
TOTAL EQUITY	347,948	362,332	340,962	344,051
	547,740	002,002	U-10, /UZ	544,031
Assumptions General Index No impact from revaluation of assets No restricted cash	7.80%	4.10%	2.40%	

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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STATEMENT OF CAS	SH FLOWS			
\$ '000	2024	2025	2026 Proposed Budget	2027 Forecast
	Actual	Revised Budget Q2		
Cash Flows from Operating Activities				
Receipts:				
Rates & annual charges	20,641	21,160	22,036	22,918
User charges & fees	5,292	4,652	4,979	5,099
Investment & interest revenue received	1,502	1,942	1,722	48
Grants & contributions	10,829	19,903	11,928	12,363
Bonds, deposits & retention amounts received	4	-	-	-
Other	2,509	664	1,326	1,358
Payments:				
Employee benefits & costs	(15,696)	(15,994)	(17,046)	(17,685
Materials & contracts	(11,980)	(11,245)	(11,450)	(11,725
Borrowing costs	(650)	(693)	(699)	(634
Bonds, deposits & retention amounts refunded			-	-
Other	(2,674)	(1,120)	(1,116)	(1,142
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	9,777	19,269	11,681	11,038
Cash Flows from Investing Activities				
Receipts:				
Sale of investment securities	27,010	-	9,500	-
Sale of infrastructure, property, plant & equipment	446	-	-	-
Deferred debtors receipts	-	-	-	-
Other investing activity receipts	-	-	-	-
Payments:				
Purchase of investment securities	(20,500)	_	-	_
Purchase of infrastructure, property, plant & equipment	(13,273)	(34,097)	(18,196)	(5,000
Deferred debtors & advances made	-	-	-	_
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(6,317)	(34,097)	(8,696)	(5,000)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from borrowings & advances	-	-	-	_
Payments:				
Repayment of borrowings & advances	(1,803)	(1,874)	(1,924)	(1,984
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,803)	(1,874)	(1,924)	(1,984)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	1,657	(16,703)	1,061	4,053
WEI IN CREASE, (SECRETASE) IN CASH & CASH EQUIVALENTS	1,007	(10,700)	1,001	4,000
plus: CASH & CASH EQUIVALENTS - beginning of year	15,399	17,056	2,000	3,061
CASH & CASH EQUIVALENTS - end of year	17,056	353	3,061	7,114
Additional Information				
plus: Investments on hand - end of year	16,093	14,831	5,331	5,331
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	33,149	15,184	8,392	12,446
Assumptions				
Rates & charges recovery rate	97.00%	97.00%	97.00%	97.0
Debtor recovery rate General Index	97.00% 7.80%	97.00% 4.10%	97.00% 2.40%	97.00 2.40
nv estment Interest rate	5.00%	5.00%	5.00%	5.0
Overdue rates interest rate	9.00%	9.00%	10.50%	10.0

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026



Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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FINANCIAL ESTIMATES

ANNUAL ESTIMATES

The financial estimates provided in the Operational Plan in the following sections reflect the range of services provided by Council at the time of drafting this Plan.

As indicated in Council's Long Term Financial Plan, Council must continue to develop strategies and make decisions to ensure Council's return to surplus to ensure the future sustainability of Council. Such decisions may not provide overnight relief from the weakened (COVID-19 induced) financial position and as such, it is important to take a longer-term strategic view of the benefits of such decisions.

Council has reviewed its Long Term Financial Plan and proposed a model to allow for a breakeven result for the 2025/2026 financial year, while maintaining its capital works program and agreed asset renewal ratio of 110%.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2025/2026 financial year are contained within the Revenue Policy on page 61.

Where is Council's budget spent?

Find out more about the budget, expenditure, services and projects on Council's website www.brokenhill.nsw.gov.au

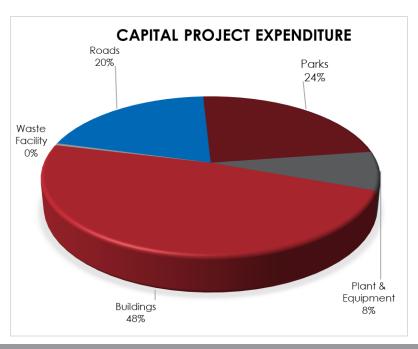
AIRPORT \$-0.40M	ART GALLERY \$0.88M	AQUATIC CENTRE \$1.51M	CIVIC CENTRE \$1.18M	GEOCENTRE \$0.23M
+	33	<u></u>	⊗ .⊗	
LIBRARY \$0.87M	PARKS AND OPEN SPACES \$1.98M	ROADS, FOOTPATHS AND TRANSPORT \$1.79M	SPORTING FIELDS \$0.80M	VISITOR INFORMATION CENTRE \$0.59M
### ##### #######			%	i

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

CAPITAL PROJECTS



OPERATIONAL PLAN - 2025-2026							
INCOME STATEMENT							
\$ '000	2026	2026	2026	2026	2026		
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget		
Income from Continuing Operations							
Revenue:							
Rates & annual charges	22,718	19,043	(9)	-	3,684		
User charges & fees	5,154	541	348	1,561	2,703		
Interest & investment revenue	1,365	1,325	-	-	40		
Other revenues	1,367	495	417	374	80		
Grants & contributions for operating purposes	8,680	6,522	1,796	362	-		
Grants & contributions for capital purposes	7,390	-	3,111	4,279	-		
Other Income:			-	-	-		
Net gains from disposal of assets	-	-	-	-	-		
Net share of interests in joint ventures	-	-	-	-	-		
TOTAL INCOME FROM CONTINUING OPERATIONS	46,672	27,926	5,663	6,576	6,507		
Expenses from Continuing Operations							
Employee benefits & costs	17,573	9,511	4,071	1,424	2,567		
Borrowing costs	699	67	424	-	209		
Materials & contracts	11,803	7,700	2,897	730	477		
Depreciation & amortisation	7,380	4,159	2,380	398	443		
Impairment	-	-	-	-	-		
Other expenses	1,150	1,005	21	124	-		
Net losses from disposal of assets	-	-	-	-	-		
TOTAL EXPENSES FROM CONTINUING OPERATIONS	38,605	22,442	9,792	2,676	3, 695		
OPERATING RESULT FOR THE YEAR	8,068	5,484	(4, 129)	3,900	2,812		
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	678	5,484	(7,240)	(379)	2,812		

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INTEGRATED PLANNING & REPORTING

THE FRAMEWORK

In 2009, the NSW Government introduced legislation in the form of the Local Government Amendment (Planning and Reporting) Act 2009 to improve strategic planning in NSW councils. In 2020, the NSW Government updated that legislation.

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

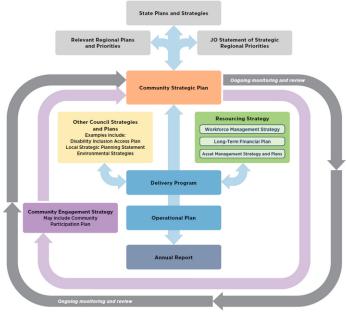
Although considered long term, our Community Strategic Plan will remain current through a review in line with Local Government Elections.

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four-year **Delivery Program**. The Delivery Program will remain current through an annual review.

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

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

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.



Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our community.

Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how persons with disability live their lives and enjoy the benefits of living and working in our community.

The Disability Inclusion Act 2014 (NSW) was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The Disability Inclusion Act 2014 (NSW) requires all local government organisations to produce a Disability Inclusion Action Plan (DIAP), setting out measures enabling people with a disability to access general support and services and fully participate in the community.

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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OUR KEY THEMES

The Delivery Program and Operational Plan is arranged by Key Themes taken from the Community Strategic Plan - Your Broken Hill 2040.

- Key Theme 1: Our Community
- Key Theme 2: Our Economy
- Key Theme 3: Our Environment
- Key Theme 4: Our Leadership

The four key themes include strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community – commonly referred to as the "quadruple bottom line".

The key themes are colour coded and articulate the Community Strategic Plan community vision as expressed in community engagement forums, in developing the Community Strategic Plan.

The Delivery Program and Operational Plan detail key objectives, strategies and actions, which Council can contribute to achieving the high-level goals outlined in the Community Strategic Plan.

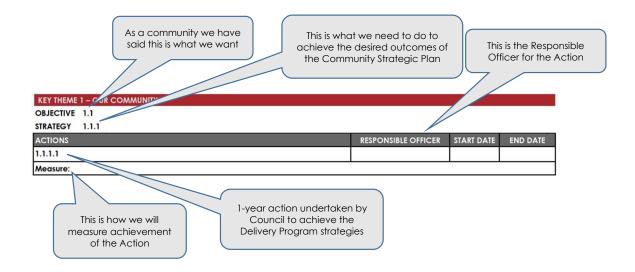
HOW TO READ THIS PLAN

The tables in the document under each of the four key themes contain reference numbers. The reference numbers are primarily for internal Council purposes, however, will be used when providing progress reports to the community every six months.

The table and diagram below explain how to read and understand the tables and demonstrates how Delivery Program strategies and one-year Operational Plan actions align to the Your Broken Hill 2040 Community Strategic Plan objectives.

COMMUNITY DIRECTION		
1	Key Theme	
1.1	CSP Community Objective	
1.1.1	Delivery Program Strategy	
1.1.1.1	1-year Operational Plan Action	
Measure	Measure of achievement	

EXAMPLE



Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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KEY THEME 1 - OUR COMMUNITY



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KEY THEME 1 - OUR COMMUNITY

The focus of Key Theme 1 – Our Community is how we work together to ensure we have a healthy community in a liveable city.

We value lifestyle and wellbeing in a place that encourages safe, active and social opportunities.

We are a connected and unique community and enjoy our safety and wellbeing.

We aspire to create welcoming, accessible and safe private and public places that foster good health and social interaction.

We maintain an inclusive lifestyle as we come together to get things done.

There is a strong link between the ambience and quality of our surroundings and our individual and collective wellbeing.

We value our diversity, our safety, our heritage outback environment and love the uniqueness of our City.

We value the built environment and love the shops, restaurants, bars and range of recreation facilities.

We would like to see more vibrancy in our public spaces.

As the first Australian city to be included on the National Heritage List, the built environment is also highly valued and our community places areat importance on protecting, celebrating and enhancing it as much as we are able.

The tables to follow provide objectives to help us meet the overall goal for 'Our Community' as outlined in the Community Strategic Plan, which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals and actions to help us ensure we are on the right path.

OUR COMMUNITY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 1.1 Our community spirit is our strength
- 1.2 People in our community are in safe hands
- 1.3 Our community works together
- 1.4 Our history, culture and diversity are embraced and celebrated
- 1.5 Our built environment supports our quality of life
- 1.6 Our health and wellbeing ensure that we live life to the full

KEY THEME 1 – OUR COMMUNITY

OBJECTIVE 1.1 Our community spirit is our strength

STRATEGY 1.1.1 Provide opportunities for people to come together to find local solutions to a range of social and health issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.1.1 Continue open dialogue with community agencies about homelessness in the City	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: Homelessness discussion meetings held		•	•

STRATEGY 1.1.2 Maintain and enhance the Open and Cultural Public Spaces within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.2.1 Develop and implement Mulga Creek Wetlands concept design to open for public use	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions completed			
1.1.2.2 Ensure regular maintenance of undesirable weeds within the Mulga Creek and Mulga Creek Wetlands	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Weeding maintenance completed			

STRATEGY 1.1.3 Provide public amenities, halls and community centres to facilitate community activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.3.1 Maintain asset condition scores above index of 3 through scheduled maintenance	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Scheduled maintenance tasks developed and implemented across all asset types			
1.1.3.2 Complete upgrades of Alma Institute for use by Country Women's Association	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Alma Institute available for use			

STRATEGY 1.1.4 Facilitate the celebration of community and cultural events

ACTIONS	RESPONSIBLE OFFICER START DATE END DATE
1.1.4.1 Support the annual Miners' Memorial Ceremony	Community Development 01-Jul-2025 30-Jun-20
Measure: Miners' Memorial Ceremony supported	

1.1.4.2 Deliver a program of community events	Community Development Coordinator	01-Jul-2025	30-Jun-2026
Measure: Budgeted community events delivered			

STRATEGY 1.1.5 Recognise Volunteerism

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.5.1 Host volunteer awards	Community Development Coordinator	01-Jul-2025	30-Jun-2026
Measure: Volunteer awards and event delivered			
1.1.5.2 Maintain Heritage Walk Tour program	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Heritage Walk Tour program maintained and supported			
1.1.5.3 Maintain City Ambassador program	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: City Ambassador program maintained and supported			
1.1.5.4 Support volunteering opportunities within the Library	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: Library volunteer program supported and maintained			
1.1.5.5 Support volunteering opportunities within the Gallery	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Gallery volunteering supported			
1.1.5.6 Support Council's Section 355 committees in undertaking their duties	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Section 355 committees supported			

STRATEGY 1.1.6 Support youth events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.6.1 Plan and budget for youth events and ongoing consultation with young people	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: At least one youth event held	_		

1.1.6.2 Provide co-curricular youth programs at the Gallery	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Young primary, middle primary and teen programs facilitated			
1.1.6.3 Provide youth inclusive spaces within the Library	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: Youth inclusive spaces facilitated			
1.1.6.4 Partner with YMCA on youth programs and activities	Director Finance and Commercial	01-Jul-2025	30-Jun-2026
Measure: YMCA partnership established			

OBJECTIVE 1.2 People in our community are in safe hands

STRATEGY 1.2.1 Prioritise actions within the Smart City Framework that support safer communities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.1.1 Install CCTV within the CBD	Projects Engineer	01-Jul-2025	30-Jun-2026
Measure: CCTV installation achieved			

STRATEGY 1.2.2 Maintain infrastructure and services for the effective management and control of companion animals

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.2.1 Provide a comprehensive companion animal management service in accordance with objectives in the Companion Animal Management Plan	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Provision of Companion Animal Management service achieved			
1.2.2.2 Undertake mandatory inspections of dangerous, menacing or restricted dog breeds annually	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Annual inspection schedule developed and implemented			
1.2.2.3 Develop and implement an annual community education plan/program for responsible pet ownership and legislative requirements	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Community education program implemented			

STRATEGY 1.2.3 Active participation in Local Emergency Management Committee and Local Rescue Committee

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.3.1 Actively participate and support the Local Regional State Emergency Management committees	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Local Emergency Management Committees supported	-		

STRATEGY 1.2.4 Advocate for community and social service providers to be adequately resourced to meet community needs

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.4.1 Work with social service providers to identify resourcing gaps	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: Identified social service provider meetings attended			

STRATEGY 1.2.5 Advocate for affordable, reliable, sustainable water and utilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.5.1 Collaborate with industry to deliver affordable and efficient utilities inclusive of renewable and smart technology and investment	General Manager	01-Jul-2025	30-Jun-2026
Measure: Water and utilities advocacy achieved			

OBJECTIVE 1.3 Our community works together

STRATEGY 1.3.1 Provide programs at Cultural Facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.1.1 Present a varied, diverse and engaging Artistic Program across the Gallery and Museum sites	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Four annual exhibition rounds held in Gallery and two held in Museum			
1.3.1.2 Present a varied, diverse and engaging Public Program across the Gallery and Museum sites	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Public programs in Gallery and Museum facilitated			
1.3.1.3 Provide inclusive Library services	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: Provision of Library services achieved			
1.3.1.4 Provide inclusive cultural and educational Library programs	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: Provision of Library programs achieved		•	
1.3.1.5 Provide inclusive Library outreach programs and activities	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: Provision of Library outreach programs/activities achieved	•		
1.3.1.6 Undertake assessment of Archive donations for formal accessioning	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: 100% of current year Archive donations assessed and processed	•		

STRATEGY 1.3.2 Participate and collaborate in external consultation activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.2.1 Actively engage and participate in external major project consultations	General Manager	01-Jul-2025	30-Jun-2026
Measure: Identified external major project meetings attended			

STRATEGY 1.3.3 Advocate for access to affordable health and aged services

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.3.1 Work with key stakeholders to identify health and aged services gaps	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: Identified health and aged service meetings attended			

STRATEGY 1.3.4 Provide appropriate infrastructure to maintain and enhance sustainable transport

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.4.1 Upgrade the City's bus stops to meet Australian standards and disability inclusion requirements	Projects Engineer	01-Jul-2025	30-Jun-2026
Measure: Upgrade of City bus stops achieved			
1.3.4.2 Carry out high priority action items within the CASA Surveillance Safety Audit	Manager Airport	01-Jul-2025	30-Jun-2026
Measure: High risk/urgent matters completed			
1.3.4.3 Manage the Increase of car parking in the Broken Hill Regional Airport precinct	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Car park extension completed		•	

STRATEGY 1.3.5 Investigate opportunities to partner with organisations to support young people to transition into the workforce

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.5.1 Maintain collaboration with key stakeholders to identify workplace opportunities for young people	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Workforce collaboration achieved			
1.3.5.2 Continue to participate in local careers day	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Increased whole of organisation representation and participation		1	

STRATEGY 1.3.6 Provide opportunities for collaboration and sharing of public resources

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.6.1 Maintain community contacts databases	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: Community contacts database updated			
1.3.6.2 Continue the Commission/Residency program within the Gallery	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Two Gallery commission/residency programs facilitated	•		
1.3.7.2 Operate the Broken Hill City Art Gallery to promote the significance of the Gallery's Collection	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Collection works are a permanent feature in the Gallery's exhibition program			

STRATEGY 1.3.7 Maintain and strive to continuously improve the Customer Contact and Call Centre

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.7.1 Continue to undertake Customer Service telephone evaluations for business improvement	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Customer Service evaluations completed and improvement implemented			
1.3.7.2 Continue to identify training opportunities for Call Centre Agents to better manage customers and build lasting relationships	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Training implemented			
1.3.7.3 Continue to identify online capabilities for customers seeking self-service options	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: New improvements and initiatives implemented			

OBJECTIVE 1.4 Our history, culture and diversity are embraced and celebrated

STRATEGY 1.4.1 Facilitate the promotion of community events

ACTIONS	RESPONSIBLE OFFICER START DATE END DATE
1.4.1.1 Promote Council community events to the community	Manager Communications 01-Jul-2025 30-Jun-202 and Marketing
Measure: Community informed of Council events	

STRATEGY 1.4.2 Support the reconciliation movement

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.2.1 Maintain communication with First Nations community to work collaboratively	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: Communication with First Nations representatives undertaken			
1.4.2.2 Continue to support and ensure the inclusion of local First Nations Artists throughout the Gallery and Museum artistic program	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: First Nations Artists' work included in Gallery and Museum program			

STRATEGY 1.4.3 Promote the City as Australia's First Heritage Listed City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.3.1 Advocate for tri-partisan government approach to management of the National Heritage assets	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Tri-partisan advocacy achieved			
1.4.3.2 Advocate for recognition and financial support for the continuity of Broken Hill Heritage and its importance to the nation	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Heritage advocacy achieved			

STRATEGY 1.4.4 Advocate for funding and investment in community development projects

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.4.1 Work with third parties to seek funding to celebrate history, culture and diversity	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Grants opportunities achieved			

STRATEGY 1.4.5 Support events that celebrate history, culture and diversity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.5.1 Provide support and advice to external event planners to deliver events within the region	Community Development Coordinator	01-Jul-2025	30-Jun-2026
Measure: Documented support/advice provided to external event planners			

OBJECTIVE 1.5 Our built environment supports our quality of life

STRATEGY 1.5.1 Review and update development and building strategies and policies to ensure relevance

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.1.1 Review Local Environmental Plan	Planning and Development Manager	01-Jul-2025	30-Jun-2026
Measure: Local Environmental Plan reviewed within scheduled timeframe			
1.5.1.2 Review and update Broken Hill Development Control Plan	Planning and Development Manager	01-Jul-2025	30-Jun-2026
Measure: Broken Hill Development Control Plan updated within scheduled timeframe			

STRATEGY 1.5.2 Manage ongoing delivery of the Central Business District (CBD) Masterplan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.2.1 Manage delivery of Library precinct infrastructure projects	Projects Engineer	01-Jul-2025	30-Jun-2026
Measure: Prioritised Library infrastructure projects delivered			
1.5.2.2 Install audiovisual capabilities within the CBD	Projects Engineer	01-Jul-2025	30-Jun-2026
Measure: Audiovisual technology installed			

STRATEGY 1.5.3 Ensure service levels and asset conditions are commensurate with community expectations

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.3.1 Implement actions and recommendations from Asset optimisation project	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions and recommendations implemented			
1.5.3.2 Implement Transport Asset Management Plan	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions implemented			
1.5.3.3 Implement Open Space Asset Management Plan	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions implemented			
1.5.3.4 Implement Buildings Asset Management Plan	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions implemented			

STRATEGY 1.5.4 Manage ongoing delivery of the Active Transport Plan

ACTIONS	RESPON	SIBLE OFFICER	START DATE	END DATE
1.5.4.1 Implement prioritised Active Transport Plan actions	Projec	cts Engineer	01-Jul-2025	30-Jun-2026
Measure: Prioritised Active Transport Plan actions implemented				
1.5.4.2 Develop annual capital works plan for Active Transport Plan	Projec	cts Engineer	01-Jul-2025	30-Jun-2026
Measure: Active Transport Plan annual works schedule submitted	-			

STRATEGY 1.5.5 Collaborate with key stakeholders to advocate for affordable housing

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.5.1 Implement recommendations from the Broken Hill Liveability Strategy	General Manager	01-Jul-2025	30-Jun-2026
Measure: Prioritised Liveability Strategy recommendations implemented			
1.5.5.2 Continue to liaise and collaborate with the established Regional Housing Committee	General Manager	01-Jul-2025	30-Jun-2026
Measure: Collaboration with Regional Housing Committee achieved			

STRATEGY 1.5.6 Support our residents to lead healthy, active and independent lives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.6.1 Reestablish Bill Renfrew Oval as a green space for community use	Leader Projects Management	01-Jul-2025	30-Jun-2026
Measure: Oval available for community use			

STRATEGY 1.5.7 Investigate and advocate for land expansion opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.7.1 Collaborate with relevant agencies and key stakeholders to identify land for further development	Strategic Land Use Planner	01-Jul-2025	30-Jun-2026
Measure: Land expansion collaborations achieved			
1.5.7.2 Continue with acquisition of identified Crown Land parcels for future housing and business development	Strategic Land Use Planner	01-Jul-2025	30-Jun-2026
Measure: Crown Land parcels acquired			

OBJECTIVE 1.6 Our health and wellbeing ensure that we live life to the full

STRATEGY 1.6.1 Support the advocacy work of health, community and allied health providers

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.1.1 Actively engage in identified social and health interagency meetings	Community Development Officer	01-Jul-2025	30-Jun-2026
Measure: Identified social and health interagency meetings attended			

STRATEGY 1.6.2 Develop Council assets to promote outdoor recreation, exercise and mobility for families

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.2.1 Ensure compliance with <i>Disability Inclusion Act 2014</i> requirements for inclusion planning for capital projects	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Disability Inclusion Act compliance maintained			
1.6.2.2 Continue to implement E.P. O'Neill Memorial Park Redevelopment project	Leader Project Management	01-Jul-2025	30-Jun-2026
Measure: Prioritised project actions completed			
1.6.2.3 Manage delivery of infrastructure projects to upgrade the Norm Fox Oval changeroom facility	Leader Project Management	01-Jul-2025	30-Jun-2026
Measure: Prioritised project actions completed			
1.6.2.4 Manage delivery of infrastructure projects to upgrade the Alma Oval changeroom facility	Leader Project Management	01-Jul-2025	30-Jun-2026
Measure: Prioritised project actions completed			

\$ '000	2026	2026	2026	2026	2026	2026	2026	2026
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
Income from Continuing Operations								
Revenue:								
Rates & annual charges	(9)	-	-	(5)	(5)	-	-	-
User charges & fees	348	-	(5)	22	248	-	84	-
Interest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	417	205	-	15	2	-	195	-
Grants & contributions for operating purposes	1,796	-	1,194	12	-	120	470	-
Grants & contributions for capital purposes	3,111	-		3,111	-	-	-	-
Other Income:								-
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	5,663	205	1,189	3,155	245	120	749	-
Expenses from Continuing Operations								
Employee benefits & costs	4,071	415	729	1,238	196	-	1,494	-
Borrowing costs	424	-	424	-	-	-	-	-
Materials & contracts	2,897	61	192	266	1,328	345	704	-
Depreciation & amortisation	2,380	11	2,302	7	-	47	12	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	21	-	-	-	-	-	21	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	9,792	487	3,647	1,512	1,524	392	2,231	-
OPERATING RESULT FOR THE YEAR	(4, 129)	(282)	(2,458)	1,644	(1,278)	(272)	(1,482)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(7,240)	(282)	(2,458)	(1,467)	(1,278)	(272)	(1,482)	_

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

	CAPIT!	L BUDGET	- OUR CO	MMUNITY					
				Operating					
		Capital	Capital	Grant		Reserve	Working	Net Cost to	New, Renewal
Description	Total Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
Alma Institute Refurbishment Project	150,000		-				150,000	150,000	Renewal
Alma Oval Fencing Replacement	110,000	110,000	-	-	-	-	-	-	Renewal
Alma Oval Scoreboard Upgrade	44,000	44,000	-	-	-	-	-	-	Renewal
Argent Street Paving - Chloride St to Oxide St	100,000		-				100,000	100,000	Renewal
Art Gallery Paper Store Racking System	30,000	-	-	-	-	-	30,000	30,000	Renewal
Art Gallery Workshop Toilet	285,000	-	-	-	-	-	285,000	285,000	Renewal
BIU Band Hall Air Conditioning Upgrade	100,000	-	-	-	-	-	100,000	100,000	Renewal
Cemetery Cremation Garden Extension	92,439	-	-	-	-	-	92,439	92,439	Renewal
Charles Rasp Library - Reinstallation of Library Resources	25,000	-	-	-	_	-	25,000	25,000	Renewal
E.P. O'Neill Memorial Park Stage Two - Car Park Net of Stage 1 budget savings	1,327,046	-	-	-	_	-	1,327,046	1,327,046	Renewal
Footpath Defects	100,000	-	-	-	-	-	100,000	100,000	Renewal
Footpath Renewal - Oxide St -Beryl to Blende St	132,000	-	-	-	-	-	132,000	132,000	Renewal
Footpaths - Active Transport Plan - 2025 & 26	117,115	-	-	-	-	-	117,115	117,115	Renewal
Kanandah Road Heavy Patch - stage 2	350,000	-	-	350,000	_	-	-	-	Renewal
Library Archives Concept Design	73,810		-		-	-	73,810	73,810	Renewal
Netball Changeroom	1,300,000	1,300,000	-		-	-	-	-	Renewal
North Family Play Centre - Shade Sails	60,000	-	-	-	-	-	60,000	60,000	Renewal
Plant replacment 2025-26	1,050,000	-	-	-	-	-	1,050,000	1,050,000	Renewal
Public Art Restoration Stage 2	170,000	-	-	-	-	-	170,000	170,000	Renewal
Regional Aquatic Centre - CCTV System Repairs and Upgrade for	60,000		-		-	-	60,000	60,000	Renewal
Road Audit	77,197	-	-	-	-	-	77,197	77,197	Renewal
Road Crack Sealing Project	200,000	-	-	-	-	-	200,000	200,000	Renewal
Road Reconstruction - Blende from Gossan to Garnet	1,135,288	-	-	496,930	-	-	638,358	638,358	Renewal
Road Reconstruction - McCulloch Street from Lane St to Wolfram St	1,181,367	-	-	-	-	-	1,181,367	1,181,367	Renewal
Road Reseal	200,000	-	-	-	-	-	200,000	200,000	Renewal
Sturt Park Paving Replacement	846,543	846,543	-		-	-	-	-	Renewal
Sturt Park Playground Softfall Replacement	255,060	-	-		-	-	255,060	255,060	Renewal
Surveillance NAS Uplift	38,000	-	-		-	-	38,000	38,000	Renewal
Survey and Design for Future Infrastructure	100,000	-	-		-	-	100,000	100,000	Renewal
Town Square Walkway Pavers	225,000	-	-		-	-	225,000	225,000	Renewal
Visitor Information Centre Garden Upgrade	55,000	-	-		-	-	55,000	55,000	Renewal
Argent Street Speakers	50,000	_	-		-	-	50,000	50,000	Renewal
Bill Renfrew Sportsground Lighting Upgrade	390,000	390,000	-		-	-	-	-	Renewal
E.T. Lamb Memorial Oval Lighting Upgrade	420,000	420,000	-		-	-	-	-	Renewal
Patton Park Playground Drinking Fountain	23,725	-	-		-	-	23,725	23,725	Renewal
	\$ 10,873,589	\$ 3,110,543	\$ -	\$ 846,930	\$ -	\$ -	\$ 6,916,116	\$ 6,916,116	

KEY THEME 2 - OUR ECONOMY



KEY THEME 2 - OUR ECONOMY

The focus of Key Theme 2 – Our Economy is how we work together to achieve an innovative and sustainable economy.

We value a diverse economy which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle.

We focus on our population as a key element in preserving and growing our economy and our future.

We aspire to create a thriving and vibrant local economy in Broken Hill where traditional (eg mining, art and tourism) and new (eg technology and renewable energies) industries are supported and local career, training and education opportunities are created and if existing, expanded - especially for young people, to ensure more stay in Broken Hill and our opportunities attract more people in all forms - visitors, investors and new residents to our City.

We must also actively pursue prospects for new business investment and encourage and support local entrepreneurship and innovation as our economy transforms to meet new opportunities.

By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.

The emphasis our community has given towards a sustainable economy, recognises the imperative to innovate, problem solve and create new opportunities, to remain relevant in a global environment that is marked by rapid social and technological change.

The tables to follow provide objectives to help us meet the overall goal for 'Our Economy' as outlined in the Community Strategic Plan, which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals and actions to help us ensure we are on the right path.

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth
- 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth
- 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life
- 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation

KEY THEME 1 – OUR ECONOMY

OBJECTIVE 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth

STRATEGY 2.1.1 Activate the Broken Hill Business Support Policy

ACTIONS	RESPONSIBLE OFFICER	START DATE	ACTIONS
2.1.1.1 Provide up-to-date business support information on Council website	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Business support information updated			
2.1.1.2 Participate in business and industry association meetings to discuss issues relevant to local businesses and economic development	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Business and industry meetings attended			

STRATEGY 2.1.2 Advocate and plan for industrial land expansion

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.2.1 Investigate opportunities for future industrial zoned land	Strategic Land Use Planner	01-Jul-2025	30-Jun-2026
Measure: Industrial zoned land investigation completed			
2.1.2.2 Commence detailed design plans for airport industrial subdivision	Business Development Officer	01-Jul-2025	30-Jun-2026
Measure: Industrial Land Subdivision progress reported against project timeline			

STRATEGY 2.1.3 Collaborate with key stakeholders for improved accessible transport and connectivity including air, road and rail services to and around the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
2.1.3.1 Advocate for improved air and rail services	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026		
Measure: Transport advocacy achieved via submissions, grant applications and meetings					

STRATEGY 2.1.4 Advocate for outcomes aligned to the Regional Transport Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.4.1 Liaise with stakeholders to attract Government investment in identified actions in the Far West NSW Transport Strategy	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Investment opportunities identified			

STRATEGY 2.1.5 Implement the Economic Development Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.5.1 Continue to implement the Economic Development Strategy in collaboration with key stakeholders	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Prioritised Economic Development Strategy outcomes implemented			

STRATEGY 2.1.6 Develop the Airport as a commercial and industrial precinct

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.6.1 Implement actions from the Airport Master Plan	General Manager	01-Jul-2025	30-Jun-2026
Measure: Investment opportunities identified			
2.1.6.2 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Master Plan	General Manager	01-Jul-2025	30-Jun-2026
Measure: Airport advocacy achieved via submissions, grant applications and meeting	S		

STRATEGY 2.1.7 Advocate for incentives and initiatives that support business and industry to expand

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.7.1 Collaborate with stakeholders to investigate incentives to grow business and industry opportunity	General Manager	01-Jul-2025	30-Jun-2026
Measure: Business and industry collaboration achieved			

OBJECTIVE 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth

STRATEGY 2.2.1 Collaborate with government and industry partners to explore investment opportunities for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.1.1 Liaise with key stakeholders to ensure that the development of regionally significant infrastructure meets the needs of business and industry	General Manager	01-Jul-2025	30-Jun-2026
Measure: Business and industry support acquired for significant projects			

STRATEGY 2.2.2 Collaborate with education and training providers to investigate opportunities to expand training and education

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.2.1 Continue to participate on committees and working parties associated with education and training	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Education and training collaboration achieved			

STRATEGY 2.2.3 Foster partnerships with tertiary institutions to bring scarce skills to the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.3.1 Continue to investigate partnerships with tertiary institutions	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Tertiary institution partnerships established			

STRATEGY 2.2.4 Advocate for funding opportunities for apprenticeships and traineeships

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.4.1 Continue to source eligible funding opportunities for apprenticeships and traineeships	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Funding opportunities identified			

OBJECTIVE 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life

STRATEGY 2.3.1 Active participation in trade events, conferences and other networking opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.1.1 Support staff to identify and attend opportunities that contribute to the economic growth of Broken Hill	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Identified conferences and workshops attended			
2.3.1.2 Participate in tourism and other industry events that further networking and professional development	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Identified tourism and industry events attended			

STRATEGY 2.3.2 Advocate Broken Hill and Far West as a centre for renewable energy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.2.1 Meet with Federal and State Ministers to promote Council's Renewable Energy Action Plan	General Manager	01-Jul-2025	30-Jun-2026
Measure: Renewable Energy Action Plan promoted			
2.3.2.2 Support major renewable energy projects within the Far West Area	General Manager	01-Jul-2025	30-Jun-2026
Measure: Renewable energy projects supported			

STRATEGY 2.3.3 Increase digital communication network through projects outlined in Smart Communities Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.3.1 Ensure Council projects implement technology and communication systems securely, sustainably and to moder cyber standards	Manager Information and Communications Technology	01-Jul-2025	30-Jun-2026
Measure: Council projects with ICT system components are implemented to modern opurpose, while aligning with ICT Strategies and Policies	sybersecurity standards, with	informed valu	e and fit for
2.3.3.2 Increase City coverage of City Smart Devices	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: City Smart Devices implemented			
2.3.3.3 Review and update Smart Communities Framework	Director Finance and Commercial	01-Jul-2025	30-Jun-2026
Measure: Updated Smart Communities Framework adopted			

STRATEGY 2.3.4 Collaborate with surrounding LGAs, government and industry to identify economic opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.4.1 Participate in State and Regional Planning initiatives	General Manager	01-Jul-2025	30-Jun-2026
Measure: Participation in state/regional planning initiatives achieved			
2.3.4.2 Develop working tourism relationships with regional tourism associations and village committees	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Working relationships developed and maintained			

STRATEGY 2.3.5 Promote the narrative of long-term economic stability to the community

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.5.1 Provide pertinent long-term financial information in relevant media releases	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Community informed of long-term sustainability			
2.3.5.2 Provide a summary of key outcomes from Economic Development Strategy to community and key stakeholders	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Economic Development Strategy key outcomes communicated			

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of

Fees and Charges 2025-2026

OBJECTIVE 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation STRATEGY 2.4.1 Engage government, business and community stakeholders in supporting the management of tourism

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.1.1 Develop an industry led Tourism Group via an independent incorporated organisation	General Manager	01-Jul-2025	30-Jun-2026
Measure: Ministerial sign off of incorporation			
2.4.1.2 Collaborate with industry and government to expand experiences, products and destination marketing	General Manager	01-Jul-2025	30-Jun-2026
Measure: Industry and government collaboration achieved			
2.4.1.3 Support the development of cultural tourism experiences through the delivery of the Destination Management Plans	General Manager	01-Jul-2025	30-Jun-2026
Measure: Destination Management Plans prioritised actions delivered			
2.4.1.4 Maintain visitor related content on digital platforms	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Digital visitor platforms maintained			
2.4.1.5 Conduct audit of Broken Hill tourism product and experiences	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Audit completed prior to 30/06/2026		-	•

STRATEGY 2.4.2 Activate Business Plans from Council owned facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.2.1 Implement the Visitor Services Business Plan	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Prioritised action items implemented on schedule			
2.4.2.2 Activate Broken Hill City Art Gallery Business Plan	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Prioritised Art Gallery Business Plan actions activated			
2.4.2.3 Activate Albert Kersten Mining and Minerals Museum Business Plan	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Prioritised Museum Business Plan actions activated			
2.4.2.4 Activate Civic Centre Business Plan	Civic Centre Coordinator	01-Jul-2025	30-Jun-2026

Measure: At least 10% of recommended Business Plan actions achieved			
2.4.2.5 Review Library Business Plan for the opening of the new Library facility	Library Coordinator	01-Jul-2025	30-Jun-2026
Measure: Library Business Plan reviewed	•		
2.4.2.5 Finalise future operations of the Aquatic Centre	Director Finance and Commercial	01-Jul-2025	30-Jun-2026
Measure: Aquatic Centre future operations plan completed and endorsed			

STRATEGY 2.4.3 Operate Council owned facilities supporting the visitor economy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.3.1 Operate Visitor Services to support the visitor economy	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Engagement initiatives delivered to enhance the visitor experience Measure	: Visitor Information Centre	accreditation	maintained
2.4.3.2 Operate the Living Desert to support the visitor economy	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Engagement initiatives delivered to enhance the visitor experience			
2.4.3.3 Operate the Broken Hill City Art Gallery to support the visitor economy	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Engagement initiatives delivered to enhance the visitor experience			
2.4.3.4 Operate the Albert Kersten Mining and Minerals Museum to support the visitor economy	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Engagement initiatives delivered to enhance the visitor experience			
2.4.3.5 Operate the Civic Centre to support the visitor economy	Civic Centre Coordinator	01-Jul-2025	30-Jun-2026
Measure: At least 40 Conference/Business Events hosted		•	
2.4.3.6 Operate the Airport to support the visitor economy	Manager Airport	01-Jul-2025	30-Jun-2026
Measure: Airport availability maintained 365 days per year	•	•	

STRATEGY 2.4.5 Advocate for incentives and initiatives that support Broken Hill and region as a film location

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.5.1 Collaborate with the film industry and government to ensure Broken Hill and region is a destination of choice for film makers	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Conversion from enquiry to production and film permits processed			

STRATEGY 2.4.6 Develop the Civic Centre Business to be a self-sufficient profit-making enterprise

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.6.1 Implement Civic Centre Business Plan to grow business opportunities	Civic Centre Coordinator	01-Jul-2025	30-Jun-2026
Measure: At least 10% of Civic Centre Business Plan recommendations achieved			

STRATEGY 2.4.7 Activate the Cultural Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.7.1 Investigate options for art and cultural activities to support health and well-being in the community	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Art and cultural activities implemented to support health and well-being			
2.4.7.2 Utilise the Gallery and Museum spaces for events and cultural activities	Gallery and Museum Manager	01-Jul-2025	30-Jun-2026
Measure: Diverse selection of events and cultural activities held in Gallery and Muse	um	1	

CAPITAL BUDGET - OUR ECONOMY									
Description	Total Cost	Capital Grant	Capital Contribution	Operating Grant (untied roads)	Loan Funds	Reserve Transfers	Working Capital	Net Cost to Council	New, Renewal, Upgrade
Airport Emergency Lighting	25,000		-				25,000	25,000	Renewal
Airport Terminal Concept Design	79,380	79,380	-				-	-	Renewal
Solar Integration Project	5,837,509	2,500,000	1,700,000		-	-	1,637,509	1,637,509	New
Total for Our Economy	\$ 5,941,889	\$ 2,579,380	\$ 1,700,000	\$ -	\$ -	\$ -	\$ 1,662,509	\$ 1,662,509	

KEY THEME 3 - OUR ENVIRONMENT



KEY THEME 3 - OUR ENVIRONMENT

The focus of Key The 3 – Our Environment is how we work together to value and protect our environment.

We value our unique landscape which is a place where the natural environment is protected and enhanced; where our existing urban areas are the focus of our growth, maintaining their unique characteristics.

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

We need to protect the environment for its own sake as well as for the sake of our future Broken Hill generations.

Therefore, the preservation of our natural environment remains a focus and driver in our strategic direction and we are committed to collaborating with our community and partners to plan, promote, educate and facilitate better protection of our environment.

The matter of climate change and adaptation measures has increased in recent years and prioritisation of climate adaptation activities must be acknowledged and actioned as a priority.

The tables to follow provide objectives to help us meet the overall goal for 'Our Environment' as outlined in the Community Strategic Plan, which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals and actions to help us ensure we are on the right path.

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 3.1 Our environmental footprint is minimised
- 3.2 Natural environments and flora and fauna are enhanced and protected
- 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City

KEY THEME 1 – OUR ENVIRONMENT

OBJECTIVE 3.1 Our environmental footprint is minimised

STRATEGY 3.1.1 Ensure delivery of relevant environmental strategies and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.1.1 Implement actions from the Waste and Sustainable Materials Strategy 2025/2035 and Sustainability Strategy 2025/2030	Waste and Sustainability Manager	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions implemented			

STRATEGY 3.1.2 Provide awareness of environmental impacts of human activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
3.1.2.1 Promote the Waste and Sustainable Materials Strategy 2025/2035 and Sustainability Strategy 2025/2030	Waste and Sustainability Manager	01-Jul-2025	30-Jun-2026	
Measure: Increase in community engagement and stakeholder awareness of key actions				

STRATEGY 3.1.3 Collaborate with key stakeholders on environmental issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.3.1 Investigate opportunities to collaborate with community groups on environmental issues	Waste and Sustainability Manager	01-Jul-2025	30-Jun-2026
Measure: Community group collaborations initiated/supported on environmental issues			
3.1.3.2 Actively participate in Lead Response Group and associated work stream group meetings	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Identified meetings attended			

STRATEGY 3.1.4 Investigate alternate sustainable energy options

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.4.1 Continue the implementation of the Renewable Energy Action Plan	Waste and Sustainability Manager	01-Jul-2025	30-Jun-2026
Measure: Prioritised Renewable Energy Action Plan recommendations commenced			

OBJECTIVE 3.2 Natural environments and flora and fauna are enhanced and protected

STRATEGY 3.2.1 Ensure delivery of relevant environmental management plans and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.1.1 Maintain the Living Desert as per the Operational Management Plan	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Scheduled maintenance tasks completed			

STRATEGY 3.2.2 Provide awareness and education on the impacts of climate change

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
3.2.2.1 Utilise Council Climate Action Plan in project planning	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026		
Measure: Acknowledgement of Climate Control Risk Assessment use in project planning and procurement					

STRATEGY 3.2.3 Ensure the effective management of the regeneration and common areas

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.3.1 Undertake feral animal eradication in regeneration/common areas accordance with governing Acts	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Scheduled feral animal control measures completed			
3.2.3.2 Replace damaged and vandalised fencing in regeneration/common areas	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Fencing integrity and site protection maintained			
3.2.3.3 Undertake annual assessment of identified noxious weeds and pests in regeneration/common areas	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Scheduled assessment of noxious weeds/pests completed			
3.2.3.4 Implement control measure to ensure noxious weeds and pests are controlled in an appropriate manner in regeneration/common areas	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Scheduled weed and pest control activities completed			
3.2.3.5 Support and encourage volunteers and environmental groups to protect and enhance natural environment within Living Desert Reserve and Regeneration area	Visitor Services Coordinator	01-Jul-2025	30-Jun-2026
Measure: Living Desert volunteer program maintained and supported			

STRATEGY 3.2.4 Support the advocacy of key water stakeholders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.4.1 Support the advocacy for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system and maintaining the health of the Darling Baaka River	General Manager	01-Jul-2025	30-Jun-2026
Measure: Water and river connectivity advocacy achieved			

OBJECTIVE 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City

STRATEGY 3.3.1 Review and update planning strategies and policies to ensure relevance

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.1.1 Continue to work on draft Plans of Management for Crown Reserves in preparation for adoption	Strategic Land Use Planner	01-Jul-2025	30-Jun-2026
Measure: Crown Reserves draft Plans of Management reviewed and developed			

STRATEGY 3.3.2 Increase canopy cover within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.2.1 Ensure outcomes are conducted in compliance with the Tree Management Plan	Strategic Asset Management Coordinator	01-Jul-2025	30-Jun-2026
Measure: Tree Management Plan compliance maintained			
3.3.2.2 Review and update the Tree Management Plan	Strategic Asset Management Coordinator		30-Jun-2026
Measure: Updated Tree Management Plan available for use			

STRATEGY 3.3.3 Ensure native vegetation, landscaping and water management systems are protected under the planning processes

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.3.1 Provide education and guidance when required for new development proposals to encourage sustainable landscaping, vegetation and water management practices	Planning and Development Manager		30-Jun-2026
Measure: Education/guidance achieved			

STRATEGY 3.3.4 Advocate for improved storm water management within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.4.1 Develop Storm Water Management Strategy	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: Storm Water Management Strategy developed			
3.3.4.2 Complete Flood Study for the City	Director Infrastructure and Environment	01-Jul-2025	30-Jun-2026
Measure: City Flood Study completed	•		

STRATEGY 3.3.5 Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City

The state of the s				
ACTIONS CONTRACTOR OF THE PROPERTY OF THE PROP	RESPONSIBLE OFFICER	START DATE	END DATE	
3.3.5.1 Continue to implement the recommendations of the adopted Broken Hill Heritage Strategy	Planning and Development Manager	01-Jul-2025	30-Jun-2026	
Measure: Implementation of Heritage Strategy recommendations achieved				
3.3.5.2 Raise awareness of heritage related issues and management	Planning and Development Manager	01-Jul-2025	30-Jun-2026	
Measure: Heritage awareness facilitated	•			
3.3.5.3 Renew the Heritage Strategy	Planning and Development Manager	01-Jul-2025	30-Jun-2026	
Measure: Heritage Strategy adopted by Council				

2026 Our Environment Proposed Budget	2026 Waste Management	2026 Sustainability After Mining	2026 Natural Environment	2026	2026	2026
			Livironniem	i oblic fiedilli	Public Order	Stormwater Managemen
3,684	3,684	-	-	-	-	-
2,703	2,032	-	476	30	165	-
40	40	-	-	-	-	-
80	80	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-						
-	-	-	-	-	-	-
-	-	-	-	-	-	-
6,507	5,836	-	476	30	165	-
2,567	1,759	-	302	86	420	-
209	209	-	-	-	-	-
477	237	-	163	5	72	-
443	230	-	-	-	-	213
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
3,695	2,435	-	465	91	492	213
2,812	3,401	-	11	(62)	(326)	(213)
	40 80 - - - - - 6,507 2,567 209 477 443 - - - 3,695	40 40 80 80 	40 40 - 80 80	40	40 40	40 40 - - - - 80 80 - - - - - - - - - - - - - - - - - - - - - - 6,507 5,836 - 476 30 165 2,567 1,759 - 302 86 420 209 209 - - - - 477 237 - 163 5 72 443 230 - - - - - - - - - - - - - - - - - - - - - - - - - - - - 443 230 - - - - - - - - - - - - -

Fees and Charges 2025-2026

CAPITAL BUDGET- OUR ENVIRONMENT										
					Operating					
			Capital	Capital	Grant		Reserve	Working	Net Cost to	New, Renewal,
Description	Total	Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
Regeneration Fencing Replacement		29,000	-	-	-	-	-	29,000	29,000	Renewal
Waste Facility – Road Sealing 2.0		25,000	-	-		-	-	25,000	25,000	Renewal
Waste Facility Transfer Station Security Upgrade		30,000	-	-		-	-	30,000	30,000	Renewal
Waste Facility Recycling Bay Improvement Initiative		15,000	-	-		-	-	15,000	15,000	Renewal
Total for Our Environment	\$	99,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,000	\$ 99,000	

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-

KEY THEME 4 - OUR LEADERSHIP le have strong civic and community leadership We are inventive, inclusive and innovative; when we work together there is nothing we can

KEY THEME 4 - OUR LEADERSHIP

The focus of Key Theme 4 – Our Leadership is how we work together to be a connected and engaged community.

We value collaboration and working together for the greater good.

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

The Broken Hill community continues shared responsibility for good governance. Good governance is about creating a culture of transparency and accountability and establishing trust with the community.

The community have told us that there are opportunities to improve coordination between various organisations delivering services and generally improving communication among leading bodies in our community.

The community have asked for more collaboration across the community and real opportunities for true, authentic engagement that leads to outcomes that truly address the issues identified and allow the community to respond to growth opportunities together.

The tables to follow provide objectives to help us meet the overall goal for 'Our Leadership' as outlined in the Community Strategic Plan, which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals and actions to help us ensure we are on the right path.

OUR LEADERSHIP - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 4.1 Openness and transparency in decision making
- 4.2 Our leaders make smart decisions
- 4.3 We unite to succeed in Australia's first City on the National Heritage List
- 4.4 Our community is engaged and informed

KEY THEME 4 – OUR LEADERSHIP

OBJECTIVE 4.1 Openness and transparency in decision making

STRATEGY 4.1.1 Foster relationships with key community sector leaders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.1.1 Invite key community sector leaders to civic events and functions	General Manager	01-Jul-2025	30-Jun-2026
Measure: Civic event and function invitations provided			
4.1.1.2 Invite key community sector leaders to participate in various working groups/meetings regarding major issues facing the City	General Manager	01-Jul-2025	30-Jun-2026
Measure: Meeting invitations provided			

STRATEGY 4.1.3 Facilitate public forum at each Council meeting

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.3.1 Conduct Ordinary and Extraordinary Council Meetings in accordance with Council's adopted Code of Meeting Practice Policy	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Public forum sessions held each meeting			

STRATEGY 4.1.4 Ensure social, environmental, cultural and economic sustainability are considered when making decisions

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.4.1 Ensure reports to Council present the social, environmental, cultural and economic sustainability considerations to enable Council to make informed decisions	Director Corporate and Community	01-Jul-2025	30-Jun-2026
Measure: Council report format includes quadruple bottom line reporting			

STRATEGY 4.1.5 Support the organisation to operate within its legal framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.5.1 Complete review of Delegations and Authorisations with recruitment of new staff	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Delegations and authorisations assigned to staff			
4.1.5.2 Complete Councillor and Designated Persons disclosures of interest returns annually in accordance with the Local Government Act 1993	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Disclosures of Interest Returns completed and reported to Council by 31/10			

4.1.5.3 Review Council Policies for compliance with relevant legislation	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Prioritised policies reviewed			
4.1.5.4 Review Council Privacy Management Plan	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Privacy Management Plan updated and adopted			
4.1.5.5 Review Council Agency Information Guide annually	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Updated Agency Information Guide adopted			
4.1.5.6 Coordinate and undertake Proactive Release Program annually	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Proactive Release Program completed annually and published as scheduled			
4.1.5.7 Report the progress of the Delivery Program six monthly	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Progress reports adopted by Council and available on Council website			
4.1.5.8 Report the progress of the Disability Inclusion Action Plan six monthly	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Progress reports adopted by Council and available on Council website			
4.1.5.9 Develop a new four-year Disability Inclusion Action Plan effective 1 July 2026	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Disability Inclusion Action Plan developed and adopted			
4.1.5.10 Develop and deliver a training program to expand the use of available features in strategic reporting software database	Manager Corporate and Customer Experience	01-Jul-2025	30-Jun-2026
Measure: Resources developed and training delivered to staff	•		

STRATEGY 4.1.6 Implement and embed an Enterprise Risk Management system

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.6.1 Embed the Enterprise Risk Management Framework principles within all levels of Council	Manager Enterprise Risk	01-Jul-2025	30-Jun-2026
Measure: Enterprise Risk Management Framework Supervisor training completed by Peo Measure: Enterprise Risk Management Framework reviewed	ple Leaders		
4.1.6.2 Initiate Phase 3 of the Enterprise Risk Management Improvement Plan	Manager Enterprise Risk	01-Jul-2025	30-Jun-2026
Measure: Strategic Enterprise Risk Register reviewed by Executive Leadership Team quar Measure: Operational Enterprise Risk Register reviewed by Senior Leadership Team quart Measure: Enterprise Risk Management KPI Framework completed			
4.1.6.3 Undertake full desktop review of Council Business Continuity Plan	Manager Enterprise Risk	01-Jul-2025	30-Jun-2026
Measure: Business Continuity Plan desktop review completed Measure: Business Continuity Plan Improvement Action Plan formulated			
4.1.6.4 4 Commence Phase 1 of WHS Risk Management Integration into Council's Enterprise Risk Management strategic objective	Manager Enterprise Risk	01-Jul-2025	30-Jun-2026
Measure: WHS Risk Management Framework developed Measure: WHS policies reviewed			

OBJECTIVE 4.2 Our leaders make smart decisions

STRATEGY 4.2.1 Strengthen staff capacity through workforce development and planning activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.1.1 Ensure learning and development plans are completed for all employees inclusive of succession and career options	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Staff learning/development plans completed			

STRATEGY 4.2.2 Provide learning and networking opportunities for elected members

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.2.1 Provide Councillor professional development training sessions	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Councillor professional development scheduled			
4.2.2.2 Offer opportunities for Councillors to attend conferences and seminars that provide information, ideas and solutions that add value to our community	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Prioritised conferences/seminars attended by Councillors			

STRATEGY 4.2.3 Build on the leadership values and culture of the organisation

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.3.1 Continue implementation of actions from Organisation Culture Inventory survey	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Prioritised actions implemented			
4.2.3.2 Investigate further leadership training opportunities	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: Training opportunities identified			
4.2.3.3 Implement and deliver internal Leadership Education and Development (L.E.A.D) program	Executive Manager People and Culture	01-Jul-2025	30-Jun-2026
Measure: 80% staff completed L.E.A.D program			

STRATEGY 4.2.4 Implement the Service Review Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
4.2.4.1 Undertake Roads Services service review	Leader Innovation and Business Improvement	01-Jul-2025	30-Jun-2026		
Measure: Service review completed and results reported to Audit, Risk and Improvement Committee					
4.2.4.2 Undertake Animal Control and Animal Holding Facility service review	Leader Innovation and Business Improvement	01-Jul-2025	30-Jun-2026		
Measure: Service review completed and results reported to Audit, Risk and Improvement Committee					

STRATEGY 4.2.5 Monitor potential changes to government policy and legislation and make submission where considered important for the local community

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.5.1 Make relevant submissions to Government agencies on all matters that will affect Broken Hill or Local Government in a broader context	General Manager	01-Jul-2025	30-Jun-2026
Measure: Submissions to Government completed			

STRATEGY 4.2.6 Ensure Council has robust Information Communications Technology Platform

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.6.1 Review and update the Information and Communication Technology Strategy/Roadmap	Manager Information and Communications Technology		30-Jun-2026
Measure: Updated Strategy/Roadmap adopted			
4.2.6.3 Implement the Artificial Intelligence Framework across Council	Manager Information and Communications Technology	01-Jul-2025	30-Jun-202
Measure: Framework communicated and implemented			

STRATEGY 4.2.7 Continue to look for efficiencies in the organisation and ensure financial sustainability

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.7.1 Achieve financial results in accordance with Council's Long Term Financial Plan	Director Finance and Commercial	01-Jul-2025	30-Jun-2026
Measure: Operational result achieved in accordance with Long Term Financial Plan			
4.2.7.2 Ensure AI is considered in all internal processes	01-Jul-2025	30-Jun-2026	
Measure: All Council departments have implemented a business rule to assess Al for pro	ocess improvements and eff	iciencies	

OBJECTIVE 4.3 We unite to succeed in Australia's first city on the National Heritage List

STRATEGY 4.3.1 Collaborate with key stakeholders for the Community Strategic Plan for reporting and monitoring

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.1.1 Meet regularly with key stakeholders for ongoing alignment of Community Strategic Plan	General Manager	01-Jul-2025	30-Jun-2026
Measure: Regular meetings with key Community Strategic Plan stakeholders facilitated			

STRATEGY 4.3.2 Develop working parties for key issues and projects impacting Council and the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.2.1 Develop working parties where necessary to progress major projects and issues	General Manager	01-Jul-2025	30-Jun-2026
Measure: Identified working parties developed			

STRATEGY 4.3.3 Maintain a strong relationship and regularly engage with the local State and Federal Members

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.3.1 Engage with the local State and Federal Members on key issues relating to Council and the City	General Manager	01-Jul-2025	30-Jun-2026
Measure: Engagement with local State and Federal Members achieved			

STRATEGY 4.3.4 Maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.4.1 Engage with the Minister for Local Government and other Ministers on key issues relating to Council and the City	General Manager	01-Jul-2025	30-Jun-2026
Measure: Engagement with Ministers achieved			

OBJECTIVE 4.4 Our community is engaged and informed

STRATEGY 4.4.1 Implement Community Engagement Strategy to involve the community in decision making

The state of the s							
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE				
4.4.1.1 Update Community Engagement Strategy for adoption by Council	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026				
Measure: Adopted Community Engagement Strategy implemented							
4.4.1.2 Implement the Community Engagement Strategy to involve people in decisions that shape their City	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026				
Measure: Community participation in engagement activities							
4.4.1.2 Provide information to community as outlined in Community Engagement Strategy	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026				
Measure: Community kept informed							

STRATEGY 4.4.2 Facilitate meetings between community and elected representatives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.2.1 Provide support for community meetings between Councillors and the public as required	Executive Officer	01-Jul-2025	30-Jun-2026
Measure: Community meetings with Councillors achieved			
4.4.2.2 Facilitate community engagement sessions regarding major projects and initiatives as required	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Major project community engagement sessions facilitated			

STRATEGY 4.4.3 Maintain an Advocacy Strategy for the City

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ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.3.1 Review and update Advocacy Strategy to align with Council and community priorities	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Advocacy Strategy reviewed and updated to ensure relevance			
4.4.3.2 Promote Advocacy Strategy to various Federal and State ministers	General Manager	01-Jul-2025	30-Jun-2026
Measure: Advocacy Strategy distributed			

OPERATIONAL PLAN - 2025-2026							
	INCOME ST	ATEMENT -	OUR LEADE	RSHIP			
\$ '000	2026	2026	2026	2026	2026	2026	2026
	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Asset Management	Operations Management	Buildings & Property
Income from Continuing Operations							
Revenue:							
Rates & annual charges	19,043	-	19,116	-	-	-	(73
User charges & fees	541	-	150	-	330	95	(33
Interest & investment revenue	1,325	-	1,325	-	-	-	-
Other revenues	495	-	200	95	90	110	-
Grants & contributions for operating purposes	6,522	-	6,514	-	8	-	-
Grants & contributions for capital purposes	-						_
Other Income:							
Net gains from disposal of assets	-						
Net share of interests in joint ventures	-						
TOTAL INCOME FROM CONTINUING OPERATIONS	27,926	-	27,305	95	428	205	(107
Expenses from Continuing Operations							
Employee benefits & costs	9,511	1,348	2,280	2,300	1,717	663	1,20
Borrowing costs	67	-	67	-	-	-	-
Materials & contracts	7,700	741	2,798	1,152	190	803	2,01
Depreciation & amortisation	4,159	-	-	128	7	1,044	2,98
Impairment	-	-	-	_	-	-	-
Other expenses	1,005	908	30	47	20	-	-
Net losses from disposal of assets	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	22,442	2,997	5,174	3,627	1,934	2,510	6,20
OPERATING RESULT FOR THE YEAR	5,484	(2,997)	22, 131	(3, 532)	(1,506)	(2,305)	(6, 308
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	5,484	(2,997)	22,131	(3, 532)	(1,506)	(2,305)	(6, 308)

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

CAPITAL BUDGET - OUR LEADERSHIP									
			Capital	Operating Grant		Reserve	Working	Net Cost to	New, Renewal,
Description	Total Cost	Capital Grant		(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
IT Asset Fleet Refresh	75,000	-	-	-	-	-	75,000	75,000	Renewal
Video Conference Equipment - P&C Room	15,000	-	-		-	-	15,000	15,000	New
Total for Our Leadership	\$ 90,000) \$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000	

REVENUE

REVENUE POLICY

INTRODUCTION

Council's 2025/2026 Revenue Policy has been prepared in accordance with the provisions of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The revenue policy includes the following required elements:

- Detailed estimate of Council's income and expenditure.
- Details of each ordinary rate and special rate proposed to be levied.
- Details of each charge proposed to be levied.
- Statement regarding the types of fees proposed to be charged.
- Council's proposed pricing methodology for fees.
- Statement of any proposed borrowings.

In addition to preparing this revenue policy, Council has also recently undertaken a review of its 10-year Long Term Financial Plan (LTFP). The 2025/2026 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

The aim of the LTFP is to guide Council towards achieving a balanced budget on a funding basis, whilst acknowledging that service delivery meets community expectations and urgent asset renewal are the main priorities.

The LTFP also seeks to reduce the current working fund deficits by reducing operating costs in real terms over time, or by expanding the revenue base of Council.

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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2025/2026 FINANCIAL ESTIMATES

\$ '000	2025	2026
\$ 000	Revised Budget Q2	Proposed Budget
Income from Continuing Operations		
Revenue:		
Rates & annual charges	21,814	22,718
User charges & fees	4,795	5,133
Interest & investment revenue	1,470	1,365
Other revenues	685	1,367
Grants & contributions for operating purposes	7,977	8,701
Grants & contributions for capital purposes	18,265	7,390
Other Income:		
Net gains from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	55,006	46,673
Expenses from Continuing Operations		
Employee benefits & costs	16,488	17,573
Borrowing costs	693	699
Materials & contracts	11,593	11,804
Depreciation & amortisation	6,809	7,380
Impairment		
Other expenses	1,154	1,150
Net losses from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,737	38,606
OPERATING RESULT FOR THE YEAR	18,269	8.068
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4	678
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	4	67
Assumptions Rate Peg	4.50%	4.00
General Index	4.10%	2.40
Employee Cost Index Grant Index	3.25% 2.00%	4.5 0 5.00
Investment Interest rate	5.00%	4.50
Overdue rates interest rate Efficiency gain on Materials & Contracts	9.00% -2.00%	10.50

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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STATEMENT OF FINANCIAL POSITIO \$ '000	2025	2026
	Revised Budget Q2	Proposed Budget
Assets		
Current Assets:		
Cash & cash equivalents	353	3,06
Investments	14,831	5,33
Receivables	5,355	5,35
Inventories	94	90
Other	398	407
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	21,031	14,250
Non-Current Assets:		
Investments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant & equipment	380,755	364,28
Investments accounted for using the equity method	866	803
Investment property	-	-
Intangible assets	-	-
TOTAL NON-CURRENT ASSETS	381,621	365,086
TOTAL ASSETS	402,652	379,337
Liabilities		
Current Liabilities:		
Payables	4,914	4,91
Income Received in Advance	-	-
Contract Liabilities		
Borrowings	2,467	2,452
Provisions	4,813	4,813
TOTAL CURRENT LIABILITIES	12,194	12,179
Non-Current Liabilities:		
Payables	-	-
Borrowings	15,813	13,883
Provisions	12,312	12,312
TOTAL NON-CURRENT LIABILITIES	28,125	26,19
TOTAL LIABILITIES	40,320	38,37
NET ASSETS	362,332	340,962
Equity		_
Retained earnings	156,071	120,612
Revaluation reserves	206,261	220,350
Council equity interest	362,332	340,962
Non-controlling interest	-	-
TOTAL EQUITY	362,332	340,962
Assumptions General Index No impact from revaluation of assets No restricted cash	4.10%	2.40

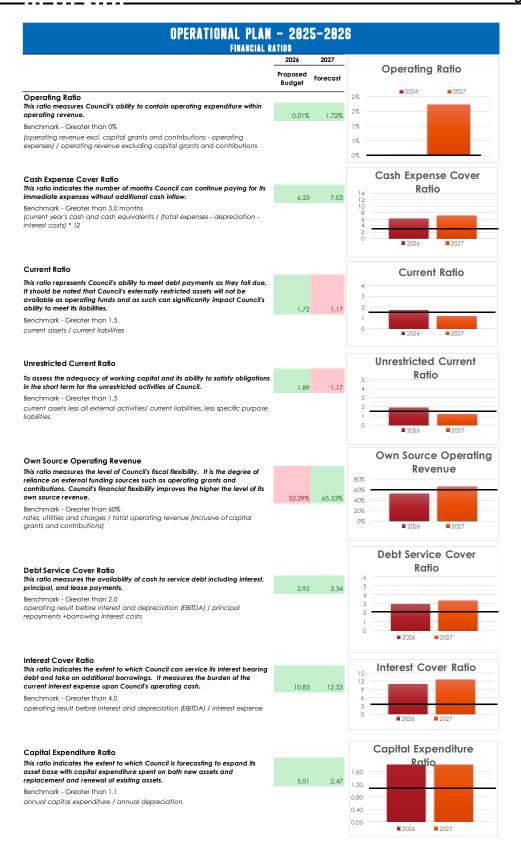
Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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STATEMENT OF CASH FLOWS S'000	2025	2026
\$ 000	Revised Budget Q2	Proposed Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	21,160	22,036
User charges & fees	4,652	4,979
Investment & interest revenue received	1,942	1,722
Grants & contributions	19,903	11,928
Bonds, deposits & retention amounts received	-	-
Other	664	1,32
Payments:		
Employee benefits & costs	(15,994)	(17,046
Materials & contracts	(11,245)	(11,450
Borrowing costs	(693)	(699
Bonds, deposits & retention amounts refunded		-
Other	(1,120)	(1,116
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	19,269	11,681
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	9,500
Sale of infrastructure, property, plant & equipment	-	-
Deferred debtors receipts	-	-
Other investing activity receipts	-	-
Payments:		
Purchase of investment securities	-	-
Purchase of infrastructure, property, plant & equipment	(34,097)	(18,196
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(34,097)	(8,696)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	-
Payments:		
Repayment of borrowings & advances	(1,874)	(1,924
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,874)	(1,924)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(16,703)	1,061
plus: CASH & CASH EQUIVALENTS - beginning of year	17,056	2,000
	17,000	2,000
CASH & CASH EQUIVALENTS - end of year Additional Information	353	3,061
	14 021	E 221
plus: Investments on hand - end of year	14,831	5,331
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	15,184	8,392
Assumptions Rates & charges recov ery rate	97.00%	97.00
Debtor recovery rate	97.00%	97.00
General Index	4.10%	2.40
nv estment Interest rate Ov erdue rates interest rate	5.00% 9.00%	5.0 10.5

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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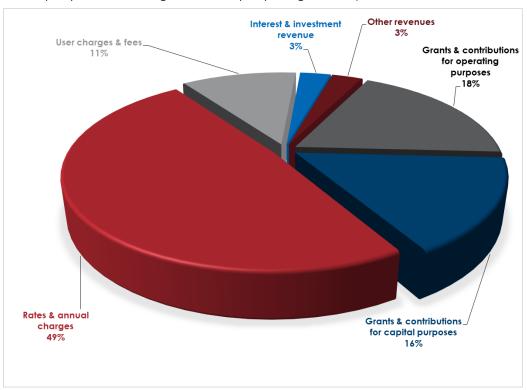


Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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SOURCES OF REVENUE

Council's revenue is mainly sourced from Rates and Annual Charges (49%), with Operating Grants (16%) and User Charges and Fees (11%) being other key revenue items.



RATE REVENUE

Rates are budgeted to increase by 4.4% in the 2025/26 year, which inclusive of the difference in revenue not raised in the previous year due to Council not taking up the full 2024/25 rate peg allowable. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year, without making application for a special rate variation.

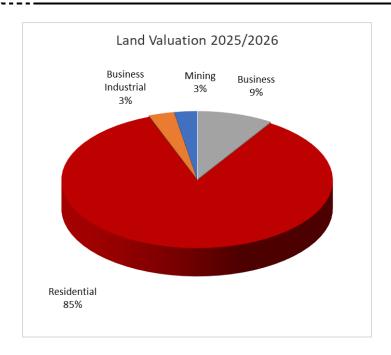
Council's proposal to increase rates by 4.4% will increase total rate revenue by approximately \$800,000.

The rate structure utilises the adopted model from 2024/25 however, because 2025/26 is a land revaluation year, rates have been modelled using property values base date of 1 July 2024 as determined by the NSW Valuer General.

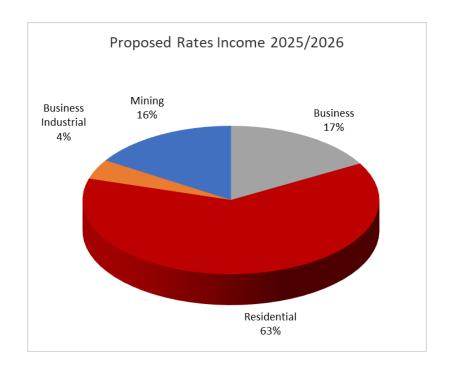
Land revaluations do not increase Council's overall rate revenue however, the amount of rates paid for individual properties are directly linked to land values.

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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				2	025/26 Financia	l Year						
Rating Category	Land Value 2024/2025			V	Total Property Count	Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	% of Base Rate Income
Business	\$40,537,070	532	\$905	\$481,460	0.06728367	\$2,727,483	\$3,208,943	16.69%	15.00%			
Business Industrial	\$13,793,500	70	\$1,776	\$124,320	0.05106408	\$704,352	\$828,672	4.31%	15.00%			
Residential	\$379,529,020	9384	\$629	\$5,902,536	0.01620616	\$6,150,707	\$12,053,243	62.69%	49.00%			
Residential 1(a)	\$1,070,200	11	\$428	\$4,708	0.00458360	\$4,905	\$9,613	0.05%	49.00%			
Residential Rural	\$2,187,800	12	\$550	\$6,600	0.00313498	\$6,859	\$13,459	0.07%	49.00%			
Mining	\$12,200,000	2	\$0	\$0	0.25262674	\$3,082,046	\$3,082,046	16.03%	0.00%			
MD Business	\$239,700	5.0	\$905	\$4,507	0.07745176	\$18,565	\$23,072	0.12%	19.53%			
MD Residual	\$247,800	5.0	\$629	\$3,158	0.01829344	\$4,533	\$7,691	0.04%	41.06%			
Totals	\$449,805,090	10,021		\$6,527,288		\$12,699,451	\$19,226,739	100.0%				



Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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CHARGES – WASTE MANAGEMENT

Council proposes to levy domestic waste management charges for the provision of waste management services. These charges are levied in accordance with sections 496, 501 and 502 of Local Government Act 1993.

Under the provisions of the *Local Government Act 1993*, Council is only able to charge an amount for domestic waste management services that does not exceed the reasonable cost of providing that service.

The domestic waste management charge comprises two components:

- Domestic waste usage charge
- Domestic waste administration fee

In 2025/2026, the proposed charge is \$347 per service and the administration fee is \$61 per each serviceable property. The domestic waste user charge is expected to generate \$3.28M and the administration fee \$0.58M, for a combined total of \$3.86M.

Charge	2024/25	2025/26	Increase %	Total Income
Domestic waste usage charge	\$339	\$347	2.4%	\$3.28M
Domestic waste administration fee	\$60	\$61	1.7%	\$0.58M

Council also levies charges under sections 501 and 502 of the *Local Government Act 1993* for the provision of waste management services to commercial customers. In 2025/26, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$500 or one x 600 litre bin will be set at \$459 per property per annum, which is expected to generate \$225,000. An additional MGB service will be charged at \$177 per annum and an additional 600 litre bin at \$459.

Details of the full range of waste management charges levied under the Local Government Act 1993 that are applicable to both domestic and non-domestic customers are contained in the fees and charges schedule.

OTHER SERVICES

Fees and charges set by Council for the provision of a range of other goods and services are set out in the Schedule Fees and Charges 2025/2026.

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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DEBT

DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2026 is expected to be \$16.34M.

Council has borrowed funds for the following key projects:

•	Road Projects	\$1.5M
•	Regional Aquatic Centre	\$2.5M
•	Broken Hill Airport	\$0.5M
•	Information Technology	\$1.0M
•	Art Gallery Storage	\$0.6M
•	Infrastructure Renewal	\$10.0M
•	Economic Stimulus Community Infrastructure (proposed)	\$10.0M
•	Waste Collection Vehicles	\$1.5M

These loans have loan terms spanning 10-20 years with fixed interest rates of between 1.32% - 4.45% per annum.

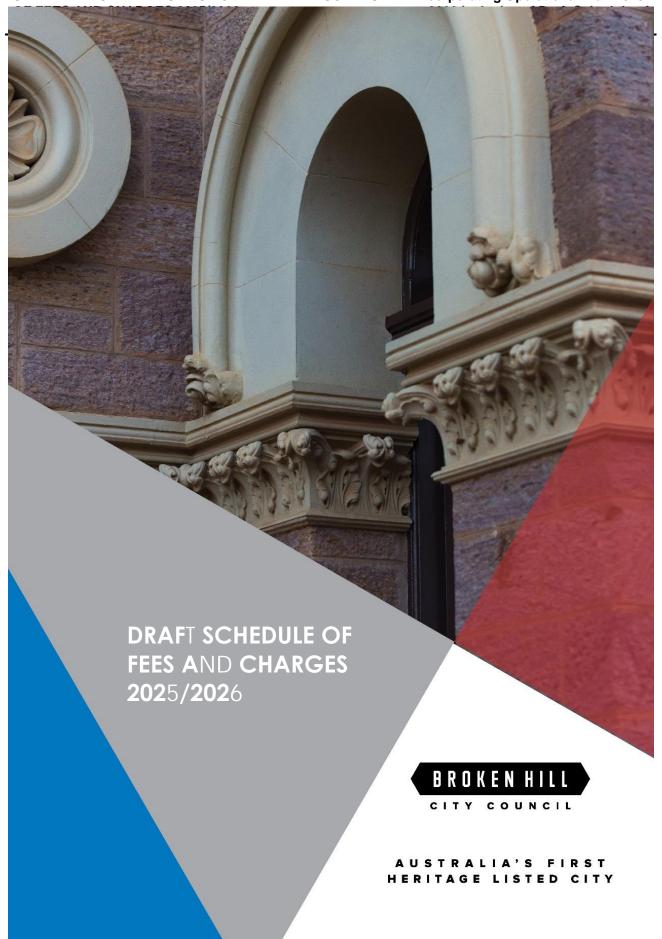
ANNEXURE 1

DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-



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QUALITY CONTROL						
FILE REFERENCES						
KEY THEME	4. Our Leadership	4. Our Leadership				
OBJECTIVE	4.1 Openness and transparency in decision making					
STRATEGY	4.1.1 Support the organisation to within its legal framework	4.1.1 Support the organisation to operate within its legal framework				
RESPONSIBLE OFFICER	General Manager					
REVIEW DATE	July 2026					
ORGANISATION	Broken Hill City Council					
TELEPHONE NUMBER	08 8080 3300					
EMAIL ADDRESS FOR ENQUIRIES ONLY	Council@brokenhill.nsw.gov.au					
DATE	ACTION	MINUTE NO.				
	Public Exhibition					
	Adopted by Council					
NOTES	Images sourced from Council's Image Library					
NOTES	© Copyright Broken Hill City Council 2018					
	Community Strategic Plan Your Broken Hill 2040					
	Long Term Financial Plan 2026-2035					
ASSOCIATED DOCUMENTS	Delivery Program 2025-2029 incorporating Operational Plan 2025/2026					
	Disability Inclusion Action Plan 2022-2026					

Schedule of Fees and Charges 2025/2026

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Bill Renfrew Sportsground	12
ET Lamb Memorial Oval	12
Memorial Oval	13
Norm Fox Sporting Complex	13
Picton Sportsground	13
BIU Band Hall/Soccer Complex	13
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Schedule of Fees and Charges 2025/2026

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Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

GST Disclaimer

A goods and services tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services that are subject to GST have been identified in the attached Schedule of Fees and Charges.

Some goods and/or services supplied by Council have been declared GST free or are excluded under Division 81 of the Goods and Services Tax Act 1999. Those goods and/or services which are GST free or excluded from GST are identified in the Schedule of Fees and Charges.

Accordingly if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

Schedule of Fees and Charges 2025/2026

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5. Third Party – Services provided by another service

provider apart from Council

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

Third Party

Pricing Policy

The following principles have been used by Council as a guide in setting charges. These pricing principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2022/2023.

Pricing Principles and Basis Used by Council			
Pricing Principle	Pricing Basis		
Community Service – Service provides a broad community benefit and therefore full cost recovery should not apply. Partial cost recovery could apply in some circumstances	Zero to partial cost recovery		
 Cost Recovery – Service benefits particular users making a contribution to their individual income, welfare or profits generally without any broader benefits to the community 	Full cost recovery		
Market Price – Services that Council operates in a commercial market	Market Price		
Statutory – Charges set by Federal and State Government	Statutory		

Application of Pricing Principles to Goods and Services					
Service	Principle	Basis of Cost			
Access to Information - Government Information (Public Access) Act 2009 (GIPA)	Statutory	Statutory			
Admission Fees:		Partial Cost Recovery (except in			
Broken Hill City Art Gallery; Broken Hill Regional Aquatic Centre; Albert Kersten Mining & Minerals Museum; Living Desert: The John Simons Flora and Fauna Sanctuary and Sculpture Site	Community Services	Broken Hill Regional Aquatic Centre which is set by YMCA)			
Airport Landing and Passenger Charges	Cost Recovery	100% (except RFDS and Aero Club, Emergency Services)			
Animal Control	Statutory	Statutory (Except fees for Broken Hill Veterinary Clinic)			
Carnivals – Swimming Pools	Third Party	Set by YMCA			
Cemetery Fees	Cost Recovery	100%			
Certificates For Construction/Development Work	Market Price	100%			
Chemical Toilet Charges	Cost Recovery	100%			
Civic Centre	Cost Recovery	100%			
Construction Consents, etc.	Market Price	100%			
Contaminated Waste Charges	Cost Recovery	100%			

Schedule of Fees and Charges 2025/2026

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Development Applications	Statutory	Statutory
Driveways	Cost Recovery	100%
Inspections of Premises	Cost Recovery	100%
Library	Cost Recovery	100 % Cost Recovery (except in regard to sale of old books, Internet service and providing Writer's residence on subsidised cost)
Nature Strips and Path Works	Market Price	100%
Permits	Statutory	Statutory
Photocopying	Cost Recovery	100%
Pounds and Impounding	Cost Recovery	100%
Rates Enquiries	Cost Recovery	100%
Rents/Hire Fees	Market Price	100%
Signs – new, maintenance, replacement	Cost Recovery	100 % (except in cases involving benefit to general public)
Subdivision Applications	Market Price	100%
Trade Waste	Cost Recovery	100%
Waste Removal	Cost Recovery	100%
Willyama Common	Cost Recovery	100%
Zoning Certificates (\$10.7)	Statutory	Statutory

Schedule of Fees and Charges 2025/2026

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Broken Hill City Council

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

LIBRARY SERVICES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
1	Charles Rasp Memorial Library					
1 - 1	Public computers	Community services	Each	No	\$ -	No Charge
1 - 2	Internet usage	Community services	Each	No	\$ -	No Charge
1 - 3	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	Yes	\$ 2.27	\$25.00
1 - 4	Photographic reproductions - black and white (various sizes)	Cost recovery	Each	Yes	10%	POA
1 - 5	Visitor membership - refundable deposit	Cost recovery	Each	Yes	\$ 1.82	\$20.00
1 - 6	Visitor membership - administration fee	Cost recovery	Each	Yes	\$ 0.45	\$5.00
1 - 7	Replacement of lost library resource	Cost recovery	Each	Yes	10%	Actual Cost
1 - 8	Replacement DVD/CD case	Cost recovery	Each	Yes	\$ 0.45	\$5.00
1 - 9	Replacement talking book case	Cost recovery	Each	Yes	\$ 0.91	\$10.00
1 - 10	Replacement Library card	Cost recovery	Each	Yes	\$ 0.27	\$3.00
1 - 11	Historical booklets	Cost recovery	Each	Yes	10%	Upon Application
1 - 12	Sale of books	Cost recovery	Each	Yes	10%	\$0.20 - \$20.00
1 - 13	Computer printout - cemetery record	Cost recovery	Per page	Yes	\$ 0.02	\$0.20
1 - 14	Printing/Photocopying (A4 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.02	\$0.20
1 - 15	Printing/Photocopying (A4 - colour) - self service	Cost recovery	Per page	Yes	\$0.14	\$1.50
1 - 16	Printing/Photocopying (A3 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.04	\$0.40
1 - 17	Printing/Photocopying - (A3 - colour) - self service	Cost recovery	Per page	Yes	\$ 0.27	\$3.00
1 - 18	Scanning - self service	Cost recovery	Per page	No	\$ -	No Charge
1 - 19	Microfiche/film reader - printout	Cost recovery	Per page	Yes	\$ 0.02	\$0.20
	Microfiche/film reader - printout (Not self/serve) - A4/A3	Cost recovery	Per page	Yes	\$ 0.09	\$1.00
	Inter Library Loans (ILL) - fees charged by other Library plus actual postage - except for special needs services of State Library which are free eg foreign languages boxes.	Cost recovery	Per item	Yes	10%	POA
1 - 22	Meeting room hire	Community services	Per day	Yes	\$ 5.00	\$55.00
1 - 23	Events and workshops	Community services	Per event	Yes	10%	POA
1 - 24	3-D printing - 1 hour (60 minutes) - includes setup costs and first hour of printing	Cost recovery	Per 60 Minutes	Yes	\$ 0.91	\$10.00
1 - 25	3-D printing - each additional hour	Cost recovery	Per 60 Minutes	Yes	\$ 0.45	\$5.00

KEY THEME 1 - OUR COMMUNITY

2025/26 CHANGES							
2025/26 Fees (inc GST)	\$ Change	% Change					
		ı					
No Charge		0%					
No Charge		0%					
\$ 25.00	\$ -	0%					
POA		0%					
\$ 20.00	\$ -	0%					
\$ 5.00	\$ -	0%					
Actual Cost		0%					
\$ 5.00	\$ -	0%					
\$ 10.00	\$ -	0%					
\$ 3.00	\$ -	0%					
Upon Application		0%					
\$0.20 - \$20.00		0%					
\$ 0.20	\$ -	0%					
\$ 0.20	\$ -	0%					
\$ 1.50	\$ -	0%					
\$ 0.40	\$ -	0%					
\$ 3.00	\$ -	0%					
No Charge		0%					
\$ 0.20	\$ -	0%					
\$ 1.00	\$ -	0%					
POA		0%					
\$ 55.00	\$ -	0%					
POA		0%					
\$ 10.00	\$ -	0%					

0%

Schedule of Fees and Charges 2025/2026 7 of 47

	KEY THEME 1 - OUR COMMUNITY							
	ROADS							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
2	Permits – Road / Footpath							
2 - 1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	No	\$ -	\$117.63 plus restoration fee		
2 - 2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	No	\$ -	\$78.08		
2 - 3	Permit fee - conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration fee)	Statutory	Each	No	\$ -	\$28.11 plus restoration fee		
2 - 4	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	Yes	\$ 29.05	\$319.59		
2 - 5	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	Yes	10%	\$150.95 plus restoration fee		
2 - 6	Administration fee - cost recovery street closures	Cost recovery	Each	Yes	\$ 25.46	\$280.03		
2 - 7	Install road closures for cost recovery functions	Cost recovery	Each	Yes	10%	By Quotation		
2 - 8	Heavy vehicle/over size limit permit - Reinstatement of infrastructure	Cost recovery	Each	Yes	10%	By Quotation		
2 - 9	Deposit materials on footpaths	Cost recovery	Sq m	Yes	10%	By Quotation		
2 - 10	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m ²	Private	Each	Yes	\$ 9.65	\$106.18		
2 - 11	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m ²	Private	Each plus m ²	Yes	10%	\$106.18 plus \$10 per additional m2		
2 - 12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	Yes	\$ 10.22	\$112.43		
2 - 13	Application for suspension of alcohol free zone	Community Service	Each	Yes	\$ 12.78	\$140.54		
2	Restoration Bond Fees (in addition to Permit Fee)							
2 - 14	Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 15	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 16	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 17	Footpath/nature strip (min 1 m²) - asphalt/hot mix	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 18	Footpath/nature strip (min 1m²) - plain concrete up to 100mm	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 19	Footpath/nature strip (min 1m²) - plain concrete over 100mm	Cost recovery	m ²	Yes	10%	By quotation		
2 - 20	Footpath/nature strip (min 1m²) - pavers on concrete base	Cost recovery	m ²	Yes	10%	By quotation		
2 - 21	Footpath/nature strip (min 1 m²) - pavers on all other bases	Cost recovery	m ²	Yes	10%	By quotation		
2 - 22	Footpath/nature strip (min 1 m²) - grass/earth	Cost recovery	m ²	Yes	10%	By quotation		
2 - 23	Footpath/nature strip (min 1 m²) - turf	Cost recovery	m ²	Yes	10%	By quotation		
2 - 24	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m²	Yes	10%	By quotation		
2 - 25	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only	Cost recovery	m²	Yes	10%	By quotation		
2 - 26	Driveways - concrete 120mm	Cost recovery	m²	Yes	10%	By quotation		
2 - 27	Driveways - concrete 200mm	Cost recovery	m²	Yes	10%	By quotation		
2 - 28	Kerb and gutter including laybacks	Cost recovery	m²	Yes	10%	By quotation		
2 - 29	Saw cutting (road or footpath)	Cost recovery	m ²	Yes	10%	By quotation		
2 - 30	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq m	Yes	10%	By quotation		

2025/26 CHANGES						
	2025/26 Fees (inc GST)	Ch	\$ ange	% Change		
\$	120.00			2%		
\$	80.00	\$	1.93	2%		
r	\$28.11 plus restoration fee			3%		
\$	327.00	\$	7.41	2%		
r	\$150.95 plus restoration fee			3%		
\$	287.00	\$	6.97	2%		
	By Quotation			0%		
	By Quotation			0%		
	By Quotation			0%		
\$	109.00	\$	2.82	3%		
	09.00 plus \$10 per additional m2			3%		
\$	115.00	\$	2.57	2%		
\$	144.00	\$	3.47	2%		
				007		
	By quotation	_		0%		
	By quotation			0%		
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	By quotation			0%		
	By quotation			0%		
	By quotation			0%		
	By quotation			0%		
	By quotation			0%		
	By quotation			0%		

8 of 47 Schedule of Fees and Charges 2025/2026

GHE DRAFT Delivery Program 2022-2026
ILE incorporating Operational Plan 2025-2026
2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

	KEY THEME 1 - OUR COMMUNITY							
	ROADS							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
2 - 31	Road carriageway and shoulders - asphalt seal and road base	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 32	Road carriageway and shoulders - bitumen seal	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 33	Road carriageway and shoulders - bitumen seal and road base pavement	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 34	Road carriageway and shoulders - road base pavement with no seal	Cost recovery	Sq m	Yes	10%	By quotation		
2 - 35	Road surfacing (reinstatements only) jet patching (min 1m²)	Cost recovery	m ²	Yes	10%	By quotation		
2 - 36	Road surfacing (reinstatements only) emulsion spraying - hand lance (min10m²)	Cost recovery	m ²	Yes	10%	By quotation		
2 - 37	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m²)	Cost recovery	m ²	Yes	10%	By quotation		
2 - 38	Unsealed road grading and maintenance	Cost recovery	m ²	Yes	10%	By quotation		
2 - 39	Road - Line marking	Cost recovery	m ²	Yes	10%	By quotation		
2	Traffic Control							
2 - 40	Abandoned vehicles - towing	Market price	Each	Yes	10%	Actual Cost plus 30%		
2 - 41	Abandoned vehicles - storage/impoundment fees	Cost recovery	Day	No	\$ -	\$16.66		
2 - 42	Abandoned vehicles - administration fee	Cost recovery	Each	Yes	\$ 28.01	\$308.14		
2 - 43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	Yes	\$11.73	\$129.08		
2 - 44	Equipment for public functions/events - erection and removal of traffic control devices	Cost recovery	Each	Yes	10%	By Quotation		
2 - 45	Design of traffic control plans - consultation, site inspection and drafting	Cost recovery	Plan	Yes	\$ 41.07	\$451.79		
2 - 46	Hire of traffic controllers	Cost recovery	Hour	Yes	\$ 7.10	\$78.08		
2 - 47	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	Yes	\$ 1.64	\$22.90 plus \$50 refundable bond		
2 - 48	Replacement of damaged traffic signs/equipment (per item)	Cost recovery	Each	Yes	10%	By Quotation		

2025/26 CHANGES								
2025/26 Fees (inc GST)	Ch	\$ ange	% Change					
By quotation			0%					
By quotation			0%					
By quotation			0%					
By quotation			0%					
By quotation			0%					
By quotation			0%					
By quotation			0%					
By quotation			0%					
By quotation			0%					
Actual Cost plus 30%			0%					
\$ 17.00	\$	0.34	2%					
\$ 316.00	\$	7.86	2%					
\$ 132.00	\$	2.92	2%					
By Quotation			0%					
\$ 463.00	\$	11.21	2%					
\$ 80.00	\$	1.93	2%					
\$23 plus \$50 refundable bond			0%					
By Quotation			0%					

Schedule of Fees and Charges 2025/2026 9 of 47

2025/26 CHANGES

105.00

262.00

345.00

33.00

57.0

37.00 18.00

18.00

91.00

179.00

28.00

61.00 \$ 2.00

120.00 \$ 3.00

960.00

960.00

362.00 \$ 9.00

176.00 71.00 1,472.00

464.00

233.00

464.0

640.00

321.00 \$ 8.00

By Quotation

\$

1.00

\$(176.00)

NEW

1.00

3.00

5.00

N/A

\$ 23.00

\$ 35.00

\$ 11.00

\$ 6.00

\$ 11.0

15.0

23.0

\$ 1.00

\$

Change Change

0%

0%

-51%

3%

0% 0%

0%

6%

0% 3%

3%

4%

3%

3%

0%

2%

2%

2%

2%

2%

3%

2% 2%

2%

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2025/26 Fees

(inc GST)

	KEY THEME 1 - OUR COMMUNITY							
	BUILDINGS AND	PROPERTY						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
3	Hire Fees – Parks and Town Square							
3 - 1	Event Application Fee (all parks and Town Square excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 1 (minor events and gatherings)	Cost recovery	Event	Yes	\$ 9.55	\$105.00		
3 - 2	Event Application Fee (all parks and Town Square excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 2 (medium events and activities)	Cost recovery	Event	Yes	10%	\$261.00		
3 - 3	Event Application Fee (all parks and Town Square excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 3 (major events)	Cost recovery	Event	Yes	10%	\$521.00		
3 - 4	Waste Services - Additional MGB / Yellow Recycling	Cost recovery	Bin	Yes	10%	\$32.00		
3 - 5	Amusement Device (inflatable/mechanical ride)	Cost recovery	Event	Yes	10%	\$57.00		
3 - 6	Park - key replacement	Cost recovery	Each	No	\$ -	\$37.00		
3 - 7	Duke of Cornwall Park - basketball court - night rate per court	Cost recovery	Hour	Yes	\$ 1.55	\$17.00		
	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	Yes	\$ 1.55	\$17.00		
3	Hire Fees - Halls							
	Building - key replacement	Cost recovery	Each	No	\$ -	\$37.00		
3 - 10	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	Yes	\$ 8.00	\$88.00		
3 - 11	Aged Persons Rest Centre hire - full day	Cost recovery	Day	Yes	\$ 15.82	\$174.00		
3 - 12	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	Yes	\$ 2.45	\$27.00		
3 - 13	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	Yes	\$ 5.36	\$59.00		
3 - 14	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	Yes	\$ 10.64	\$117.00		
3	Casual Hiring - Risk Assessment Administrative Fee							
	Casual hiring risk assessment administrative fee	Cost recovery	Each	Yes		By Quotation		
3	Cemetery							
3 - 16	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	Yes	\$ 85.18	\$937.00		
3 - 17	Exclusive right and work permit (spare)	Cost recovery	Each	Yes	\$ 85.18	\$937.00		
3 - 18	Exclusive Right for restoration of old graves (includes Work Permit) – interment prior to 1971	Cost recovery	Each	Yes	\$ 32.09	\$353.00		
3 - 19	Cemeteries \$ Crematoria NSW - Interment Levy - Casket	Statutory	Each	No	\$ -	\$171.60		
3 - 20	Cemeteries \$ Crematoria NSW - Interment Levy - Ashes	Statutory	Each	No	\$ -	\$69.30		
3 - 21	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$130.64	\$1,437.00		
3 - 22	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 41.18	\$453.00		
	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Subsequent after the first	Yes	\$ 20.64	\$227.00		
3 - 24	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 41.18	\$453.00		
3 - 25	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 56.82	\$625.00		
3 - 26	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 28.45	\$313.00		

Schedule of Fees and Charges 2025/2026

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of

Fees and Charges 2025-2026

	KEY THEME 1 - OUR COMMUNITY								
	BUILDINGS AND PROPERTY								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)			
3 - 27	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$194.09	\$2,135.00			
3 - 28	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 56.82	\$625.00			
3 - 29	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - existing grave or plot	Cost recovery	Subsequent after the first	Yes	\$ 28.45	\$313.00			
3 - 30	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 56.82	\$625.00			
3 - 31	Saturday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 79.55	\$875.00			
3 - 32	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 39.82	\$438.00			
3 - 33	Outside interment hours interment of casket - additional fee	Cost recovery	Each	Yes	\$ 97.55	\$1,073.00			
3 - 34	Outside interment hours interment of ashes - additional fee	Cost recovery	Each	Yes	\$ 54.45	\$599.00			
3 - 35	Oversize plot requested - additional fee	Cost recovery	Each	Yes	\$ 24.64	\$271.00			
3 - 36	Pre-selected spare grave - additional fee	Cost recovery	Each	Yes	\$ 16.64	\$183.00			
3 - 37	Pre-selected spare niche - additional fee	Cost recovery	Each	Yes	\$ 16.64	\$183.00			
3 - 38	Reopen - slab removal for casket	Cost recovery	Each	Yes	\$ 41.82	\$460.00			
3 - 39	Reopen - slab removal for ashes	Cost recovery	Each	Yes	\$ 20.55	\$226.00			
3 - 40	Reopen for interment of ashes at the head end or foot end of a grave if feasible	Cost recovery	Each	Yes	\$ 20.55	\$226.00			
3 - 41	Vault reopen	Cost recovery	Each	Yes	\$ 40.27	\$443.00			
3 - 42	Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	Yes	\$ 20.64	\$227.00			
3 - 43	Relocation within cemetery/exhumation	Cost recovery	Hour or part thereof	Yes	\$ 50.64	\$557.00			
3 - 44	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour or part thereof	Yes	\$ 50.64	\$557.00			
3 - 45	Late interment notice for next day interment (Monday – Friday after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	Yes	\$ 23.55	\$259.00			
3 - 46	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	Yes	\$ 6.82	\$75.00			

2025/26 CHANGES							
2025/26 Fees (inc GST)	Cŀ	\$ nange	% Change				
\$ 2,187.00	\$	52.00	2%				
\$ 640.00	\$	15.00	2%				
\$ 321.00	\$	8.00	2%				
\$ 640.00	\$	15.00	2%				
\$ 896.00	\$	21.00	2%				
\$ 449.00	\$	11.00	2%				
\$ 1,099.00	\$	26.00	2%				
\$ 614.00	\$	15.00	2%				
\$ 278.00	\$	7.00	3%				
\$ 188.00	\$	5.00	3%				
\$ 188.00	\$	5.00	3%				
\$ 472.00	\$	12.00	3%				
\$ 232.00	\$	6.00	3%				
\$ 232.00	\$	6.00	3%				
\$ 454.00	\$	11.00	2%				
\$ 233.00	\$	6.00	3%				
\$ 571.00	\$	14.00	2%				
\$ 571.00	\$	14.00	2%				
\$ 266.00	\$	7.00	3%				
\$ 77.00	\$	2.00	3%				

Schedule of Fees and Charges 2025/2026

Fees and Charges 2025-2026

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of

		KEY THEME 1 - OUR COMMUNITY							
l		PARKS AND RECREATIONAL FACILITIES							
,	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
	4	Alma Oval							
	4 - 1	Alma Oval - with canteen	Third party	Day	Yes	\$ 25.64	\$282.00		
	4 - 2	Alma Oval - without canteen	Third party	Day	Yes	\$ 21.82	\$240.00		
l	4 - 3	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	Yes	\$ 6.64	\$73.00		
	4 - 4	Alma Oval Floodlights	Third party	Hour	Yes	10%	\$35.00		
	4 - 5	Alma Public School	Third party	Year	Yes	\$ 53.00	\$583.00		
ı	4 - 6	Broken Hill Football League	Third party	Year	Yes	\$ 94.64	\$1,041.00		
ı	4 - 7	Broken Hill Cricket League	Third party	Game	Yes	\$ 6.18	\$68.00		
	4 - 8	South Football Club	Third party	Year	Yes	\$ 188.36	\$2,072.00		
ı	4	Bill Renfrew Sportsground							
ı	4 - 9	West Football Club	Third party	Year	Yes	\$ 77.64	\$854.00		
ı	4 - 10	Broken Hill All Breeds Obedience Dog Club	Third party	Year	Yes	\$ 46.91	\$516.00		
ı	4 - 11	West Cricket Club	Third party	Year	Yes	\$ 39.36	\$433.00		
ı	4 - 12	Other organisations/groups	Third party	Day	Yes	\$ 7.18	\$79.00		
	4	E.T. Lamb Memorial Oval							
l	I 4 - IX	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	Yes	\$ 22.09	\$243.00		
	4 - 14	Softball club - training (once per week)	Third party	Season	Yes	\$ 9.55	\$105.00		
	4 - 15	Soccer club – training (once per week)	Third party	Season	Yes	\$ 9.55	\$105.00		
	4 - 16	Primary hardball cricket	Third party	Game	Yes	\$ 1.55	\$17.00		
ı	4 - 17	Country Rugby League - junior training	Third party	Season	Yes	\$ 30.36	\$334.00		
ı	4 - 18	Country Rugby League - senior training	Third party	Season	Yes	\$ 36.45	\$401.00		
I	4 - 19	Country Rugby League - juniors competition	Third party	Game	Yes	\$ 1.64	\$18.00		
I	4 - 20	Country Rugby League - seniors competition	Third party	Game	Yes	\$ 3.64	\$40.00		

2025/26 CHANGES								
2025/26 Fees (inc GST)	Ch	\$ nange	% Change					
\$ 289.00	\$	7.00	2%					
\$ 246.00	\$	6.00	2%					
\$ 75.00	\$	2.00	3%					
\$ 36.00		New						
\$ 597.00	\$	14.00	2%					
\$ 1,066.00	\$	25.00	2%					
\$ 70.00	\$	2.00	3%					
\$ 2,122.00	\$	50.00	2%					
\$ 875.00	\$	21.00	2%					
\$ 529.00	\$	13.00	2%					
\$ 444.00	\$	11.00	2%					
\$ 81.00	\$	2.00	2%					
\$ 249.00	\$	6.00	2%					
\$ 108.00	\$	3.00	3%					
\$ 108.00	\$	3.00	3%					
\$ 18.00	\$	1.00	6%					
\$ 343.00	\$	9.00	3%					
\$ 411.00	\$	10.00	2%					
\$ 19.00	\$	1.00	5%					
\$ 41.00	\$	1.00	2%					

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4 - 50 Hire fee - prior day access (minimum two hours)

Broken Hill Tennis Association - O'Neil Park

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

	PARKS AND RECREATIONAL FACILITIES							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
4	Memorial Oval							
4 - 21	Broken Hill Harness Racing Club - bar canteen rental	Third party	Month	Yes	\$ 36.45	\$401.00		
4 - 22	Broken Hill Harness Racing Club - race meetings	Third party	Night	Yes	\$111.27	\$1,224.00		
4 - 23	Trials - day	Third party	Each	Yes	\$ 13.27	\$146.00		
4 - 24	Trials - night	Third party	Each	Yes	\$ 30.36	\$334.00		
4 - 25	Broken Hill Football League	Third party	Year	Yes	\$ 91.82	\$1,010.00		
4 - 26	Central Football Club (power additional)	Third party	Year	Yes	\$ 283.91	\$3,123.00		
4 - 27	Combined dog clubs	Third party	Day	Yes	\$ 23.73	\$261.00		
4 - 28	SCPAA - Silver City Show - pre-show days (4) (power additional)	Third party	Day	Yes	\$ 19.91	\$219.00		
4 - 29	SCPAA - Silver City Show - show days (4) (power additional)	Third party	Day	Yes	\$ 99.45	\$1,094.00		
4	SCPAA to be responsible for cleaning of showgroun	nds (including cost of	additional bins)					
4 - 30	Casual hire	Third party	Each	Yes	10%	Set by \$355 Committee		
4 - 31	School carnivals - full day	Third party	Day	Yes	\$ 22.73	\$250.00		
4 - 32	School carnivals - half day (9am-12pm or 12pm-3pm)	Third party	Day	Yes	\$ 15.64	\$172.00		
4 - 33	Community events hire (no tickets or entry fees)	Third party	Day	Yes	\$ 37.45	\$412.00		
4 - 34	Commercial events hire (tickets and entry fees applicable)	Third party	Day	Yes	\$ 85.36	\$978 Hire fee plus 5% ticket sales		
4 - 35	Events bond (applicable to both community and commercial events)	Cost recovery	event	No	\$ -	By quotation		
4 - 36	Memorial Oval - advertising	Cost recovery	Each/per year	Yes	\$ 72.00	\$792.00		
4	Norm Fox Sporting Complex							
4 - 37	Barrier District Cricket League	Third party	Year	Yes	\$ 142.00	\$1,562.00		
4 - 37	Schools hire fee	Third party	Person	Yes	\$ 0.36	\$4.00		
4 - 38	Special events – oval hire	Third party	Day	Yes	\$ 9.18	\$101.00		
4 - 39	Special events – oval and clubrooms	Third party	Day	Yes	\$ 26.18	\$288.00		
	Special events – juniors	Third party	Person	Yes	\$ 0.36	\$4.00		
	Teams training on oval (two hours one day/week/season)	Third party	Season	Yes	\$ 43.45	\$478.00		
	Bond - all organisations (refundable)	Third party	Season	Yes	\$ 11.91	\$131.00		
4	Picton Sportsground	•	1					
4 - 43	Oval - day hire (set by \$355 Committee)	Third party	Day	Yes	10%	Set by \$355 Committee		
4 - 44	Season hire (set by \$355 Committee)	Third party	Season	Yes	10%	Set by \$355 Committee		
4	BIU Band Hall							
4 - 45	BIU Band Inc	Third party	Year	Yes	\$ 66.82	\$735.00		
4 - 46	Broken Hill Civic Orchestra	Third party	Night	Yes	\$ 3.55	\$39.00		
4 - 47	Hire fee (9am-12pm)	Third party	Each	Yes	\$ 35.00	\$385.00		
4 - 48	Hire fee (9am-12pm) Small music functions-Less than 35 People	Third party	Each	Yes	\$ 7.73	\$85.00		
4 - 49	Deposit (refundable)	Third party	Each	No	\$ -	\$120.00		
	I.a							

KEY THEME 1 - OUR COMMUNITY

2025/26 Fees (inc GST)	CI	\$	
•	CI	,	
		nange	% Change
\$ 411.00	\$	10.00	2%
\$ 1,254.00	\$	30.00	2%
\$ 150.00	\$	4.00	3%
\$ 343.00	\$	9.00	3%
\$ 1,035.00	\$	25.00	2%
\$ 3,198.00	\$	75.00	2%
\$ 268.00	\$	7.00	3%
\$ 225.00	\$	6.00	3%
\$ 1,121.00	\$	27.00	2%
	\$	-	0%
Set by \$355 Committee			0%
\$ 261.00	\$	11.00	4%
\$ 180.00	\$	8.00	4%
\$ 429.00	\$	17.00	4%
\$978 Hire fee plus 5% ticket sales			4%
By quotation			0%
\$ 812.00	\$	20.00	2%
\$ 1,600.00	\$	38.00	2%
\$ 5.00	\$	1.00	20%
\$ 104.00	\$	3.00	3%
\$ 295.00	\$	7.00	2%
\$ 5.00	\$	1.00	20%
\$ 490.00	\$	12.00	2%
\$ 135.00	\$	4.00	3%
Set by \$355			
Committee	ĺ	N/A	0%
Set by \$355 Committee		N/A	0%
Committee			
\$ 753.00	\$	18.00	2%
\$ 40.00	\$	1.00	3%
\$ 395.00	\$	10.00	3%
\$ 88.00	\$	3.00	3%
\$ 123.00	\$	3.00	2%
\$ 34.00	\$	1.00	3%

Schedule of Fees and Charges 2025/2026 13 of 47

Hour

Third party

Yes \$ 3.00

\$33.00

KEY THEME 1 – OUR COMMUNITY							
	PARKS AND RECREATI	ONAL FACILITIES					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
4 - 51	Seniors	Third party	Year	Yes	\$ 10.00	\$110.00	
4 - 52	Concessions	Third party	Year	Yes	\$ 7.00	\$77.00	
4 - 53	Family (2 Adults & 2 Children)	Third party	Year	Yes	\$ 22.73	\$250.00	
4 - 54	Juniors	Third party	Year	Yes	\$ 3.00	\$33.00	
4 - 55	Associate Members	Third party	Year	Yes	\$ 3.00	\$33.00	
4 - 56	Court Hire	Third party	Per Player	Yes	\$ 0.73	\$8.00	
4 - 57	Hall Hire exc public liability (Non-Members)	Third party	Per Day	Yes	\$ 40.91	\$450.00	
4 - 58	Hall Hire exc public liability (Members)	Third party	Per Day	Yes	\$ 15.45	\$170.00	
4 - 59	Lights (Non-Members)	Third party	Hour	Yes	\$ 3.64	\$40.00	
4 - 60	Lights (Members)	Third party	Hour	Yes	\$ 2.73	\$30.00	
4 - 61	Barbecue Hire (Non-Members)	Third party	Per Day	Yes	\$ 13.64	\$150.00	
4 - 62	Barbecue Hire (Members)	Third party	Per Day	No	\$ -	No Charge	

2025/26 0	HAN	IGES	
2025/26 Fees (inc GST)	Ch	\$ ange	% Change
\$ 110.00	\$	-	0%
\$ 77.00	\$	-	0%
\$ 250.00	\$	-	0%
\$ 33.00	\$	-	0%
\$ 33.00	\$	-	0%
\$ 8.00	\$	-	0%
\$ 450.00	\$	-	0%
\$ 170.00	\$	-	0%
\$ 40.00	\$	-	0%
\$ 30.00	\$	-	0%
\$ 150.00	\$	-	0%
No Charge			0%

Schedule of Fees and Charges 2025/2026 14 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

	KEY THEME 2 - OU					
Item No	ECONOMIC DEVELOP Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
5	Visitor Information Centre					
5 - 1	Vehicle wash bay	Market price	Each	Yes	\$ 1.36	\$15.00
5 - 2	Showers (per shower)	Market price	Person	Yes	\$ 0.45	\$5.00
5 - 3	Signage - display board (per sign) - large	Market price	Year	Yes	\$ 68.18	\$750.00
5 - 4	Signage - display board (per sign) - small	Market price	Year	Yes	\$ 25.00	\$275.00
5 - 5	Sales commission (accommodations, tours and attractions)	Market price	Sales	Yes	10%	12% commission on sales
5 - 6	Signage - display of pull up banner or digital banner (per banner)	Market price	Year	Yes	\$ 43.18	\$475.00
	Film Broken Hill					
5 - 7	Film permit - processing fee (Not for profit/students)	Community service	Each	No	\$ -	No Charge
5 - 8	Film permit - processing fee (Commercial Films)	Cost recovery	Each	Yes	\$ 18.18	\$200.00
5 - 9	Film permit – road closures	Cost recovery	Each	Yes	10%	By Quotation
5 - 10	Traffic management plan (per plan per location)	Cost recovery	Each	Yes	10%	By Quotation
5 - 11	Film Administration Fee	Cost recovery	Each	Yes	\$ 10.91	\$120.00
5 - 12	Use of Council assets deposit (refundable)	Cost recovery	Each	Yes	\$ 90.91	\$1,000.00
	Banner Poles					
5 - 13	Banner Pole Flag Installation	Cost recovery	Each	Yes	10%	By Quotation
	Grant Application Assistance					
5 - 14	Grant application assistance fee	Cost recovery	Each	Yes	10%	By Quotation
5 - 15	Grant application success fee	Cost recovery	5% of grant	Yes	10%	By Quotation

	2025/26	СНА	NGES	
	2025/26 Fees (inc GST)	\$ C	Change	% Change
\$	15.00	\$	-	0%
\$	5.00	\$	-	0%
\$	800.00	\$	50.00	6%
\$	300.00	\$	25.00	8%
12	% commission on sales			0%
\$	500.00	\$	25.00	5%
	No Charge			0%
\$	200.00	\$		0%
	By Quotation			0%
	By Quotation			0%
\$	120.00	\$	-	0%
\$	1,000.00	\$	-	0%
	By Quotation			0%
	By Quotation			0%
	By Quotation			0%
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Schedule of Fees and Charges 2025/2026 15 of 47

	EVENTS AND CO					
	EVENTS AND CO	INI EKENCES		l GST		2024/25 Fees
Item No	Particulars	Pricing Policy ID	Basis	Y/N	GST	(inc GST)
6	Civic Centre					
	Bookable Spaces					
6 - 1	Conference/Wedding Bookings	Market price	Each	Yes	10%	POA
6 - 2	Full Civic Centre hire	Market price	8 hours	Yes	\$ 216.36	\$2,380.00
6 - 3	Auditorium per day - 8 hours	Market price	8 hours	Yes	\$ 129.55	\$1,425.00
6 - 4	Auditorium half hall per day - 8 hours	Market price	8 hours	Yes	\$ 81.82	\$900.00
6 - 5	Auditorium per hour	Market price	Hour	Yes	\$ 25.00	\$275.00
6 - 6	Auditorium half hall per hour	Market price	Hour	Yes	\$ 22.73	\$250.00
6 - 7	Change rooms	Market price	Per room	Yes	\$ 1.82	\$20.00
6 - 8	Chips Rafferty Function Room (Ground Floor) per day - 8 hours	Market price	8 hours	Yes	\$ 36.36	\$400.00
6 - 9	Chips Rafferty Function Room (Ground Floor) half day - 4 hours	Market price	4 hours	Yes	\$ 31.82	\$350.00
6 - 10	Kitchen usage	Market price	Per day	Yes	\$ 25.00	\$275.00
6 - 11	Plaza Hire	Market price	Booking	Yes	\$ 40.00	\$440.00
6 - 12	Function room 2 or 3 per day - 8 hours	Market price	8 hours	Yes	\$ 40.91	\$450.00
6 - 13	Function room 2 or 3 half day - 4 hours	Market price	4 hours	Yes	\$ 36.36	\$400.00
6 - 14	Function rooms 2 and 3 per day - 8 hours	Market price	8 hours	Yes	\$ 59.09	\$650.00
6 - 15	Function room 2 and 3 half day - 4 hours	Market price	4 hours	Yes	\$ 50.00	\$550.00
6 - 16	Weekday additional hourly rate (Pre-booked additional hours)	Cost recovery	Hour	Yes	\$ 5.18	\$57.00
6 - 17	Weekend additional hourly rate (Pre-booked day additional hours)	Cost recovery	Hour	Yes	\$ 8.00	\$88.00
	Catering In-house					
6 - 18	Biscuits per person (minimum 10 people)	Cost recovery	Per serve	Yes	\$ 0.14	\$1.50
6 - 19	Catering	Cost recovery	Booking	Yes	10%	Actual Cost plus 15%
6 - 20	Crockery and cutlery	Cost recovery	Booking	Yes	\$ 0.14	\$1.50
6 - 21	Juice per person (minimum 10 people)	Cost recovery	Per serve	Yes	\$ 0.14	\$1.50
6 - 22	Tea and coffee service per person (minimum 10 people)	Cost recovery	Per day	Yes	\$ 0.32	\$3.50
	Deposits, Surcharges and Discounts (discounts and percentage surch total quoted price)	arges are applied to	base bookable s	pace	rates only	deposit is applied to
6 - 23	Breakages	Market price	Each	Yes	10%	Actual Cost
6 - 24	Community, charity, not for profit and Schools (only applicable to schools in the BHCC LGA)	Market price	Per hire fee	Yes	10%	25% Discount
6 - 25	Deposit to secure booking	Market price	Each	Yes	10%	25% of Quote
6 - 26	Excess cleaning charge - Monday to Friday - 8am-6pm	Market price	Hour	Yes	\$ 7.27	\$80.00
6 - 27	Excess cleaning charge - Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 10.45	\$115.00
6 - 28	Functions extending beyond contracted finishing time (hourly fee plus labour cost)	Market price	Hour	Yes	\$ 30.00	\$330.00
6 - 29	Government incl excl. local Schools	Market price	Per hire fee	Yes	10%	10% Discount
6 - 30	Public holiday/weekend surcharge	Market price	Per hire fee	Yes	10%	25% Surcharge
6 - 31	Surcharge Catered booking (per day)	Market price	Per day	Yes	\$ 12.27	\$135.00
	Event Ticketing					
6 - 32	Box Office Set Up	Cost recovery	Per Event	Yes	\$ 10.36	\$114.00
	Complimentary ticket fee	Cost recovery	Ticket	Yes	\$ 0.23	\$2.50
6 - 34	Merchandise sales	Market price	Event	Yes	10%	10% Gross

KEY THEME 2 - OUR ECONOMY

	2025/26 C	:HA	NGES	
	2025/26 Fees		\$	%
	(inc GST)	CI	nange	Change
	POA			
\$	2,380.00	\$	-	0%
\$	1,425.00	\$	-	0%
\$	900.00	\$	-	0%
\$	275.00	\$	-	0%
\$	250.00	\$	-	0%
\$	20.00	\$	-	0%
\$	400.00	\$	-	0%
\$	350.00	\$	-	0%
\$	275.00	\$	-	0%
\$	440.00	\$	-	0%
\$	450.00	\$	-	0%
\$	400.00	\$	-	0%
\$	650.00	\$	-	0%
\$	550.00	\$	-	0%
\$	87.00	\$	30.00	34%
\$	131.00	\$	43.00	33%
\$	3.00	\$	1.50	50%
A	ctual Cost plus 15%			
\$	1.50	\$	-	0%
\$	2.50	_		0%
\$	3.50	\$	-	0%
	Actual Cost			
	25% Discount			
	25% of Quote			
\$	63.00	\$	(17.00)	-27%
\$	92.00	\$	(23.00)	-25%
\$	330.00	\$	-	0%
	10% Discount			0%
2	25% Surcharge			0%
\$	158.00	\$	23.00	15%
		L		
\$	126.00	\$	12.00	10%
\$	1.00	\$	(1.50)	-150%
	10% Gross			0%

FT DELIVERY PROGRAM 2025-2029 INCORPORATING	FT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF TH	TEMENT OF REVENUE POLICY AND DRAFT SCHEDUL	56
1 202	202	OLIC OLIC	FES AND CHARGES 2025/2026
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	KEY THEME 2 - OUR	RECONOMY				
	EVENTS AND CO	NFERENCES				
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
6 - 35	SMS Delivery fee	Cost recovery	Ticket	Yes	\$ -	
6 - 36	Ticket booking fee	Cost recovery	Ticket	Yes	\$ -	
6 - 37	Ticket commission Council venue	Market price	Ticket	Yes	10%	10% of ticket price
6 - 38	Ticket commission non Council venue	Market price	Ticket	Yes	10%	12% of ticket price
6 - 39	Ticket commission Not for Profit Organisation	Market price	Ticket	Yes	10%	5% of ticket price
6 - 40	Ticket printing fee	Cost recovery	Ticket	Yes	\$ 0.18	\$2.00
	Miscellaneous					
6 - 41	Civic Centre bar - commercial	Market price	Per event	Yes	10%	100% sales to Civic Centre
6 - 42	Civic Centre bar - not-for-profit	Cost recovery	Per event	Yes	10%	50% profit to Civic Centre 50% profit to not-for-profit organisation
6 - 43	Civic Centre Liquor Licence (off premise)	Market price	Each	Yes	\$ 18.73	\$206.00
6 - 44	Portable bar set-up fee	Cost recovery	Per event	Yes	\$ 10.36	\$114.00
6 - 45	Security	Cost recovery	Booking	Yes	10%	Actual Cost plus 15%
6 - 46	Special external equipment hire (includes administration fee)	Market price	Per event	Yes	10%	Actual Cost + 15%
	Staff					
6 - 47	Additional staff (per staff member) - Monday to Friday	Cost recovery	Hour	Yes	\$ 5.18	\$57.00
6 - 48	Additional staff (per staff member) - Saturday, Sunday, public holidays	Cost recovery	Hour	Yes	\$ 7.27	\$80.00
6 - 49	Additional technical staff - Monday to Friday	Cost recovery	Hour	Yes	\$ 8.18	\$90.00
6 - 50	Additional technical staff - Saturday, Sunday, public holidays	Cost recovery	Hour	Yes	\$ 11.36	\$125.00
	Technical					
6 - 51	Dancefloor	Cost recovery	Booking	Yes	\$ 10.36	\$114.00
6 - 52	Dedicated Network Service	Market price	Per day	Yes	\$ 9.09	\$100.00
6 - 53	Follow Spot	Cost recovery	Booking	Yes	10%	\$90 + operator hourly cost
6 - 54	In-house AV System (Function Room 2 and 3) includes data projector and screen, laser pointer, mouse, keyboard	Market price	Per day	Yes	\$ 10.00	\$110.00
6 - 55	Isolation of fire system (for stage productions using smoke and hazer)	Cost recovery	Booking	Yes	10%	Actual Cost + 15%
	Portable Conferencing Unit	Market price	Per day	Yes	\$ 5.00	\$55.00
	Smoke machine	Market price	Session	Yes	\$ 4.09	\$45.00
	Stage risers	Cost recovery	Booking	Yes	\$ 1.82	\$20.00
	Steinway piano	Market price	Booking	Yes	\$ 25.00	\$275.00
6 - 60	Three phase power - external connection only	Market price	Per day	Yes	10%	Actual Cost + 15%
	Window Projections					
	Running Cost Window Projection - Civic Centre & THF	Market Display	Display Per day	Yes	\$ 31.09	\$342.00
	Running Cost Window Projection - Civic Centre Only	Market Display	Display Per day	Yes	\$ 25.91	\$285.00
6 - 63	Set up & Design Window Projection - additional design hours	Cost recovery	Hour	Yes	\$ -	
6 - 64	Set up & Design Window Projection - standard still images - Civic Centre and THF - up to 3 hours designing	Cost recovery	Display	Yes	\$ 24.55	\$270.00

2025/2	26 C	HA	NGES		
2025/26 Fees (inc GST)		Cł	\$ nange	% Change	
	.95	\$	0.95	100%	
	20	\$	1.20	100%	
10% of ticket pric		Ψ	1120	0%	
12% of ticket pric	_			0%	
5% of ticket price	_			0%	_
	.00	\$	-	0%	
	┪				
100% sales to Civ Centre					
50% profit to Civi Centre 50% profit not-for-profit organisation	to				
\$ 261.	.00	\$	55.00	21%	
\$ 125.	.00	\$	11.00	9%	
no change					
no change					
	_				
\$ 52.	.00	\$	(5.00)	-10%	_
\$ 77.	.00	\$	(3.00)	-4%	
\$ 63.	_	_	(27.00)	-43%	
\$ 92.	.00	\$	(33.00)	-36%	
		_		===	_
\$ 230.	_	_	116.00	50%	-
\$ 100. \$90 + operator hourly cost		\$	-	0%	
\$ 110.	.00	\$	-	0%	
Actual Cost + 15	%				
\$ 55.	.00	\$	-	0%	
\$ 64.	_	\$	19.00	30%	
\$ 20.	_	\$	-	0%	
\$ 275.	_	\$	-	20%	
Actual Cost + 15	%				4
\$ 342.	.00	\$	-	0%	7
\$ 285.	_	\$	-	0%	
\$ 63.	_	\$	63.00	100%	
\$ 187.		\$	(83.00)	-44%	

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

rem No Particulars Pricing Policy ID Basis Y/N GSI (Inc GS	KEY THEME 2 - OUR ECONOMY							
riem No Particulars Pricing Policy ID Basis Y/N GST (inc GS	EVENTS AND CONFERENCES							
45 Set Up & Design Window Projection - standard still images - Civic Cost recovery Display Vo. \$ 1/2/4 \$190.0	Item No	Particulars	Pricing Policy ID	Basis		GST	2024/25 Fees (inc GST)	
Centre Only - up to 2 hours designing	6 - 65	Set Up & Design Window Projection - standard still images - Civic Centre Only - up to 2 hours designing	Cost recovery	Display	Yes	\$ 16.36	\$180.00	
6 - 66 Set Up & Design Window Projection - video/moving images - Civic Centre Only - up to 4 hours designing Yes \$ 32.73 \$360.0	6 - 66	Set Up & Design Window Projection - video/moving images - Civic Centre Only - up to 4 hours designing	Cost recovery	Display	Yes	\$ 32.73	\$360.00	

2025/26 (CHANGES	
2025/26 Fees (inc GST)	\$ Change	% Change
\$ 125.00	\$ (55.00)	-44%
\$ 249.00	\$(111.00)	-45%

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OF FEES AND CHARGES 2025/2026
STATEMENT OF REVENUE POLICY AND DRAFT SCHEDUL
DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THI
DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING

	KEY THEME 2 - OUR ECONOMY								
	AIRPORT								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)			
7	Airport Operations			I I/IN		(inc Gar)			
Landing and Passenger Charges: Regular Passenger Transport (RPT) operators that operate on a set timetable regularly landing in Broken Hill 7 - 1 more than twice in one week and where Airport facilities are made available to the operator and its passengers, including counter and baggage handling facilities.									
7 - 2	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost Recovery	Person	Yes	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)			
<u> </u>				_					
7 - 3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	per landing	Yes	\$ 1.91	\$21.00			
7 - 4	2501kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	per tonne	Yes	\$ 1.91	\$21.00			
7 - 5	5001kg to 15000kg MTOW - account	Cost recovery	per tonne	Yes	\$ 3.27	\$36.00			
7 - 6	15001kg plus MTOW	Cost recovery	per tonne	Yes	\$ 4.91	\$54.00			
7 - 7	Military aircraft	Cost recovery	per tonne	Yes	10%	Set by AAA			
7 - 8	Military helicopters	Cost recovery	per tonne	Yes	10%	Set by AAA			
7 - 9	Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)	Community service	per tonne	Yes	10%	33% of Fee			
7 - 10	Operator offering pilot training as major part of operation	Community service	per tonne	Yes	10%	33% of Fee			
7 - 11	Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day	Community service	Three landings	Yes	10%	Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day			
7 - 12	Aircraft deployed by Emergency Services (excl RFDS) responding to emergency	Community service	per tonne	No	\$ -	No Charge			
7 - 13	Aircraft deployed by Little Wings for medical patient transport	Community service	per tonne	No	\$ -	No Charge			
7 - 14	Aircraft deployed by Angel Flight for medical patient transport	Community service	per tonne	No	\$ -	No Charge			
7 - 15	Hire of pilots meeting room (minimum for two hours)	Community service	per hour	Yes	\$ 3.64	\$40.00			
7 - 16	Airport Reporting Officer supervision airside	Cost recovery	per hour	Yes	\$ 12.73	\$140.00			
7 - 17	Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays	Cost recovery	per hour	Yes	\$ 25.45	\$280.00			
7 - 18	Royal Flying Doctor Service	Community service	per tonne	Yes	10%	50% of Fee			

2025/26 CHANGES							
	26 Fees GST)	Ch	\$ ange	% Change			
Rex fee covere Partn agree (Comm	ement for es to be d under ership ement ercial in dence)	1	N/A	0%			
\$	22.00	\$	1.00	5%			
\$	22.00	\$	1.00	5%			
\$	37.00	\$	1.00	3%			
\$	55.00	\$	1.00	2%			
	y AAA			0%			
	y AAA of Fee			0%			
33%	of Fee			0%			
circuit landing three touc part th Landings i	performing s – one fee per chdowns or nereof. must be on me day			0%			
No C	harge			0%			
No C	harge			0%			
No C	harge			0%			
\$	41.00	\$	1.00	2%			
\$	143.00	\$	3.00	2%			
\$	287.00	\$	7.00	2%			
50%	of Fee			0%			

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DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of

Fees and Charges 2025-2026

	KEY THEME 2 - OUR ECONOMY							
	AIRPORT							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
	Annual Landing Fee for GA Aircraft under 2500kg MTOW for Broken Hill LGA Residents. Unlimited Landings (Private Use Only)	Cost recovery	Year	Yes	\$ 20.00	\$220.00		
7	Aircraft Parking Area							
7 - 20	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	Yes	\$ 4.82	\$53.00		
7 - 21	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	Yes	\$ 8.18	\$90.00		
7	7 Car Parking Hire (Secure car park)							
7 - 22	Permanent space (per space)	Cost recovery	Month	Yes	\$ 6.55	\$72.00		
7 - 23	Casual space (per space)	Cost recovery	Day	Yes	\$ 1.00	\$11.00		
7	Car Parking (Unsecured parking in Public car park)							
7 - 24	First Three Hours	Cost recovery	Per Period	No	\$ -	Free		
7 - 25	Three to Five Hours	Cost recovery	Per Period	Yes	\$ 0.59	\$6.50		
7 - 26	Five plus hours	Cost recovery	Per Day	Yes	\$ 0.95	\$10.50		
7 - 27	Two plus Days	Cost recovery	Per Period	Yes	10%	\$10 first day \$6 for each subsequent day		
7 - 28	Long Term Permit	Cost recovery	Per annum	Yes	\$ 52.27	\$575.00		
7	7 Airport Terminal Building Advertising - External (Must be tourism linked)							
7 - 29	Signage 2.4m x 1.2m	Market price	Year	Yes	10%	POA		

2025/26 CHANGES						
	5/26 Fees c GST)	Ch	\$ ange	% Change		
\$	225.00	\$	5.00	2%		
\$	54.00	\$	1.00	2%		
\$	92.00	\$	2.00	2%		
\$	74.00	\$	2.00	3%		
\$	11.00	\$	-	0%		
	Free			0%		
\$	7.00	\$	0.50	7%		
\$	11.00	\$	0.50	5%		
each s	t day \$6 for ubsequent day			0%		
\$	589.00	\$	14.00	2%		
	POA			0%		

Schedule of Fees and Charges 2025/2026 20 of 47

	KEY THEME 3 - OUR E	NVIRONMENT					
	LIVING DESERT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
8 General Ad	Imission			I/IX		(inc OSI)	
8 - 1 Adult (eac	n)	Cost recovery	Per visit	Yes	\$ 0.91	\$10.00	
8 - 2 Concession	(campers, pensioners, student, seniors card, groups)	Cost recovery	Per visit	Yes	\$ 0.64	\$7.00	
8 - 3 Child unde	r 5 years	Cost recovery	Per visit	No	\$ -	No Charge	
8 - 4 Family with	children	Cost recovery	Per visit	Yes	\$ 2.27	\$25.00	
8 Annual Pas	ses						
8 - 5 Residents of adult)	nnual multi pass for Living Desert and Geocentre (each	Cost recovery	Per person per year	Yes	\$ 2.27	\$25.00	
8 - 6 Residents of Concession	nnual multi pass for Living Desert and Geocentre - ns	Cost recovery	Per person per year	Yes	\$ 1.82	\$20.00	
8 Primitive C	amping						
8 - 7 Caravan S	te Fee - per night up to two people	Cost recovery	Site	Yes	\$ 2.27	\$25.00	
8 - 8 Additional	people	Cost recovery	Person	Yes	10%	\$12.00	
8 - 9 Camping S	ite Fee	Cost recovery	Person	Yes	10%	\$12.00	
8 Function H	re						
8 - 9 Up to 100 p	ersons	Cost recovery	Function	Yes	10%	\$120 plus entry fee for each attendee	
8 - 10 101 - 250 p	ersons	Cost recovery	Function	Yes	10%	\$295 plus entry fee for each attendee	
8 - 11 251 person	s and above	Cost recovery	Function	Yes	10%	\$580 plus entry fee for each attendee	
8 - 12 functions o	n for Public Liability Insurance Cover (Cost Recovery nly) Note: This cover does not apply to incorporated orting clubs or associations	Cost recovery	Function	Yes	10%	By Quotation	
8	WILLYAMA COMMO	N					
	nd Impounding						
8 - 13 Driving fee		Cost recovery	Beast	No	\$ -	\$20.00	
8 - 14 Impoundm		Cost recovery	Beast	No	\$ -	\$30.00	
8 - 15 Release fe		Cost recovery	Beast	No	\$ -	\$30.00	
8 - 16 Deterrent f		Cost recovery	Beast	No	\$ -	\$40.00	
8 - 17 and equive	per beast \$110.00 - one beast represents one horse or cow salent to ten sheep or goats	Cost recovery	Beast	No	\$ -	\$110.00	
8 - 18 Sustenance	e fee	Cost recovery	Beast	Yes	10%	Actual Cost	

2025/26 CHANGES								
2025/26 Fees (inc GST)	\$ Change	% Change						
\$ 10.00	\$ -	0%						
\$ 7.00	\$ -	0%						
No Charge	N/A	0%						
\$ 25.00	\$ -	0%						
\$ 25.00	\$ -	0%						
\$ 20.00	\$ -	0%						
\$ 25.00	\$ -	0%						
\$ 12.00	\$ -	0%						
\$ 12.00	\$ -	0%						
\$120 plus entry fee for each attendee		0%						
\$295 plus entry fee for each attendee		0%						
\$580 plus entry fee for each attendee		0%						
By Quotation		0%						
\$ 150.00	\$ 130.00	87%						
\$ 50.00	\$ 20.00	40%						
\$ 50.00	\$ 20.00	40%						
\$ 100.00	\$ 60.00	60%						
\$ 350.00	\$ 240.00	69%						
Actual Cost		0%						

Schedule of Fees and Charges 2025/2026

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Fees and Charges 2025-2026

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

	KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
10	Fees for development applications—other than State significant devel	opment				
10 - 1	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of up to \$5,000	Statutory	Each	No	-	\$144.00
10 - 2	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of \$5,001-\$50,000	Statutory	Each	No	1	\$220.00, plus \$3.00 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$5,000
10 - 3	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of \$50,001-\$250,000	Statutory	Each	No	1	\$459.00 plus \$3.6- for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$50,000
10 - 4	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of \$250,001-\$500,000	Statutory	Each	No	1	\$1,509.00 plus \$2.34 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$250,000
10 - 5	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of \$500,001-\$1 million	Statutory	Each	No	-	\$2,272.00 plus \$1.64 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$500,000

2025/26 CHANGES								
2025/26 Fees (inc GST)	\$ Char		% Change					
\$ 144.00	\$	-	0%					
\$220.00, plus \$3.00 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$5,000	\$	1	0%					
\$459.00 plus \$3.64 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$50,000	\$		0%					
\$1,509.00 plus \$2.34 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$250,000	\$	_	0%					
\$2,272.00 plus \$1.64 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$500,000	\$	_	0%					

Schedule of Fees and Charges 2025/2026 22 of 47

	PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
10 - 6	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of \$1,000,001-\$10 million	Statutory	Each	No	1	\$3,404.00 plus \$1,44 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$1 million		
10 - 7	Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated development cost, including GST, of more than \$10 million	Statutory	Each	No	-	\$20,667.00 plus \$1.19 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$10 million		
10 - 8	Development application for development for the purposes of 1 or more advertisements, but only if the fee under this item exceeds the fee that would be payable under item 2.1—	Statutory	Each	No	-	\$371 for 1 advertisement, plus \$93.00 for each additional advertisement		
10 - 9	Development application for development involving the erection of a dwelling house with an estimated development cost, including GST, of \$100,000 or less	Statutory	Each	No	-	\$592.00		
10 - 10	Development application involving subdivision, other than strata subdivision, involving the opening of a public road	Statutory	Each	No	-	\$865.00, plus \$65.00 for each additional lot created by the subdivision		
10 - 11	Development application involving subdivision, other than strata subdivision, not involving the opening of a public road	Statutory	Each	No	-	\$430.00, plus \$53.00 for each additional lot created by the subdivision		
10 - 12	Development application involving strata subdivision	Statutory	Each	No	-	\$430.00, plus \$65.00 for each additional lot created by the subdivision		
10 - 13	Development application for development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a work or building	Statutory	Each	No	-	\$371.00		
10	Additional fees for development applications — other than State signi	ificant development						
10 - 14	Additional fee for development application for integrated development—payable to consent authority	Statutory	Each	No	-	\$183.00		
10 - 15	Additional fee for development application for integrated development— payable to approval body	Statutory	Each	No	-	\$416.00		

KEY THEME 3 - OUR ENVIRONMENT

2025/26 CHANGES							
2025/26 Fees	\$	%					
\$3,404.00 plus \$1.44 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$1 million	\$ -	O%					
\$20,667.00 plus \$1.19 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$10 million	\$ -	0%					
\$371 for 1 advertisement, plus \$93.00 for each additional advertisement	\$ -	0%					
\$ 592.00	\$ -	0%					
\$865.00, plus \$65.00 for each additional lot created by the subdivision	\$ -	0%					
\$430.00, plus \$53.00 for each additional lot created by the subdivision	\$ -	0%					
\$430.00, plus \$65.00 for each additional lot created by the subdivision	\$ -	0%					
\$ 371.00	\$ -	0%					
\$ 183.00	\$ -	0%					
		0%					
\$ 416.00	\$ -	υ%					

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Fees and Charges 2025-20	10
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	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
10 - 16	Additional fee for development application for development requiring concurrence, other than if concurrence is assumed under this Regulation, section 55—payable to consent authority	Statutory	Each	No	-	\$183.00		
10 - 17	Additional fee for development application for development requiring concurrence, other than if concurrence is assumed under this Regulation, section 55—payable to concurrence authority	Statutory	Each	No	-	\$416.00		
10 - 18	Additional fee for development application for designated development	Statutory	Each	No	-	\$1,198.00		
10 - 19	Additional fee for development application that is referred to design review panel for advice	Statutory	Each	No	-	\$3,905.00		
10 - 20	Giving of notice for designated development	Statutory	Each	No	-	\$2,890.00		
10 - 21	Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	Statutory	Each	No	-	\$1,438.00		
10 - 22	Giving of notice for prohibited development	Statutory	Each	No	-	\$1,438		
10 - 23	Giving of notice for other development for which a community participation plan requires notice to be given	Statutory	Each	No	-	\$1,438.00		
10	Fees for modification of development consents — other than State sig	nificant developme	nt					
10 - 23	Modification application under the Act, section 4.55(1) (minor error, misdescription or miscalculation)	Statutory	Each	No	-	\$92.00		
10 - 24	Modification application— (a) under the Act, section 4.55(1A), or (b) under the Act, section 4.56(1) that involves, in the consent authority's opinion, minimal environmental impact	Statutory	Each	No	-	Lesser of— (a) \$839.00, or (b) 50% fee for original application		
10 - 25	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original development application was— (a) less than 1 fee unit, or (b) 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building Note: for 2024/25 financial year, 1 fee unit is \$111.32	Statutory	Each	No	-	50% fee for original application		
10 - 26	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if— (a) the fee for the original development application was 1 fee unit or more, and (b) the original development application involved the erection of a dwelling house with an estimated development cost, including GST, of \$100,000 or less Note: for 2024/25 financial year, 1 fee unit is \$111.32	Statutory	Each	No	-	\$247.00		

2025/26 CHANGES							
2025/26 Fees (inc GST)	\$ Change	% Change					
\$ 183.00	\$ -	0%					
\$ 416.00	\$ -	0%					
\$ 1,198.00	\$ -	0%					
\$ 3,905.00	\$ -	0%					
\$ 2,890.00	\$ -	0%					
\$ 1,438.00	\$ -	0%					
\$ 1,438.00	\$ -	0%					
\$ 1,438.00	\$ -	0%					
\$ 92.00	\$ -	0%					
Lesser of— (a) \$839.00, or (b) 50% fee for original application	\$ -	0%					
50% fee for original application	\$ -	0%					
\$ 247.00	\$ -	0%					

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

PLANNING, DEVELOPMENT AND COMPLIANCE						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
10 - 27	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of up to \$5,000	Statutory	Each	No	1	\$71.00
10 - 28	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of \$5,001–\$250,000	Statutory	Each	No	·	\$110.00, plus \$1.50 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$5,000
10 - 29	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of \$250,001–\$500,000	Statutory	Each	No	1	\$651.00, plus \$0.85 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$250,000
10 - 30	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of \$500,001–\$1 million	Statutory	Each	No	1	\$927.00, plus \$0.50 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$500,000
10 - 31	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of \$1,000,001-\$10 million	Statutory	Each	No	-	\$1285.00, plus \$0.40 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$1 million

KEY THEME 3 - OUR ENVIRONMENT

2025/26 CHANGES						
2025/26 Fees (inc GST)	\$ Change	% Change				
\$ 71.00	\$ -	0%				
\$110.00, plus \$1.50 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$5,000	\$ -	0%				
\$651.00, plus \$0.85 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$250,000	\$ -	0%				
\$927.00, plus \$0.50 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$500,000	\$ -	0%				
\$1285.00, plus \$0.40 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$1 million	\$ -	0%				

Schedule of Fees and Charges 2025/2026 25 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
10 - 32	Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of more than \$10 million	Statutory	Each	No	1	\$6167.00, plus \$0.27 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$10 million	
10 - 33	Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	Statutory	Each	No	-	\$866.00	
10 - 34	Additional fee for modification application that is accompanied by statement of qualified designer	Statutory	Each	No	1	\$990.00	
10 - 35	Additional fee for modification application that is referred to design review panel for advice	Statutory	Each	No	-	\$3,905.00	
10	Fees for reviews and appeals						
10 - 35	Application for review under the Act, section 8.3 that relates to a development application not involving the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	No	1	50% fee for original development application	
10 - 36	Application for review under the Act, section 8.3 that relates to a development application involving the erection of a dwelling house with an estimated development cost, including GST, of \$100,000 or less	Statutory	Each	No	-	\$247.00	
10 - 37	Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1, 7.2 or 7.3, with an estimated development cost, including GST, of up to \$5,000	Statutory	Each	No	-	\$71.00	
10 - 38	Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1, 7.2 or 7.3, with an estimated development cost, including GST, of \$5,001–\$250,000	Statutory	Each	No	1	\$111.00, plus \$1.50 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$5,000	
10 - 39	Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1, 7.2 or 7.3, with an estimated development cost, including GST, of \$250,001–\$500,000	Statutory	Each	No	-	\$651.00, plus \$0.85 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$250,000	

KEY THEME 3 - OUR ENVIRONMENT

2025/26 CHANGES						
2025/26 Fees (inc GST)	Cho	\$ ange	% Change			
\$6167.00, plus \$0.27 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$10 million	\$	1	0%			
\$ 866.00	\$	-	0%			
\$ 990.00	\$	-	0%			
\$ 3,905.00	\$	-	0%			
50% fee for original development application	\$	-	0%			
\$ 247.00	\$	-	0%			
\$ 71.00	\$		0%			
\$111.00, plus \$1.50 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$5,000	\$	-	0%			
\$651.00, plus \$0.85 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$250,000	\$	-	0%			

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	RETITIONS - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
10 - 40	Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1, 7.2 or 7.3, with an estimated development cost, including GST, of \$500,001-\$1 million	Statutory	Each	No	-	\$927.00, plus \$0.50 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$500,000		
10 - 41	Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1, 7.2 or 7.3, with an estimated development cost, including GST, of \$1,000,001–\$10 million	Statutory	Each	No	1	\$1,285.00, plus \$0.40 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$1 million		
10 - 42	Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1, 7.2 or 7.3, with an estimated development cost, including GST, of more than \$10 million	Statutory	Each	No	,	\$6,167.00, plus \$0.27 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$10 million		
10 - 43	Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated development cost, including GST, is less than \$100,000	Statutory	Each	No	-	\$71.00		
10 - 44	Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated development cost, including GST, is \$100,000–\$1 million	Statutory	Each	No	1	\$195.00		
10 - 45	Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated development cost, including GST, is more than \$1 million	Statutory	Each	No	-	\$325.00		
10 - 46	Appeal against determination of modification application under the Act, section 8.9	Statutory	Each	No	-	50% fee that was payable for the application the subject of appeal		
10 - 47	Notice of application for review of a determination under the Act, section 8.3	Statutory	Each	No	1	\$807.00		
10 - 48	Lodgement of building plans at Essential Water for proponent	Cost recovery	Each	Yes	10%	\$96.20 plus Essential Water fee		

KEY THEME 3 - OUR ENVIRONMENT

2025/26 CHANGES								
2025/26 Fees (inc GST)	\$ Change	% Change						
\$927.00, plus \$0.50 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$500,000	\$ -	0%						
\$1,285.00, plus \$0.40 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$1 million	\$ -	0%						
\$6,167.00, plus \$0.27 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$10 million	\$ -	0%						
\$ 71.00	\$ -	0%						
\$ 195.00	\$ -	0%						
\$ 325.00	\$ -	0%						
50% fee that was payable for the application the subject of appeal	\$ -	0%						
\$ 807.00	\$ -	0%						
\$98.50 plus Essential Water fee	\$ 2.30	2%						

- FEES AND CHARGES 2025/2026

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
10 - 49	Amendment of Local Environmental Plan (LEP) (including rezoning)	Cost Recovery	Each	No	\$ -	\$5,314.00 plus 3rd party charges	
10	FEES FOR CERTIFICATION WORK						
10	Certification Work Category 1: Class 10 building up to 120m2 floor area and up to 8m in height, with no internal dividers/walls, not involving any performance solutions						
10 - 50	Category 1 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 2 critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 67.09	\$738.00	
10 - 51	Category 1 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 2 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 83.36	\$917.00	
10 - 52	Application for a Construction Certificate relating to a Category 1 building	Market price Each		Yes	\$ 42.45	\$467.00	
10 - 53	Application for a Complying Development Certificate relating to a Category 1 building	Market price Each		Yes	\$ 60.45	\$665.00	
10 - 54	Appointment of Council as Principal Certifier for development relating to a Category 1 building	Market price	Each	Yes	\$ 13.45	\$148.00	
10 - 55	Application for an Occupation Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 12.18	\$134.00	
10 - 56	Critical Stage inspection of Category 1 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00	
10 - 57	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00	
10 - 58	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00	
10	Certification Work Category 2: A new class 1 building not involving any performance solutions						
10 - 59	Category 2 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 130.45	\$1,435.00	
10 - 60	Category 2 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 150.82	\$1,659.00	
10 - 61	Application for a Construction Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 69.45	\$764.00	
10 - 62	Application for a Complying Development Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 92.00	\$1,012.00	
10 - 63	Appointment of Council as Principal Certifier for development relating to a Category 2 building	Market price	Each	Yes	\$ 13.45	\$148.00	

2025/26 CHANGES							
2025/26 Fees (inc GST)	С	\$ hange	% Change				
\$5,441.00 plus 3rd party charges	\$	127.00	2%				
\$ 755.00	\$	17.00	2%				
\$ 939.00	\$	22.00	2%				
\$ 478.00	\$	11.00	2%				
\$ 681.00	\$	16.00	2%				
\$ 151.00	\$	3.00	2%				
\$ 137.00	\$	3.00	2%				
\$ 146.00	\$	3.00	2%				
\$ 455.00	\$	10.00	2%				
\$ 811.00	\$	19.00	2%				
\$ 1,469.00	\$	34.00	2%				
\$ 1,698.00	\$	39.00	2%				
\$ 782.00	\$	18.00	2%				
\$ 1,036.00	\$	24.00	2%				
\$ 151.00	\$	3.00	2%				

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PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
10 - 64	Application for an Occupation Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 21.18	\$233.00	
10 - 65	Critical Stage inspection of Category 2 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00	
10 - 66	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00	
10 - 67	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00	
10	Certification Work Category 3: Alteration or additions to an existing class 1 building that is NOT BASIX affected and does not involve any performance solutions OR Any Class 10 building not in Category 1 that does not involve any performance solutions						
10 - 68	Category 3 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 82.82	\$911.00	
10 - 69	Category 3 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 95.00	\$1,045.00	
10 - 70	Application for a Construction Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 42.45	\$467.00	
10 - 71	Application for a Complying Development Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 56.00	\$616.00	
10 - 72	Appointment of Council as Principal Certifier for development relating to a Category 3 building	Market price	Each	Yes	\$ 13.45	\$148.00	
10 - 73	Application for an Occupation Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 21.18	\$233.00	
10 - 74	Critical Stage inspection of Category 3 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00	
10 - 75	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00	
10 - 76	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00	
10	Certification Work Category 4: Additions or alterations to an existing Class 1 dwelling that is BASIX affected development, but does not involve any performance solutions.						
10 - 77	Category 4 CC Package-Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 95.00	\$1,045.00	

KEY THEME 3 - OUR ENVIRONMENT

2025/26 CHANGES								
2025/26 Fees (inc GST)	Ch	\$ nange	% Change					
\$ 238.00	\$	5.00	2%					
\$ 146.00	\$	3.00	2%					
\$ 455.00	\$	10.00	2%					
\$ 811.00	\$	19.00	2%					
\$ 932.00	\$	21.00	2%					
\$ 1,070.00	\$	25.00	2%					
\$ 478.00	\$	11.00	2%					
\$ 630.00	\$	14.00	2%					
\$ 151.00	\$	3.00	2%					
\$ 238.00	\$	5.00	2%					
\$ 146.00	\$	3.00	2%					
\$ 455.00	\$	10.00	2%					
\$ 811.00	\$	19.00	2%					
\$ 1,070.00	\$	25.00	2%					

achment 1 2022-2026 Plan 2025- chedule of 2025-2026										
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tta n 2 I P Sc	Item No	Particulars	Pricing Policy ID	Basis	Y/N	GST	(inc GST)			
Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025- 2026 inclusive of Draft Schedule of Fees and Charges 2025-2026	10 - 78	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 111.18	\$1,223.00			
ery Op ive	10 - 79	Application for a Construction Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 56.00	\$616.00			
eliv ing lusi	10 - 80	Application for a Complying Development Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 74.00	\$814.00			
T D orat inc	10 - 81	Appointment of Council as Principal Certifier for development relating to a Category 4 building	Market price	Each	Yes	\$ 13.45	\$148.00			
AF orpo	10 - 82	Application for an Occupation Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 25.73	\$283.00			
DR 20	10 - 83	Critical Stage inspection of Category 4 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00			
	10 - 84	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$445.00			
NG THE CLE	10 - 85	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$792.00			
ATII PF TED	10	Certification Work Category 5: A new Class 1 dwelling AND a detached Class 10a shed/garage/carport patio, neither involving any performance solutions								
INCORPORATING INCLUSIVE OF TH DRAFT SCHEDUL	10 - 86	Category 5 CC Package-Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	\$ 192.00	\$2,112.00			
M 2025-2029 I N 2025/2026, I POLICY AND I 25/2026	10 - 87	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	\$ 221.91	\$2,441.00			
M 2 N 2(N 2(25/2	10 - 88	Additional critical Stage inspection of Category 5 development where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.00	\$143.00			

	2025/26 0	CHA	NGES	
2	025/26 Fees (inc GST)	Cŀ	\$ nange	% Change
\$	1,252.00	\$	29.00	2%
\$	630.00	\$	14.00	2%
\$	833.00	\$	19.00	2%
\$	151.00	\$	3.00	2%
\$	289.00	\$	6.00	2%
\$	146.00	\$	3.00	2%
\$	455.00	\$	10.00	2%
\$	811.00	69	19.00	2%
\$	2,162.00	\$	50.00	2%
\$	2,499.00	\$	58.00	2%
\$	146.00	\$	3.00	2%

Schedule of Fees and Charges 2025/2026 30 of 47

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N GST		2024/25 Fees (inc GST)	
10	Certification Work Category 6: New domestic swimming pool that is NOT BASIX affected development.						
10 - 89	Category 6 CC Package- Includes: 1 Construction Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$978.00	
10 - 90	Category 6 CDC Package- Includes: 1 Complying Development Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$1,067.00	
10 - 91	Application for a Construction Certificate relating to a Category 6 building	Market price	Each	Yes	10%	\$517.00	
10 - 92	Application for a Complying Development Certificate relating to a Category 6 building	Market price	Each	Yes	10%	\$616.00	
10 - 93	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	10%	\$247.00	
10 - 94	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	10%	\$283.00	
10 - 95	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00	
10 - 96	Additional CC/CDC fee - Performance Solution relating to Performance Requirement other than H2P4	Market price	Each	Yes	10%	\$792.00	
10	Certification Work Category 7: New domestic swimming pool that is BASIX affected development.						
10 - 97	Category 7 CC Package- Includes: 1 Construction Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$1,022.00	
10 - 98	Category 7 CDC Package- Includes: 1 Complying Development Certificate application, and consideration of performance solution relating to H2P4, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application. (note additional fees below may apply)	Market price	Each	Yes	10%	\$1,111.00	
10 - 99	Application for a Construction Certificate relating to a Category 7 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$566.00	

2025/26 0	HA	NGES	
2025/26 Fees (inc GST)	Ch	\$ nange	% Change
(ine Gor)	Ů,	idiige	Change
\$ 1,001.00	\$	23.00	2%
\$ 1,092.00	\$	25.00	2%
\$ 529.00	\$	12.00	2%
\$ 630.00	\$	14.00	2%
\$ 252.00	\$	5.00	2%
\$ 289.00	\$	6.00	2%
\$ 146.00	\$	3.00	2%
\$ 811.00	\$	19.00	2%
\$ 1,046.00	\$	24.00	2%
\$ 1,137.00	\$	26.00	2%
\$ 579.00	\$	13.00	2%

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KEY THEME 3 - OUR ENVIRONMENT						
	PLANNING, DEVELOPMENT AN	ND COMPLIANCE				
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
10 - 100	Application for a Complying Development Certificate relating to a Category 7 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$665.00
10 - 101	Appointment of Council as Principal Certifier for development relating to a Category 7 building	Market price	Each	Yes	10%	\$247.00
10 - 102	Application for an Occupation Certificate relating to a Category 7 development	Market price	Each	Yes	10%	\$283.00
10 - 103	Critical Stage inspection of Category 7 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
10 - 104	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00
10	Certification Work Category 8: Alterations to existing Class 5, 6, 7 or 8 building with a total floor area less than 200m2 (no additional floor area proposed)					
10 - 105	Application for a Construction Certificate relating to a Category 8 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$467.00
10 - 106	Application for a Complying Development Certificate relating to a Category 8 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$566.00
10 - 107	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	10%	\$247.00
10 - 108	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	10%	\$283.00
10 - 109	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00
10 - 110	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00
10 - 111	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00
10 - 112	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00
		·				· · · · · · · · · · · · · · · · · · ·

2025/26 CHANGES							
2025/26 Fees (inc GST)	Cł	\$ nange	% Change				
\$ 680.00	\$	15.00	2%				
\$ 252.00	\$	5.00	2%				
\$ 289.00	\$	6.00	2%				
\$ 146.00	\$	3.00	2%				
\$ 811.00	\$	19.00	2%				
\$ 478.00	\$	11.00	2%				
\$ 579.00	\$	13.00	2%				
\$ 252.00	\$	5.00	2%				
\$ 289.00	\$	6.00	2%				
\$ 146.00	\$	3.00	2%				
\$ 202.00	\$	4.00	2%				
\$ 455.00	\$	10.00	2%				
\$ 811.00	\$	19.00	2%				

Schedule of Fees and Charges 2025/2026 32 of 47

DRAFT DELIVERY PROBLEM ORAFT OPERATIONAL STATEMENT OF REVEOF FEES AND CHARG

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Fees and Charges 2025-2026	
2026 inclusive of Draft Schedule of	RGES 2025/2026
incorporating Operational Plan 2025-	:VENUE POLICY AND DRAFT SCHEDULE
DRAFT Delivery Program 2022-2026	JAL PLAN 2025/2026, INCLUSIVE OF THE
Attachment 1	PROGRAM 2025-2029 INCORPORATING

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE						
Item No	Particulars	Pricing Policy ID Basis GST Y/N GST				2024/25 Fees (inc GST)	
10	Certification Work Category 9: Alterations and/or additions to existing Class 5, 6, 7 or 8 building with a total final floor area less than 200m2						
10 - 113	Application for a Construction Certificate relating to a Category 9 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$467 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	
10 - 114	Application for a Complying Development Certificate relating to a Category 9 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$665 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	
10 - 115	Appointment of Council as Principal Certifier for development relating to a Category 10 building	Market price	Each	Yes	10%	\$247.00	
10 - 116	Application for an Occupation Certificate relating to a Category 10 development	Market price	Each	Yes	10%	\$283.00	
10 - 117	Critical Stage inspection of Category 10 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00	
10 - 118	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00	
10 - 119	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00	
10 - 120	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00	
10	Certification Work Category 10: NEW Class 5, 6, 7 or 8 building with a total final floor area less than 500m2 OR Alteration/additions to class 5, 6, 7 or 8 building with final total floor area between 200m2 and 500m2						

2025/26 CHANGES							
2025/26 Fees (inc GST)	Cł	\$ nange	% Change				
The greater of \$478 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	\$	11.00	2%				
The greater of \$680 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	\$	15.00	2%				
\$ 252.00	\$	5.00	2%				
\$ 289.00	\$	6.00	2%				
\$ 146.00	\$	3.00	2%				
\$ 202.00	\$	4.00	2%				
\$ 455.00	\$	10.00	2%				
\$ 811.00	\$	19.00	2%				

Fees and Charges 2025-2026

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE						
Item No	Particulars	Pricing Policy ID	Basis	GST	GST	2024/25 Fees	
nem No	ramiculais	Fricing Folicy ID	Basis	Y/N	GSI	(inc GST)	
10 - 121	Application for a Construction Certificate relating to a Category 10 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$665 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	
10 - 122	Application for a Complying Development Certificate relating to a Category 10 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$864 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	
10 - 123	Appointment of Council as Principal Certifier for development relating to a Category 10 building	Market price	Each	Yes	10%	\$247.00	
10 - 124	Application for an Occupation Certificate relating to a Category 10 development	Market price	Each	Yes	10%	\$283.00	
10 - 125	Critical Stage inspection of Category 10 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00	
10 - 126	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00	
10 - 127	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00	
10 - 128	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00	
10	Certification Work Category 11: NEW or alterations/additions to Class 5, 6, 7 or 8 building with a total final floor area between 500m2 and 2000m2						

2025/26 (CHANGES					
2025/26 Fees (inc GST)	Cł	\$ nange	% Change			
The greater of \$680 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	\$	15.00	2%			
The greater of \$884 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	\$	20.00	2%			
\$ 252.00	\$	5.00	2%			
\$ 289.00	\$	6.00	2%			
\$ 146.00	\$	3.00	2%			
\$ 202.00	\$	4.00	2%			
\$ 455.00	\$	10.00	2%			
\$ 811.00	\$	19.00	2%			

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KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE								
Item No	Particulars	Pricing Policy ID	Basis	GST	GST	2024/25 Fees		
ileili NO	rancolais	Fricing Folicy ID	Busis	Y/N	GSI	(inc GST)		
10 - 129	Application for a Construction Certificate relating to a Category 11 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$764 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)		
10 - 130	Application for a Complying Development Certificate relating to a Category 11 building (note additional fees below may apply)	Market price	Each	Yes	10%	The greater of \$962 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)		
10 - 131	Appointment of Council as Principal Certifier for development relating to a Category 11 building	Market price	Each	Yes	10%	\$247.00		
10 - 132	Application for an Occupation Certificate relating to a Category 11 development	Market price	Each	Yes	10%	\$283.00		
10 - 133	Critical Stage inspection of Category 11 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$143.00		
10 - 134	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$198.00		
10 - 135	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$445.00		
10 - 136	Additional CC/CDC fee - Performance Solution relating to fire safety (does not include NSW Fire & Rescue fees if applicable)	Market price	Each	Yes	10%	\$792.00		

2025/26 CHANGES						
2025/26 Fees (inc GST)	Ch	\$ lange	% Change			
The greater of \$782 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	\$	18.00	2%			
The greater of \$985 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	\$	23.00	2%			
\$ 252.00	\$	5.00	2%			
\$ 289.00	\$	6.00	2%			
\$ 146.00	\$	3.00	2%			
\$ 202.00	\$	4.00	2%			
\$ 455.00	\$	10.00	2%			
\$ 811.00	\$	19.00	2%			

Schedule of Fees and Charges 2025/2026 35 of 47

Broken Hill City Council

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DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
10	Certification Work Category 12: New or Alterations/additions to a Class 2, 3, or 9 building, less than 2000m2 OR other work not listed in any other category			.,		(
10 - 137	All certification work Note: Quotations to be based on the hours of work estimated to be required, plus on-costs with reference to other categories of fees in this schedule.	Market price	Each	Yes	10%	POA
10	Certification Work Category X: Certification work on: a. an unclassified building, or b. a class 2-9 building having- i. a floor area of more than 2000m2, or ii. A rise in storeys of more than- (A) 3 storeys, or (B) 4 storeys but only if the ground floor or basement level is a class 7a building and the other 3 storeys are a class 2 building, or c. Subdivision work, such as: i. Appointment as Principal Certifier for subdivision development, or ii. Subdivision Works Certificates					
10 - 138	All certification work Note: Council currently does not have any employee registered certifiers that can perform this work. As a result, the fees for such services will be the actual cost to Council plus a 10% administration and handling fee.	Market price	Each	Yes	10%	Actual cost +10%
10 - 139	Other Certification work fees Site inspection for CC or CDC where Council is not certifier with application (buildings within the scope of Building Surveyor - Restricted (all classes of building) only) (s16 EP&A(DC&FS) Reg 2021 or s139 EP&A Reg 2021)	Market price	Each	Yes	10%	\$134 per hour or part there of (minumum 2 hours)
10 - 140	Critical Stage inspection where Council is not Principal Certifier - Class 1 and 10 buildings only	Market price	Each	Yes	10%	\$269.00
10 - 141	Critical Stage inspection where Council is not Principal Certifier - buildings within the scope of Building Surveyor - Restricted (all classes of building), other than class 1 and 10.	Market price	Each	Yes	10%	\$362.00, plus \$134 per hour after the first hour (or part hour) travelling or on site
10 - 142	Application for modified Construction Certificate or Complying Development Certificate (minor/insubstanial changes only)	Market price	Each	Yes	10%	The greater of either 25% of the original application fee OR \$270
10 - 143	Application for modified Construction Certificate or Complying Development Certificate other than minor	Market price	Each	Yes	10%	60% of the original application fee

KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE

2	2025/26 C	CHAN	IGES	
2025/26 (inc G		Che	\$ ange	% Change
POA	Λ.			0%
		1		
Actual cos	st +10%			0%
\$	137.00	\$	3.00	2%
\$	275.00	\$	6.00	2%
\$370.00, plo per hour af first hour (a hour) travelli site	ter the or part	\$	8.00	2%
The greater 25% of the application \$276	original fee OR	\$	6.00	2%
60% of the application		\$	-	0%

Schedule of Fees and Charges 2025/2026 36 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE						
Item N	No.	Particulars	Pricing Policy ID	Basis	GST	GST	2024/25 Fees
nem r	10	i dilicolais	Theng Folicy ID	Dusis	Y/N	931	(inc GST)
10 -	144	Administration fee (if application or appointment is withdrawn prior to work being carried out) Note: Where a fee package was used, the manager in charge of the certification work shall determine the amount to be refunded with reference to the proportion of work carried out, and subtract this administration fee from the amount remaining.	Cost Recovery	Each	Yes	10%	\$143.00
10		OTHER - PLANNING, BUILDING AND COMPLIANCE					
10		Subdivision Certificate (SC)					
10 -	145	Subdivision Certificate (LGA Act) - 1 - 10 lots	Market price	Each	Yes	\$ 11.36	\$125.00
10 -	146	Subdivision Certificate (LGA Act) - more than 10 lots	Market price	Each	Yes	\$ 15.73	\$173.00
10		Registration of Certificate by private certifier					
10 -	147	Certificate registration fee	Statutory	Each	Yes	\$ 3.27	\$36.00
10		Planning Certificates - Section 10.7 (formerly Section 149)					
10 -	148	Application for planning certificate under the Act, section 10.7(1) (formerly Section 149 (2))	Statutory	Each	No	\$ -	As per item 9.7, Sch 4, EP&A Reg 2021
10 -	149	Additional fee if planning certificate includes advice under the Act, section 10.7(5) (formerly Section 149 (5))	Statutory	Each	No	\$ -	As per item 9.8, Sch 4, EP&A reg 2021
10 -	150	Additional fee if Planning Certificate required urgently	Cost recovery	Each	Yes	\$ 8.55	\$94.00
10 -	151	Planning certificate administration charge upon cancellation of application	Cost recovery	Each	Yes	10%	50% of application fee
10 -	152	Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	Statutory	Each	No	\$ -	As per item 9.9, Sch 4, EP&A Reg 2021
10		Building Information Certificate Fees					
10 -	153	Application for Building Information Certificate relating to a Class 1 building or a class 10 building	Statutory	Each	No	\$ -	\$425.00
10 -	154	Application for Building Information Certificate relating to part of a building that consists of an external wall only or does not otherwise have a floor area	Statutory	Each	No	\$ -	\$425.00
10 -	155	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part does not exceed 200 square metres	Statutory	Each	No	\$ -	\$425.00
10 -	156	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part is between 200m ² and 2,000 m ²	Statutory	Each	No	\$ -	\$425.00, plus \$0.50 for each square meter or part square meter, by which the floor area exceeds 200 square meters.

2025/26 CHANGES							
	5/26 Fees nc GST)	Ch	\$ ange	% Change			
\$	146.00	\$	3.00	2%			
\$	128.00	\$	3.00	2%			
\$	177.00	\$	4.00	2%			
\$	36.00	\$	-	0%			
\$	69.00	\$	-	0%			
\$	105.00	\$	-	0%			
\$	96.00	\$	2.00	2%			
50% of	application fee	\$	-	0%			
\$	69.00	\$	-	0%			
	105.00			077			
\$	425.00	\$	-	0%			
\$	425.00	\$	-	0%			
\$	425.00	\$	-	0%			
for ed meter of meter, floor a	0, plus \$0.50 ach square or part square by which the rea exceeds uare meters.	\$	-	0%			

Schedule of Fees and Charges 2025/2026 37 of 47

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	10	-	1
	10	-	1
	10	-	1

KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
10 - 157	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part exceeds 2,000 square metres	Statutory	Each	No	\$ -	\$1325.00, plus \$0.10 per square meter, or part square meter, by which the floor area exceeds 2,000 square meters		
10 - 158	Additional fee for Building Information Certificate where more than one inspection is necessary	Statutory	Each application	No	\$ -	\$100.00		
10	Certificates as to Notices / Orders							
10 - 159	Application for a certificate as to whether there are any outstanding notices issued by the Council in respect of land	Cost recovery	Each	No	\$ -	\$83.00		
10	Fees for Applications under section 68 of the Local Government Act 19	93						
10 - 160	Application to install manufactured home, or other moveable dwelling (includes two inspections)	Cost recovery	Each	No	\$ -	\$1,069.00		
10 - 161	Additional Inspection for manufactured home, moveable dwelling or associated structure	Cost recovery	Each	No	\$ -	\$136.00		
10 - 162	Part C2 or C3 - Place waste/waste storage container in a public place other than a road	Cost recovery	\$100 per application and \$20 per week or part thereof	NO	\$ -	\$104 per application and \$21 per week or part thereof		
10 - 163	Part E1 - Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Cost recovery	\$50 per annum	No	\$ -	\$52.00		
10 - 164	Part E2 - Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Cost recovery	\$50 per annum	No	\$ -	\$52.00		
10 - 165	Part F2 and 3 - Operate a caravan park/camping ground or manufactured home estate	Cost recovery	\$250 per application (approval valid for 5 years)	No	\$ -	\$416.00		
10 - 166	Amusement devices - small devices	Statutory	Each	NO NO	\$ -	Exempt under cl75 Local Government (General) Regulation 2021		
10 - 167	Amusement devices - application fee for approval	Cost recovery	Each	No	\$ -	\$56.00		
10 - 168	Application to install septic system (includes registration)	Cost recovery	Each	No	\$ -	\$300.00		
10 - 169	Application to install aerated wastewater treatment system (includes registration)	Cost recovery	Each	No	\$ -	\$390.00		
10 - 170	Amended application to install septic or AWTS	Cost recovery	Each	No	\$ -	\$100.00		
10 - 171	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	No	\$ -	\$130.00		
10 - 172	Application to register a septic tank, AWTS, or onsite water treatment	Cost recovery	Each	No	\$ -	\$47.00		
10	Swimming Pools							

2025/26 CHANGES					
	5/26 Fees ac GST)	Ch	\$ lange	% Change	
per squa part sq by whi area ex	00, plus \$0.10 are meter, or uare meter, ch the floor acceds 2,000 re meters	\$,	0%	
\$	100.00	\$	-	0%	
\$	85.00	\$	2.00	2%	
\$	1,094.00	\$	25.00	2%	
\$	139.00	\$	3.00	2%	
applica per w	106 per tion and \$22 eek or part nereof	\$	2.00	4%	
\$	53.00	\$	1.00	2%	
\$	53.00	\$	1.00	2%	
\$	426.00	\$	10.00	2%	
Local (t under cl75 Government eneral) ation 2021			0%	
\$	57.00	\$	1.00	2%	
\$	307.00	\$	7.00	2%	
\$	400.00	\$	10.00	3%	
\$	102.00	\$	2.00	2%	
\$	133.00	\$	3.00	2%	
\$	48.00	\$	1.00	2%	

Schedule of Fees and Charges 2025/2026

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DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

	KEY THEME 3 - OUR ENVIRONMENT PLANNING.DEVELOPMENT AND COMPLIANCE						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
10 - 173	First inspection since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$150.00	
10 - 174	Any or all subsequent inspections since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$100.00	
10 - 175	Application for exemption - S22 Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$250.00	
10 - 176	Registration - S30B Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$10.00	
10 - 177	Public pool registration fee - \$35(2) Public Health Act 2010	Statutory	Each	No	\$ -	\$100.00	
10 - 178	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	No	\$ -	\$100.00	
10 - 179	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	Yes	\$ 2.73	\$30.00	
10	Registered Premises						
10 - 180	Food premises inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 181	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	Yes	\$ 10.91	\$120.00	
10 - 182	Inspection - boarding and lodging house	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 183	Inspection - hawkers, street vendors	Cost recovery	Each	Yes	\$ 5.18	\$57.00	
10 - 184	Inspection - skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 185	Inspection - jamboree, pop festival etc	Cost recovery	Hour or part thereof	Yes	\$ 5.18	\$57.00	
10 - 186	Inspection - caravan park	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 187	Inspection fee - construction for food premises (where no DA required) (hourly rate - minimum fee - pro rata thereafter)	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 188	Cooling tower inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 189	Inspection - mortuary and crematorium	Cost recovery	Hour or part thereof	Yes	\$ 10.91	\$120.00	
10 - 190	Inspection - Underground Petroleum Storage System (UPSS)	Cost recovery	Hour or part thereof	Yes	10%	\$156.00	
10 - 190	Inspection - footpath restaurants (includes administration charges for public liability follow ups) (annual charge per setting)	Cost recovery	Year	Yes	\$ 10.91	\$120.00	
10	Administration Charges						
10 - 191	Search of building/development records (minimum fee ½ hour)	Cost recovery	Hour	Yes	\$ 9.55	\$105.00	
10 - 192	Copy of building plans (architect consent required)	Cost recovery	Each	Yes	10%	\$125 plus copying charges	
10 - 193	Permanent road closure application	Cost recovery	Each	Yes	\$ 208.18	\$2,290.00	
10 - 194	Local Environmental Plan (LEP) (bound copies)	Cost recovery	Each	Yes	10%	POA	
10 - 195	Local Environmental Plan maps	Cost recovery	Each	Yes	10%	POA	

2025/26 CHANGES						
	25/26 Fees inc GST)	Ch	\$ lange	% Change		
\$	150.00	\$	-	0%		
\$	100.00	\$	-	0%		
\$	250.00	\$	-	0%		
\$	10.00	\$	-	0%		
\$	105.00	\$	5.00	5%		
\$	102.50	\$	2.50	2%		
\$	31.00	\$	1.00	3%		
\$	123.00	\$	3.00	2%		
\$	123.00	\$	3.00	2%		
\$	123.00	\$	3.00	2%		
\$	58.00	\$	1.00	2%		
\$	123.00	\$	3.00	2%		
\$	58.00	\$	1.00	2%		
\$	123.00	\$	3.00	2%		
\$	123.00	\$	3.00	2%		
\$	123.00	\$	3.00	2%		
\$	123.00	\$	3.00	2%		
\$	160.00	\$	4.00	3%		
\$	123.00	\$	3.00	2%		
\$	107.00	\$	2.00	2%		
	plus copying charges	\$	3.00	2%		
\$	2,344.00	\$	54.00	2%		
	poa			0%		
		ı		007		

Schedule of Fees and Charges 2025/2026 39 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

KEY THEME 3 - OUR ENVIRONMENT PLANNING.DEVELOPMENT AND COMPLIANCE							
Hama Ma				GST	007	2024/25 Fees	
Item No	Particulars	Pricing Policy ID	Basis	Y/N	GST	(inc GST)	
10	Companion animals registration and permit fees as per the Companio						
10 - 196	Registration Fee - Dog - desexed	Statutory	Each	No	\$ -	\$78.00	
10 - 197	Registration Fee - Dog - not desexed or not desexed before 6 mths of age	Statutory	Each	No	\$ -	\$262.00	
10 - 198	Registration Fee - Dog owned by an eligible pensioner - desexed	Statutory	Each	No	\$ -	\$34.00	
10 - 199	Registration Fee - Dog kept by a recognised breeder for breeding purposes	Statutory	Each	No	\$ -	\$78.00	
10 - 200	Registration Fee - Animal kept at the premises of an accredited research establishment under the Animal Research Act 1985 for the purposes of animal research in accordance with the Act	Statutory	Each	No	\$ -	Free	
10 - 201	Registration Fee - greyhound formerly registered under the Greyhound Racing Act 2002 (Retired/pet greyhounds - same as dogs)	Statutory	Each	No	\$ -	Free	
10 - 202	Registration Fee - animals classified as assistance animal (fees payable on declassification)	Statutory	Each	No	\$ -	Free	
10 - 203	Registration Fee - animals in service of State instrumentality	Statutory	Each	No	\$ -	Free	
10 - 204	Registration Fee - Desexed dog sold by eligible pound or shelter	Statutory	Each	No	\$ -	Free	
10 - 205	Annual Permit Fee - restricted breed	Statutory	Each	No	\$ -	\$230.00	
10 - 206	Annual Permit Fee - declared dangerous	Statutory	Each	No	\$ -	\$230.00	
10 - 207	Dog offences and penalties	Statutory	Each	No	\$ -	As per Regulations	
10 - 208	Compliance check on a Dangerous/Restricted dog enclosure	Statutory	Each	No	\$ -	\$150.00	
10 - 209	Registration Fee - Cat - not desexed or not desexed	Statutory	Each	No	\$ -	\$68.00	
10 - 210	Registration Fee - Cat owned by an eligible pensioner	Statutory	Each	No	\$ -	\$34.00	
10 - 211	Registration Fee - Desexed cat sold by eligible pound or shelter	Statutory	Each	No	\$ -	Free	
10 - 212	Registration Fee - cat desexed or not desexed kept by a recognised breeder	Statutory	Each	No	\$ -	\$68.00	
10 - 213	Annual Permit Fee - cat not desexed or not desexed before 4 mths of age	Statutory	Each	No	\$ -	\$96.00	
10 - 214	Late Fee for all companion animal permits and registrations	Statutory	Each	No	\$ -	\$22.00	
10	Broken Hill Animal Shelter						
10 - 215	Daily sustenance fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$26.00	
10 - 216	Release fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$20.00	
10 - 217	Daily sustenance fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$33.00	
10 - 218	Release fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$33.00	
10 - 219	Impound fee - (administration charge)	Cost recovery	Each	No	\$ -	\$31.00	
10 - 220	Surrender fee - Chipped & Vaccinated	Cost recovery	Each or litter	No	\$ -	\$105.00	
10 - 221	Surrender fee - Non-Chipped	Cost recovery	Each or litter	No	\$ -	\$165.00	
10 - 222	Surrender fee - Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	\$135.00	
10 - 223	Surrender fee - Non-Chipped & Non-Vaccinated Microchipping fee - external agent	Cost recovery Cost recovery	Each or litter Each	No No	\$ - \$ -	\$195.00 \$21.00	
	****			- 1			
10 - 225	Micro-chipping of companion animal by Council ranger	Cost recovery	Each	No	\$ -	\$13.50	

2025/26 CHANGES							
2025/26 Fees (inc GST)	С	\$ hange	% Change				
\$ 78.	00 \$	-	0%				
\$ 262.	00 \$	-	0%				
\$ 34.	00 \$	-	0%				
\$ 78.	00 \$; -	0%				
free			0%				
free			0%				
free			0%				
free			0%				
Free			0%				
\$ 230.	00 \$	· -	0%				
\$ 230.	00 \$	-	0%				
As per Regulation	าร		0%				
	4	-	0%				
\$ 68.	00 \$	-	0%				
\$ 34.	00 \$	· -	0%				
Free			0%				
\$ 68.	00 \$	-	0%				
\$ 96.	00 \$	-	0%				
\$ 22.	00 \$	· -	0%				
\$ 27.	00 \$	1.00	4%				
\$ 21.		1.00	5%				
\$ 34.		1.00	3%				
\$ 34.	_	1.00	3%				
\$ 32.	_	1.00	3%				
\$ 108.	_	3.00	3%				
\$ 169.	_	4.00	2%				
\$ 138.	_	3.00	2%				
\$ 200. POA - External	00 \$	5.00	3%				
veterinairan fee			0%				
\$ 35.	00 \$	21.50	61%				

Schedule of Fees and Charges 2025/2026 40 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

	KEY THEME 3 - OUR ENVIRONMENT					
Item No	PLANNING, DEVELOPMENT AI Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
10 - 226	Veterinary Fees	Cost recovery	Each	No	\$ -	External veterinarian fee
10 - 227	Adoption fee	Cost recovery	Each	No	\$ -	\$21.00 plus registration and desexing, vaccination from an external agency
10 - 228	Release to rescue	Community services	Each	No	\$ -	No Charge
10 - 229	Call out fee for dog attacks after hours to be charged to owner, or complainant, in the event of false dog attack claim	Cost recovery	Each	No	\$ -	\$322.00

2025/26 0	CHANGES	
2025/26 Fees (inc GST)	\$ Change	% Change
POA - External veterinairan fee		0%
\$21 plus microchipping, lifetime registration and vaccination from external agency (Desexing fees to be privately arranged).		0%
No Charge		0%
\$ 328.00	\$ 6.00	2%

Schedule of Fees and Charges 2025/2026 41 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

KEY THEME 3 - OUR ENVIRONMENT									
	CULTURAL SERVICES								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)			
11	Albert Kersten Mining & Minerals Museum								
11 - 1	Adult (each)	Cost recovery	Each	Yes	10%	\$10.00			
11 - 2	Concession (pensioners, student, seniors card, groups)	Cost recovery	Each	Yes	10%	\$5.00			
11 - 3	Child under 5 years	Cost recovery	Each	Yes	10%	Free			
11 - 4	Family with children	Cost recovery	Each	Yes	10%	\$20.00			
11 - 5	Residents annual multi pass for Living Desert and Geocentre (each adult)	Cost recovery	Each	Yes	10%	\$25.00			
11 - 6	Residents annual multi pass for Living Desert and Geocentre - Concessions	Cost recovery	Each	Yes	10%	\$20.00			
11 - 7	Hire Fee - Albert Kersten Mining & Minerals Museum - Exhibition Hall	Cost recovery	Day	Yes	10%	POA			
11	Broken Hill City Art Gallery								
11 - 8	Entry by donation	Community Service	Each	No	\$ -	Entry by donation			
11 - 9	Membership - One year adult	Cost recovery	Each	Yes	\$ 3.82	\$42.00			
11 - 10	Membership - Two year adult	Cost recovery	Each	Yes	\$ 6.82	\$75.00			
11 - 11	Membership - One year family with children under 18 years	Cost recovery	Year	Yes	\$ 7.27	\$80.00			
11 - 12	Membership - Two year family with children under 18 years	Cost recovery	Year	Yes	\$ 12.73	\$140.00			
11 - 13	Membership - Student and concession	Cost recovery	Year	Yes	\$ 2.91	\$32.00			
11 - 14	Membership - Two year student and concession	Cost recovery	Year	Yes	\$ 5.45	\$60.00			
11 - 15	Membership - Sponsorship Package	Cost recovery	Each	Yes	10%	POA			
11 - 16	The Pro Hart Outback Art Prize - Entry fee	Community Service	Entry	Yes	\$ 4.09	\$45.00			
11 - 17	Hire Fees - Gallery photographic	Cost recovery	Each	Yes	10%	POA			
11 - 18	Hire Fees - Piano hire (Kawai GL20 Grand Piano)	Cost recovery	Each	Yes	\$ 5.91	\$65.00			
11 - 19	Hire Fees - Artist shed - community groups by application	Cost recovery	Hour	Yes	\$ 1.82	\$20.00			
11 - 20	Hire Fees - Artist shed - commercial by application	Cost recovery	Hour	Yes	\$ 3.64	\$40.00			
	Hire Fees - Artist shed package	Cost recovery	Hour	Yes	10%	POA			
## - ##	Hire Fees - Urn, crockery and cutlery	Cost recovery	Each	Yes	10%	POA			
## - ##	Gallery hire - Minimum 3 hours during business hours, includes one casual staff member	Cost recovery	Per hour	Yes	10%	POA			
## - ##	Gallery hire - Minimum 3 hours outside of business hours, includes one casual staff member	Cost recovery	Per hour	Yes	10%	POA			
## - ##	Gallery hire package	Cost recovery	Event	Yes	10%	POA			
## - ##	Sale of artwork on commission	Market price	Artwork	Yes	10%	\$0.33			
## - ##	Postage on artwork freight	Cost recovery	Artwork	Yes	10%	Actual Cost			
## - ##	Hire Fees - Use of audio visual equipment	Cost recovery	Each	Yes	\$ 8.64	\$95.00			

2025/26 CHANGES								
2025/26 Fee (inc GST)	S	Ch	\$ ange	% Change				
(IIIC G31)		Cii	unge	Change				
\$ 1	0.00	\$	-	0%				
\$	5.00	\$	-	0%				
Free		Ė		0%				
	0.00	\$	-	0%				
\$ 2	5.00	\$	-	0%				
\$ 2	0.00	\$	-	0%				
POA								
Entry by donat	ion			0%				
\$ 4	2.00	\$	-	0%				
\$ 7	5.00	\$	-	0%				
\$ 8	0.00	\$	-	0%				
\$ 14	0.00	\$	-	0%				
\$ 3	2.00	\$	-	0%				
\$ 6	0.00	\$	-	0%				
POA				0%				
\$ 4	5.00	\$		0%				
POA				0%				
\$ 7	0.00	\$	5.00	7%				
\$ 2	5.00	\$	5.00	20%				
\$ 5	0.00	\$	10.00	20%				
POA				0%				
POA				0%				
POA				0%				
POA				0%				
POA				0%				
33%		\$	-	0%				
Actual Cost+1	5%			15%				
\$ 9	5.00	\$	-	0%				

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	WASTE MANAGEMENT							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
12	Waste Delivered to Broken Hill Waste Management Facility							
	Radioactive material cannot be disposed of in Broken Hill							
	Mixed waste, household waste, builders waste, mining waste excludin	g specific category	waste listed belov	v (min	imum \$10	charge):		
12 - 1	Car/Station Wagon/MGB	Cost recovery	Per Load	Yes	\$ 1.00	\$11.00		
12 - 2	Van/Ute/Trailer up to 7ft by 5ft, Level Load	Cost recovery	Per Load	Yes	\$ 1.45	\$16.00		
12 - 3	Van/Ute/Trailer up to 7ft by 5ft, Heaped Load	Cost recovery	Per Load	Yes	\$ 1.91	\$21.00		
12 - 4	Vehicle/Trailer greater than 1 Tonne Capacity (Excl Skip Bins)	Cost recovery	Per Tonne	Yes	\$ 6.09	\$67.00		
12 - 5	Mixed waste from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 17.27	\$190.00		
	Specific Category Waste		-			-		
12 - 6	Commingled Recyclables	Cost recovery	Per Load	No	\$ -	Free		
12 - 7	E-Waste	Cost recovery	Per Load	No	\$ -	Free		
12 - 8	Ferrous (iron or steel)	Cost recovery	Per Load	No	\$ -	Free		
12 - 9	Greenwaste (Up to 1 Tonne)	Cost recovery	Per Load	No	\$ -	Free		
12 - 10	Greenwaste (Greater Than 1 Tonne)	Cost recovery	Per Tonne	Yes	\$ 1.91	\$21.00		
12 - 11	Wood, trees or timber	Cost recovery	Per Tonne	Yes	\$ 1.91	\$21.00		
12 - 12	Bricks or concrete	Cost recovery	Per Tonne	Yes	\$ 3.91	\$43.00		
12 - 13	Unsorted construction and demolition waste	Cost recovery	Per Tonne	Yes	\$ 22.09	\$243.00		
12 - 14	Mattresses	Cost recovery	Each	Yes	\$ 1.45	\$16.00		
12 - 15	Mattresses / Mattress Base Double/Queen King	Cost recovery	Each	Yes	\$ 1.91	\$21.00		
12 - 16	Oil	Cost recovery	Per Tonne	Yes	\$ 3.55	\$39.00		
12 - 17	Soil (not contaminated or VENM)	Cost recovery	Per Tonne	No	\$ -	Free		
12 - 18	Soil Contaminated	Cost recovery	Per Tonne	Yes	10%	POA		
12 - 19	Asbestos (N220)	Cost recovery	Per Tonne	Yes	\$ 45.45	\$500.00		
12 - 20	Asbestos (N220) from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 54.09	\$595.00		
12 - 21	Tyre - Passenger Vehicle/Motorcycle/Scooter	Cost recovery	Each	Yes	\$ 1.00	\$11.00		
12 - 22	Tyre - Truck	Cost recovery	Each	Yes	\$ 1.45	\$16.00		
12 - 23	Tyre - Truck	Cost recovery	Each	Yes	\$ 2.45	\$27.00		
12 - 24	Tyres - Bulk	Cost recovery	Per Tonne	Yes	\$ 40.45	\$445.00		
	Loader, tractor or mining tyres will not be accepted					•		
12 - 25	Offal/meat products/bones	Cost recovery	Per Tonne	Yes	\$ 7.82	\$86.00		
12 - 26	Dead animals - large	Cost recovery	Per animal	Yes	\$ 5.73	\$63.00		
12 - 27	Dead animals - medium	Cost recovery	Per animal	Yes	\$ 2.64	\$29.00		
12 - 28	Dead animals - Small	Cost recovery	Per animal	Yes	\$ 0.73	\$8.00		
12 - 29	Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags	Cost recovery	Week	Yes	\$ 31.82	\$350.00		
12 - 30	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	Yes	\$ 7.18	\$79.00		
12 - 31	Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only) - Broken Hill resident	Cost recovery	Tonne	Yes	\$ 2.27	\$25.00		
12 - 32	Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only) - Non Broken Hill resident	Cost recovery	Tonne	Yes	10%	\$45.00		
12 - 33	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	Yes	\$ 2.27	\$25.00		
12	Waste Services							
12 - 34	Garbage removal - Domestic Administration \$496	Cost recovery	Year	No	\$ -	\$60.00		
12 - 35	Garbage removal - Domestic per bin S502	Cost recovery	Year	No	\$ -	\$339.00		
12 - 36	Garbage removal - Commercial three MGBs	Cost recovery	Year	No	\$ -	\$500.00		
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KEY THEME 3 - OUR ENVIRONMENT

2025/26 CHANGES								
2025/26 Fees (inc GST)	Ch	\$ nange	% Change					
	\$	-	0%					
	\$	-	0%					
\$ 11.00	_	-	0%					
\$ 16.00	_	_	0%					
\$ 21.00	_	-	0%					
\$ 67.00	_		0%					
\$ 194.00	_	4.00	2%					
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\$ 21.00		1.00	0%					
\$ 44.00	_	1.00	2%					
\$ 249.00	_	6.00	2%					
\$ 16.00	_	-	0%					
\$ 21.00	_	-	0%					
\$ 40.00	\$	1.00	3%					
	_		0%					
	_		0%					
\$ 512.00	_	12.00	2%					
\$ 609.00	_	14.00	2%					
\$ 11.00	\$	-	0%					
\$ 16.00	\$	-	0%					
\$ 27.00	\$	-	0%					
\$ 456.00	\$	11.00	2%					
	\$	-	0%					
\$ 88.00	\$	2.00	2%					
\$ 65.00	\$	2.00	3%					
\$ 29.00	\$	-	0%					
\$ 8.00	\$	1	0%					
\$ 358.00	\$	8.00	2%					
\$ 81.00	\$	2.00	2%					
\$ 25.00	\$	-	0%					
\$ 46.00	\$	1.00	2%					
\$ 25.00	\$	-	0%					
¢ (1.00	•	1.00	007					
\$ 61.00	_	1.00	2%					
\$ 347.00	_	8.00	2%					
\$ 512.00	\$	12.00	2%					

Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)
12 - 37	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	No	\$ -	\$459.00
12 - 38	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	No	\$ -	\$459.00
12 - 39	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	No	\$ -	\$177.00
12 - 40	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	Yes	\$ 68.64	\$755.00
12 - 41	Trade Waste - Trade Waste Service (Single Bin) – 1.5m ³	Cost recovery	Service	Yes	\$ 5.73	\$63.00
12 - 42	Trade Waste - Trade Waste Service (Single Bin) – 2m³	Cost recovery	Service	Yes	\$ 6.18	\$68.00
12 - 43	Trade Waste - Trade Waste Service (Single Bin) – 3m ³	Cost recovery	Service	Yes	\$ 6.55	\$72.00
12 - 44	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m ³	Cost recovery	Service	Yes	\$ 5.27	\$58.00
12 - 45	Trade Waste - Trade Waste Service (Multiple Bins) – 2m³	Cost recovery	Service	Yes	\$ 5.82	\$64.00
12 - 46	Trade Waste - Trade Waste Service (Multiple Bins) – 3m ³	Cost recovery	Service	Yes	\$ 6.18	\$68.00
12 - 47	Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option - Collection is weekly only	Cost recovery	Service	Yes	\$ 0.82	\$9.00
12 - 48	Special Trade Waste Service - single bin hire rate per week or part thereof	Cost recovery	Service	Yes	\$ 21.82	\$240.00
12 - 49	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Service	Yes	\$ 28.45	\$313.00
12 - 50	Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	Yes	\$ 6.64	\$73.00
12 - 51	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	Yes	\$ 7.82	\$86.00
12 - 52	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	Yes	\$ 3.55	\$39.00
12 - 53	Trade Waste - service fee (cardboard collection) - 2m ³	Cost recovery	Service	Yes	\$ 4.82	\$53.00
12 - 54	Trade Waste - service fee (cardboard collection) - 3m ³	Cost recovery	Service	Yes	\$ 5.27	\$58.00
12 - 55	Paper shredding - hourly rate	Cost recovery	Service	Yes	\$ 12.36	\$136.00
12 - 56	Major - community events (St Pats, Ag-Fair, etc) including supply and servicing of up to 10 dumper bins and up to 100 MGBs	Cost recovery	Service	Yes	\$ 363.64	\$4,000.00
12 - 57	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	Yes	\$ 217.73	\$2,395.00
12 - 58	Other community events including provision of MGBs and dumper bins	Cost recovery	Service	Yes	10%	By Quotation
12 - 59	Chemical toilet - \$502 annual fee (domestic entitled to one pump service/month)	Cost recovery	Year	Yes	\$ 155.27	\$1,708.00
12 - 60	Chemical toilet - special pump out services	Cost recovery	Each	Yes	\$ 13.27	\$146.00
12 - 61	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	Yes	\$ 196.91	\$2,166.00
12 - 62	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	Yes	\$ 39.82	\$438.00
12 - 63	MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 7.91	\$87.00
12 - 64	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 7.55	\$83.00
12 - 65	MGB Additional Service Charge	Cost recovery	Service	Yes	\$ 2.91	\$32.00

KEY THEME 3 - OUR ENVIRONMENT WASTE MANAGEMENT

the state of the s	
2025/26 Fees \$	%
	% Change
\$ 470.00 \$ 11.00	2%
\$ 470.00 \$ 11.00	2%
\$ 179.00 \$ 2.00	1%
\$ 773.00 \$ 18.00	2%
\$ 64.00 \$ 1.00	2%
\$ 70.00 \$ 2.00	3%
\$ 74.00 \$ 2.00	3%
\$ 60.00 \$ 2.00	3%
\$ 66.00 \$ 2.00	3%
\$ 70.00 \$ 2.00	3%
\$ -	0%
\$ 246.00 \$ 6.00	2%
\$ 320.00 \$ 7.00	2%
\$ 75.00 \$ 2.00	3%
\$ 88.00 \$ 2.00	2%
\$ 40.00 \$ 1.00	3%
\$ 54.00 \$ 1.00	2%
\$ 59.00 \$ 1.00	2%
\$ 139.00 \$ 3.00	2%
\$ 4,096.00 \$ 96.00	2%
\$ 2,452.00 \$ 57.00	2%
	0%
\$ 1,749.00 \$ 41.00	2%
\$ 149.00 \$ 3.00	2%
\$ 2,218.00 \$ 52.00	2%
\$ 448.00 \$ 10.00	2%
\$ 89.00 \$ 2.00	2%
\$ 85.00 \$ 2.00	2%
\$ 33.00 \$ 1.00	3%

Schedule of Fees and Charges 2025/2026

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DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

13 - 17 Scanning Fee

Attachment 1

DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of Fees and Charges 2025-2026

	KEY THEME 4 - OUR LEADERSHIP							
	POLICY, PLANNING AND ADMINISTRATION							
Item N	o Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)		
13	Access to Information - Government Information (Public Access) Ac	t						
13 -	1 Access to Information - Application Fee	Statutory	Each	No	\$ -	\$30.00		
13 -	2 Access to Information - Processing Fee	Statutory	Hour	No	\$ -	\$30.00		
13 -	Access to Information - Processing Fee (non personal information after the first 20 hours)	Statutory	Hour	No	\$ -	\$30.00		
13 -	Access to Information - Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant)	Statutory	Each	No	\$ -	Up to 50% of estimated processing fee		
13 -	5 Access to Information - Internal Review	Statutory	Each	No	\$ -	\$40.00		
13 -	6 Amendment of Records	Statutory	Each	No	\$ -	No charge		
	Note: Reductions as provided Sections 65 and 66; Refunds as provid		ed Deposits as	provide	d Section			
	71 of the GIPA A	\ct						
13	Facsimile, Photocopier, Printer and Scanner Fees	1 1						
	7 Fax Received	Cost recovery	Page	Yes	\$ 0.09	\$1.00		
13 -		Cost recovery	Page	Yes	\$ 0.09	\$1.00		
13 -		Cost recovery	Page	Yes	\$ 0.18	\$2.00		
	10 Photocopying Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$3.00		
13 -	Photocopying Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$4.00		
13 -	12 Printing Fee: A4 - Black and White	Cost recovery	Page	Yes	\$ 0.09	\$1.00		
13 -	13 Printing Fee: A4 - Colour	Cost recovery	Page	Yes	\$ 0.18	\$2.00		
13 -	14 Printing Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$3.00		
13 -	15 Printing Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$4.00		
13 -	6 Printing Fee: Microfilm	Cost recovery	Page	Yes	\$ 0.18	\$2.00		

Cost recovery

Page

	2025/26 CHANGES								
	2025/26 Fees (inc GST)	Che	\$ ange	% Change					
	(-							
\$	30.00	\$	-	0%					
\$	30.00	\$	-	0%					
\$	30.00	\$	-	0%					
ŗ	Up to 50% of estimated processing fee			0%					
\$	40.00	\$	-	0%					
	No charge			0%					
\$	1.50	\$	0.50	33%					
\$	1.50 1.50	\$	0.50	33% 33%					
\$		_							
\$	1.50	\$	0.50	33%					
\$	1.50 2.50	\$	0.50	33% 20%					
\$ \$ \$	1.50 2.50 3.50	\$	0.50 0.50 0.50	33% 20% 14%					
\$ \$ \$	1.50 2.50 3.50 4.50	\$ \$ \$	0.50 0.50 0.50 0.50	33% 20% 14% 11%					
\$ \$ \$ \$	1.50 2.50 3.50 4.50 1.50	\$ \$ \$	0.50 0.50 0.50 0.50 0.50	33% 20% 14% 11% 33%					
\$ \$ \$ \$	1.50 2.50 3.50 4.50 1.50 2.50	\$ \$ \$ \$	0.50 0.50 0.50 0.50 0.50	33% 20% 14% 11% 33% 20%					

0.50

33%

\$1.00

Schedule of Fees and Charges 2025/2026 45 of 47

DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

13 - 34 Summons

Attachment 1

DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

	KEY THEME 4 - OUI	R LEADERSHIP					
	POLICY, PLANNING AND ADMINISTRATION						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)	
13	FINANCIAL SERVICES						
13 - 18	Supply copy Tax Invoice/Rates Notice	Cost recovery	Each	Yes	\$ 1.09	\$12.00	
13	Rates (Properties)						
13 - 19	Section 603 Certificate	Statutory	Each	No	\$ -	\$100.00	
13 - 20	Section 603 Certificate - Urgent Fee (additional to normal fee)	Cost recovery	Each	Yes	\$ 5.73	\$63.00	
13 - 21	Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)	Cost recovery	Hour	Yes	\$ 8.09	\$89.00	
13 - 22	Enquiry - Search of Rights of Way (and ownership of old records and additional to Search Fee)	Cost recovery	Each	Yes	10%	\$89 plus LPI Search Fee	
13 - 23	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	No	\$ -	\$73.00	
13 - 24	Interest on Unpaid Rates and Charges	Statutory	Year	No	\$ -	10.50%	
13 - 25	Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)	Cost recovery	Each	No	\$ -	\$21.00	
13 - 26	Payment Dishonour Fee - direct debit	Cost recovery	Each	No	\$ -	\$21.00	
13 - 27	Payment Dishonour Fee - Australia Post	Cost recovery	Each	No	\$ -	\$32.00	
13 - 28	Payment Dishonour Fee - cheque	Cost recovery	Each	No	\$ -	\$27.00	
13 - 29	Administration Fee for Sale of Land for Unpaid Rates	Cost recovery	Each	Yes	10%	Actual Cost	
13 - 30	Debt Recovery	Cost recovery	Each	No	\$ -	Actual Cost	
13	Hire Fees						
13 - 31	Council Chambers - Full Day	Cost recovery	Day	Yes	\$ 38.36	\$422.00	
13 - 32	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	Yes	\$ 5.64	\$62.00	
13	Subpoenas and Summons						
13 - 33	Subpoenas - research and supply of information	Cost Recovery	Each	Yes	10%	Actual Cost	

Cost Recovery

Each

10%

Actual Cost

2025/26 CHANGES							
2025/26 Fees (inc GST)		\$ Change		% Change			
(0	unge	- Circuige			
\$ 12.	50	\$	0.50	4%			
\$ 100.	_	\$	-	0%			
\$ 65.	00	\$	2.00	3%			
\$ 90.	00	\$	1.00	1%			
\$90 plus LPI Seard Fee	ch			5%			
\$ 75.	00	\$	2.00	3%			
11%		\$	-	0%			
\$ 25.	00	\$	4.00	16%			
\$ 25.	00	\$	4.00	16%			
\$ 35.	00	\$	3.00	9%			
\$ 30.	00	\$	3.00	10%			
Actual Cost				0%			
Actual Cost				0%			
\$ 440.	UU	\$	18.00	4%			
\$ 65.	00	\$	3.00	5%			
Actual Cost				0%			
Actual Cost				0%			

Schedule of Fees and Charges 2025/2026 46 of 47

Attachment 1 DRAFT Delivery Program 2022-2026 incorporating Operational Plan 2025-2026 inclusive of Draft Schedule of DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026

Fees and Charges 2025-2026

BROKEN HILL REGIONAL AQUATIC CENTRE									
Admission Fees Refer to YMCA Broken Hill Regional Aquatic Centre website: http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/									
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2024/25 Fees (inc GST)			
14									
14 - 1	Persons aged 4 years and over	Third Party	Each	Yes	\$ 0.53	\$5.80			
14 - 2	Pensioners Concession	Third Party	Each	Yes	\$ 0.32	\$3.50			
14 - 3	Aqua Aerobics Casual Visit	Third Party	Each	Yes	\$ 0.85	\$9.30			
14 - 4	Aqua Aerobics Pensioner	Third Party	Each	Yes	\$ 0.68	\$7.50			
14 - 5	Children aged 3 years and under (must be accompanied by a responsible adult)	Third Party	Each	No	\$ -	No change			
14 - 6	Family Swim	Third Party	Five members of the family	Yes	\$ 2.09	\$23.00			
14 - 7	School Carnival Entry	Third Party	Each	Yes	\$ 0.53	\$5.80			
14 - 8	Spectator	Third Party	Each	Yes	\$ 0.27	\$3.00			
14 - 9	School PE Casual Visit	Third Party	Each	Yes	\$ 0.53	\$5.80			
14 - 10	YMCA Swimming Lessons (Group)	Third Party	Each	Yes	\$ 1.64	\$18.00			
14 - 11	YMCA Swimming Lessons (Cost Recovery)	Third Party	Each	Yes	\$ 4.95	\$54.50			
14 - 12	Health Club Adult Visit	Third Party	Each	Yes	\$ 1.28	\$14.10			
14 - 13	Health Club Pensioner Visit	Third Party	Each	Yes	\$ 1.08	\$11.90			
14 - 14	Water Slide/Inflatable (Public Use)	Third Party	Each	No	\$ -	No charge			
14 - 15	Multi x 10	Third Party	10	Yes	\$ 4.77	\$52.50			
14 - 16	Multi x 20	Third Party	20	Yes	\$ 8.68	\$95.50			
14 - 17	Multi x 10 - Concession	Third Party	10	Yes	\$ 4.55	\$50.00			
14 - 18	Multi x 20 - Concession	Third Party	20	Yes	\$ 8.18	\$90.00			
14 - 19	Free Day - Australia Day	Third Party	Each	No	\$ -	No charge			
14 - 20	Swimming Club Exclusive Use - Lane allocation approved by prior arrangement	Third Party	Week	Yes	\$ 5.00	\$55.00			
14 - 21	Lane Hire 25m or 50m Pool (plus Entry Fee)	Third Party	Hour	Yes	\$ 3.18	\$35.00			
14 - 22	School Programs (by prior arrangement during school hours)	Third Party	Additional lane hire fee after the first	Yes	10%	No charge for First Lane. Fee applies to additional lane only			
14 - 23	Water slide - Public Use	Third Party	Each	No	\$ -	No charge			
14 - 24	Water Slide - Exclusive Use - by prior arrangement, minimum hire of two hours	Third Party	Hour	Yes	10%	\$285.00 first hour and \$170.00 each additional hour			
14 - 25	Buccaneer	Third Party	Hour	Yes	10%	\$285.00 first hour and \$170.00 each additional hour			
14 - 26	Carnivals - Swimming Club (25m or 50m pool) - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge			
14 - 27	Carnivals - Schools (25m or 50m pool) during school hours - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge			

2025/26 CHANGES							
2025/26 Fees	\$	%					
(inc GST)	Change	Change					
\$ 6.00	\$ 0.20	3%					
\$ 3.50	\$ -	0%					
\$ 10.00	\$ 0.70	7%					
\$ 8.00	\$ 0.50	6%					
\$ -		0%					
\$ 25.00	\$ 2.00	8%					
\$ 6.00	\$ 0.20	3%					
\$ 3.00	\$ -	0%					
\$ 6.00	\$ 0.20	3%					
\$ 18.00	\$ -	0%					
\$ 54.50	\$ -	0%					
\$ 15.00	\$ 0.90	6%					
\$ 12.50	\$ 0.60	5%					
	\$ -	0%					
\$ 60.00	\$ 7.50	13%					
\$ 120.00	\$ 24.50	20%					
\$ 35.00	\$ (15.00)	-43%					
\$ 70.00	\$ (20.00)	-29%					
\$ -		0%					
\$ 35.00	\$ 85.00	243%					
\$ 40.00	\$ 5.00	13%					
No charge for First Lane. Fee applies to additional lane only		0%					
No charge		0%					
\$285.00 first hour and \$170.00 each additional hour		0%					
\$285.00 first hour and \$170.00 each additional hour		0%					
\$150/day if full pool is hired	\$ 150.00	0%					
\$150/day if full pool	\$ 150.00	0%					



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Ordinary Council 30 April 2025

ORDINARY MEETING OF THE COUNCIL

April 16, 2025

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 71/25

SUBJECT: DRAFT LONG TERM FINANCIAL PLAN 2026-2035 D25/17199

Recommendation

- 1. That Broken Hill City Council Report No. 71/25 dated April 16, 2025, be received.
- 2. That Council endorse the Draft Long Term Financial Plan 2026-2035 for public exhibition.
- 3. That that Draft Long Term Financial Plan 2026-2035 be placed on public display for 28 days in accordance with legislation.

Executive Summary:

Council faces several challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales.

Based on Council's most recent economic and data information (as it is now), Council is estimating that between 2024 and 2046, the population for Broken Hill City is forecast to increase by 197 persons (1.10% growth), at an average annual change of 0.10%.

Whilst this is information is based on the current state of play, with the looming commencement of major mining and renewable industries along with Councils economic growth plan, Council is boldly predicting and planning for City growth much larger.

As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the city as well as a growing population base. On this basis, the city must plan to maintain service standards and increase services in some areas to ensure long term liveability and investment attractiveness of the city.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The historical population decline has put pressure on the affordability of services by the ratepayers, and as a result Council has experienced a lack of funding to adequately maintain or renew public infrastructure.

In this year's review of the Long Term Financial Plan, a focus on asset renewals has again been a main focus. It is forecast that asset renewals will be maintained at a rate equal to or greater than 110% of asset consumption throughout the review period. This is a significant step forward for Council's financial and asset sustainability as it begins to ensure that quality infrastructure is maintained and available for future generations.

Another key focus of this year's review has been the commitment to continue growing the workforce. Council has been working for a number of years to increase the capacity to deliver capital works in-house. This investment in our plant and our people has allowed us to increase the amount of capital works completed by our staff as well as increasing RMS

contract work and private works which frees up operational funding to grow the workforce. An example of this strategy coming to fruition is the inclusion of two extra labourer positions in this year's budget, allowing Council to increase service levels along with the addition of apprentices and trainees.

Council achieved an improved financial determination from the Office of Local Government and Treasury Corporation (T-Corp in 2020 as a result of meeting T-Corp's strict lending criteria focused on long term financial and asset sustainability. This was a result of strong decisions and hard work in achieving the outcomes and strategies identified in the Long Term Financial Plan. However, as highlighted in the Long Term Financial Plan, this hard work needs to continue to ensure Council's long term financial sustainability and a balanced budget is achieved in 2025/2026 as well as maintaining a healthy cash reserve.

If the strategies put in place in the Balanced Scenario are not achieved and Council continues to deliver services without finding efficiencies, rationalising assets and services or increasing revenue; Council will not be forecasting a surplus within the planning period, liquidity would rapidly diminish, and community assets would further deteriorate.

Key points Included in the Proposed Long Term Financial Plan

- Maintaining an operating surplus in 2026
- Asset renewals projected at a rate greater than 110% over the planning period
- Expectation of continued efficiencies
- Expenditure reductions though efficiencies despite rising costs
- Continue to grow the workforce via trainees and apprentices
- Asset service level reviews to continue with a view of asset optimisation

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Broken Hill City Council remains committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community.

Report:

A Long-Term Financial Plan is one of the three key Resourcing Strategies required by the NSW Integrated Planning & Reporting legislation.

Local Government operations are vital to its community, and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan.

A Long Term Financial Plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan. It also:

- establishes greater transparency and accountability of council to the community.
- provides an opportunity for early identification of financial issues and any likely impacts in the longer term.
- provides a mechanism to
 - solve financial problems.
 - see how various plans fit together.
 - o understand the impact of some decisions on other plans or strategies.
- provides a means of measuring council's success in implementing strategies; and,
- confirms that council can remain financially sustainable in the longer term.

The Long Term Financial Plan includes:

- projected income and expenditure
- balance sheet
- cash flow statement
- planning assumptions used to develop the plan
- financial modelling for different scenarios
- methods of monitoring financial performance

Broken Hill City Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of quality community services, facilities, and infrastructure.

The Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

The following are the key principles employed in the financial planning and modelling process:

- · Financially sustainable.
- · Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.
- Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities, and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- · Prudent financial investment.

The Long-Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been demonstrated through maintaining a break-even result in 2026.

The Operational Plan and forward projections have been set to allow for the delivery of appropriate levels of service, incorporating asset optimisation and to adequately allow for all known and anticipated changes over the coming ten-year period.

Unexpected cost pressures will always arise, along with increasing service demands. However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

The Proposed Plan (Balanced Scenario)

The Council's 2025/26 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short term, in respect of the current financial climate, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Where new initiatives/projects that will impact operating income and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

The Balanced Scenario assumes that Council:

1. Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and

2. Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs, whilst factoring new infrastructure for liveability.

Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation.

The Balanced Scenario is the preferred option as it ensures the ongoing financial sustainability of the organisation whilst also providing economic stimulus to the city to retain and grow employment whilst also providing improvement to key community infrastructure for increased livability and attractiveness of the city.

Key Aspects of the proposed Balanced scenario are:

- Maintain surplus from 2026.
- Maintain and grow Council's permanent workforce by building capacity to take on more capital works internally, and increasing private contract works.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks.
- Ensure an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.

This plan is sensitive to a number of internal and external drivers including Council decisions, operational performance, the external economic environment and State and Federal Government decisions including changes to legislation. Within the Long-Term Financial Plan, there are a number of examples that demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long-term financial position.

SCENARIO 2 -

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2026 rate peg of 4% is maintained until 2030 and reduces to 2.5% in the longer term and wages growth is also maintained at 3.75%.

This model does not alter Council's surplus in 2026 and sees a continuing surplus in ongoing years due to the rate peg increases matching inflation.

Key Aspects of this Scenario

Continuing surplus from 2026 onwards

SCENARIO 3 – 2% rate peg 2027 to 2030

This scenario is based on the same expenditure assumptions in line with the previous two scenarios however, Rates revenue is projected using a 2% rate peg combined with wages growth remaining steady at 3.75% until 2034. As you will see below, this model does not alter Council's surplus in 2026 but sees a return to regular deficits as the rate peg fails to keep pace with inflation and consequential increases in award wages.

Key Aspects to this Scenario

- Return maintains surplus at 2026
- Council incurs regular deficits
- Some key financial ratios & OLG benchmarks will not be met.

Community Engagement:

The Long-Term Financial Plan will be placed on public display for 28 days following the outcome of this meeting.

Strategic Direction:

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

Relevant Legislation:

The LTFP must contain the essential elements as outlined in the IP&R Guidelines:

- Must be used to inform the decision-making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.
- Must be for a minimum of 10 years
- Must be updated at least annually as part of the development of the Operational Plan, and
- Must be reviewed in detail as part of the four-yearly review of the Community Strategic Plan.
 - The basic structure of the LTFP is outlined in the IP&R Guidelines at point 3.9 under the section on Resourcing Strategy and must include:
 - Projected income and expenditure, balance sheet and cash flow statement;
 - The planning assumptions used to develop the Plan (the "Planning Assumptions Statement");
 - Sensitivity analysis highlighting factors/assumptions most likely to affect the Plan Methods of monitoring financial performance;
 - Financial modelling for different scenarios;
 - Methods of monitoring financial performance.

Financial Implications:

A Long Term Financial Plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

Attachments

1. Upper Term Financial Plan 2026-2035

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER



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QUALITY CONTRO	L							
KEY DIRECTION	4. Our Leadership							
OBJECTIVE	4.1 Openness and transparency in decision making							
STRATEGY	4.1.1 Support the organisation to operate within its leg	gal framework						
FUNCTION	Financial Management							
FILE REFERENCE	EDRMS NUMBER							
RESPONSIBLE OFFICER	Director Finance and Commercial							
REVIEW DATE	June 2026							
ORGANISATION	Broken Hill City Council							
PHONE NUMBER	08 8080 3300							
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au							
DATE	ACTION	MINUTE NO.						
April 2024	Document Developed	N/A						
	Public Exhibition							
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017							
ASSOCIATED DOCUMENTS	Draft Community Strategic Plan – Your Broken Hill 204 Draft Delivery Program 2022-2026 incorporating Oper 2024/2025 Draft Schedule Fees and Charges 2024/2025							

Draft Long Term Financial Plan 2026-2035

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Draft Long Term Financial Plan 2026-2035

INTRODUCTION

MESSAGE FROM YOUR MAYOR

Council is aiming to continue to deliver a surplus in the 2025/26 financial year as it implements adjustments in line with the Long Term Financial Plan presented to you within.

Our financial modelling continues to be impacted by a series of factors we cannot control such as inflation, increased costs for goods and services and the recently imposed tariffs, however with strong fiscal management Council is able to ensure the city maintains a balanced budget.

In an effort to limit the burden on ratepayers, Council's rate increase continues to be no higher than the rate peg. However, as operational costs have increased beyond this amount, Council will again be forced to focus on finding internal efficiencies and more costeffective methods of service delivery in the years ahead.

Ongoing reviews of assets also continue to unearth significant costs to renew and maintain ageing plant, buildings, and other infrastructure at a level that outpaces their deterioration.

Council will continue to focus on optimising the quantity and standard city assets to increase the liveability of our city ahead of expected increases in population.

Although population growth is a positive for the future of the city, it will place extra stress on Council's services without significantly increasing rates income. As a result, Council will have to plan carefully for the future.

In the short term, Council will continue to push ahead with delivering millions of dollars in roads, footpaths, public amenities, and other major projects such as the new library and airport upgrades.

Draft Long Term Financial Plan 2026-2035



Our ongoing commitment to long term asset renewal and improving the city's liveability will provide a boost to the economy and bolster our ability to attract and retain individuals and families who move to the region for employment.

Although we currently find ourselves in a challenging financial environment as a Council, Broken Hill is entering a period of significant growth and development, and I feel privileged to be Mayor at this exciting time.

Our city's future remains bright, and I look forward to joining my fellow Councillors in working with staff to further consolidate our long-term financial position.

Mayor Tom Kennedy

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OVERVIEW

A Long Term Financial Plan (LTFP) is one of the three key Resourcing Strategies required by the NSW Integrated Planning and Reporting legislation. Local Government operations are vital to its community, and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program, and annual Operational Plan.

The Integrated Planning and Reporting Guidelines support preparation of the LTFP for Local Government in NSW issued by the Division of Local Government.

The LTFP includes:

- Projected income and expenditure.
- Balance sheet.
- Cash flow statement.
- Planning assumptions used to develop the plan.
- Sensitivity analysis used to highlight factors most likely to affect the plan.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.



The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules and other special income and costs.

Broken Hill City Council's revised LTFP covers the period 2025/26 to 2034/35. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities, and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2040 Community Strategic Plan.

Financial planning over a 10-year time horizon is difficult and relies on a variety of assumptions that will undoubtedly change during the period. The LTFP is therefore closely monitored and regularly revised, to reflect these changing circumstances.

This revision takes into consideration a number of significant decisions which have been implemented to improve Council's financial sustainability over the past year.

A number of scenarios and sensitivities were considered during the development of the LTFP to demonstrate Council's sensitivity to internal and external drivers.

"The Long Term Financial Plan is the point where long-term community aspirations and goals are tested against financial realities."

DLG Manual, 2013

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The aims of Council's LTFP are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.
- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council, including known opportunities and threats.

- Achieve a balanced budget on a funding basis over time, acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.
- Seek to avoid working fund deficits, by reducing operating costs in real terms, or expanding the revenue base of Council.





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FINANCIAL POSITION

Council faces several challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales.

Based on Council's most recent economic and data projections, Council is estimating that between 2023 and 2046, the population for Broken Hill City is forecast to increase by 197 persons (1.10% growth), at an average annual change of 0.10%.

Whilst this is information is based on the current state of play, with the looming commencement of major mining and renewable industries along with Council economic growth plan, Council is boldly predicting and planning for City growth much larger.

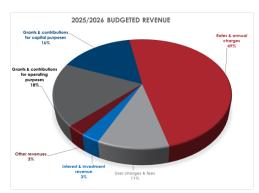
As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the city as well as a growing population base. On this basis, the City must plan to maintain service standards and increase services in some areas to ensure long term liveability and investment attractiveness of the City.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The graph below shows sources of income.

In 2013, the Division of Local Government appointed New South Wales Treasury Corporation (TCorp) to undertake an assessment of the financial sustainability of all New South Wales councils.

The report by TCorp, which considered both historic financial information and a 10-year financial forecast, determined Council to be in a very unstable financial position and unsustainable. Overall, the financial sustainability of Council was assessed as 'Very Weak.' A rating of 'Very Weak' was given to only five New South Wales councils and can be described as follows:

 A Local Government with limited capacity to meet its financial commitments in the short to medium



term and a limited capacity long term.

- It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for structural reform and major revenue and/or expense adjustments.
- The expense adjustments are likely to result in significant changes to the range of and/or quality of services offered, and it may need the assistance from higher levels of government.
- It has difficulty in managing its core business risks.

Council has since achieved significant improvement and taken steps in the right direction towards becoming financially sustainable. Since Council received the report, it has undertaken the following key actions.

Council undertook a major review of its 10year LTFP in FY2015, with the aim to guide Council towards achieving a balanced budget, through cost reduction strategies, whilst prioritising service delivery and asset renewals.

In December 2014, Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O'Neil Village.

In October 2016, Council successfully transitioned out of community services avoiding the loss of block funding by the introduction of the National Disability Insurance Scheme (NDIS).

In November 2016, the Office of Local Government initiated a review of all western councils, with the view to reassess their ongoing financial sustainability.

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Due to the actions taken since the initial review in 2013 and the significant improvements made, TCorp have made the assessment that Council now has a Financial Sustainability Ratio of 'Weak' with an outlook of positive, with further improvements likely based on key planning assumptions.

A rating of 'Weak' can be described as follows:

- A local government with acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
- It has a record of reporting moderate
 to significant operating deficits with a
 recent operating deficit being
 significant. It is unlikely to be able to
 address its operating deficits, manage
 unforeseen financial shocks and any
 adverse changes in its business,
 without the need for significant
 revenue and/or expense adjustments.
- The expense adjustments would result in significant changes to the range and/or quality of services offered.
- It may experience difficulty in managing core business risks.

Whilst this has been a significant improvement, Council still has a lot of hard work and tough decisions ahead of it

before it can be deemed financially sustainable in the long-term.

The effects of the COVID-19 pandemic tested much of the observations described above and provided evidence that Council must adjust its services as a result of unforeseen financial shocks.

Council must now review its service levels with the community and understand the priority areas and not only the capacity, but the desire of paying for these services.

The strength of Local Government is important when considering the quality of life for residents within a community and our community cannot afford major revenue adjustments in the form of high rating increases, for the purpose of balancing the bottom line. It is therefore important that we only spend what we can afford; what our community can afford.

Local Government decisions impact not only the current generation but the next. To ensure services and infrastructure adapt to the changing needs of our generations, we must ensure our financial position, and our asset management practices are strong.

It is clear that to continue to meet the needs of current and future residents of Broken Hill; that Council must address financial and ongoing asset sustainability.

Draft Long Term Financial Plan 2026-2035

FINANCIAL PRINCIPLES AND ASSUMPTIONS

Broken Hill City Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of quality community services, facilities, and infrastructure.

The Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

The following are the key principles employed in the financial planning and modelling process:

- · Financially sustainable.
- Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.
- Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities, and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- Prudent financial investment.
- Consider appropriate use of debt for capital purposes.

The Long Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through reducing or eliminating annual operating deficits.

The funds generated from operations are used to maintain current services and programs and to fund delivery of the Council's capital renewal program, however, the suitability of utilising debt should be considered for appropriate projects and initiatives.

The Operational Plan and forward projections have been set to allow for the delivery of appropriate levels of service, incorporating asset optimisation and to adequately allow for all known and anticipated changes over the coming ten-year period.

Unexpected cost pressures will always arise, along with increasing service demands.

However, in responding to these challenges, the Council will continue to underpin its quality

of services with a value for money approach through competitive procurement processes, internal controls, and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

For the 'Balanced Scenario' of the long-term financial model, revenue and expenditure projections are generally based on stable overall cost increases over the long term of 2-3% per annum. Council closely monitors this assumption considering the economy's response to the instability in international relations contributing to a highly inflationary economic environment. As such the balanced scenario has been adjusted in the short term to allow for these added costs with a return to the 2-3% range projected from 2026 onwards. Elements of revenue and expenditure that are subject to wider fluctuation have been modelled accordingly (refer to Assumptions).

As noted above, the annual operational budget plans for a surplus in 2026, which combined with the Council's interest earnings and capital contributions, provide funding for ongoing capital works projects and programs that are designed and constructed to provide Broken Hill with renewed and revitalised infrastructure.

The Council will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the Council's liabilities and commitments, as they fall due and manage cash flow demands to ensure responsible financial management control.

While externally restricted reserves will be maintained in accordance with legislative requirements, several internally restricted reserves are used to ensure that funds are set aside to directly support capital commitments of the Council.

The Council closely monitors its financial performance and publishes several key financial indicators within its quarterly budget reviews, to demonstrate its financial health and sustainability.

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ASSUMPTIONS

The Council's 2025/26 financial year budget (as detailed in the Operational Plan and included in the attached plan) forms the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term, in respect of the current financial climate, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual." The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI and wages growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis. Where new initiatives/projects that will impact operating revenue and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

- Allowances for asset maintenance growth, as a result of understanding the cost to maintain the city's assets at an appropriate standard.
- Adjustments to staff resourcing to coincide with a transition from a program of service delivery and maintenance to an increase in capital renewal.
- Adjustments in respect of several Council's revenue-generating facilities and services.

The Capital Program is forecast over the ten-year timeframe of the plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns and in line with renewal requirements, identified as part of the Asset Management Strategy and T-Corp Ratios

The plan also reflects the fast tracking of certain capital projects and programs through accessing low-cost borrowings, through the Office of Local Government's Stimulus package. This purpose of these funds is to leverage additional grant money and effectively turning \$10 million into \$20-\$30 million of capital projects.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts, are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this Long Term Financial Plan.

In preparing the plan, the Council undertakes a wide range of sensitivity testing and scenario modelling, to ensure the most effective and realistic balanced scenario.

Draft Long Term Financial Plan 2026-2035

REVENUE ASSUMPTIONS

Item	Assumption	Comment
Rate Increase	4.4 %.	Including catch up of revenue not raised in 2024-25
Waste Management Charges	CPI	Annual charges will increase in line with operating expenses.
Statutory Charges	СРІ	Statutory charges are expected to increase in line with CPI.
User Fees and Charges	СРІ	Statutory charges are expected to increase in line with CPI.
Investment Interest	5%	Interest is calculated on the forecast cash and investment balances.
Interest on overdue rates	10.5%	6% above the Reserve Bank cash rate. (Section 566(3) of the Local Government Act 1993
Other revenues	СРІ	Other revenues consist of program fees and sundry income items.
Operating grants	СРІ	Operating grants include the financial assistance grant and the public library funding agreement.

EXPENDITURE ASSUMPTIONS

Item	Assumption	Comment
Employee Benefits and on-	4.5%	Employee costs increase in
costs		accordance with the
		current industrial agreement
		and relevant legislation
Borrowing Costs	N/A	All Council loans are fixed
		and are based on actual
		interest repayments.
Materials, contracts, and	CPI	These increase in line with
other expenses		CPI or current supplier
		agreements.

OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

Since the adoption of the Balanced Scenario LTFP in 2014, Council has made several decisions that have improved our financial outlook. This section outlines some of those improvements.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Although operational efficiencies alone are unlikely to provide the level of additional funding required to achieve financial sustainability, there is scope to improve Council's financial position, by undertaking a full review of operations. This includes reviewing the organisational structure and business systems, exploring opportunities for out-sourcing activities, building capacity to take on more capital works internally, and improving project management capabilities.

At the March 2017 Ordinary Council Meeting, Council adopted a Service Review Framework and methodology. During this term of Council, management will oversee more than 65 internal and external service reviews, to generate efficiencies and savings throughout the organisation. This review is not all about financial savings, it is about ensuring Council is delivering the services that the Community requires, at the level the Community expects. In some instances, this may mean further resources are dedicated to some areas, where other areas may have resources reduced. Most importantly, it will ensure that all services are delivered in the most effective and efficient way possible.

In October 2017, Council adopted a Smart Community Framework to improve quality of life, prosperity, and sustainability for its community, by using technology in optimising processes, solving challenges proactively, building intelligence and productivity and facilitating proactive and meaningfully engagement, between all stakeholders.

Council has successfully implemented several technologies to increase efficiency and sustainability throughout the city.

Examples such as smart solar and wind lighting - which has enabled Council to remove the lighting for Sturt Park, Patton Park, and the Administrative Centre Grounds, from the electrical grid. This has not only enabled a financial savings but is a sustainable option for the community. Further implementation of similar technologies is planned through the reporting period.



IMPROVING ASSET MANAGEMENT

Council is in the process of undertaking a review of all infrastructure assets, to ensure that it is providing services and infrastructure that meets the community needs and is within the community's ability to pay. As a result of this process, it is anticipated that Council will generate significant replacement savings and associated running costs.

During this year's review of the LTFP, the 'Balanced' scenario will see Council continuing to budget for a greater than, or equal to, 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position and beginning to understand the renewal requirement to reduce the backlog. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place, for future generations. The ongoing success of this is dependent on ensuring that we are only renewing required and utilised assets.

Draft Long Term Financial Plan 2026-2035

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REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

It is imperative that service level reviews occur throughout the 2025/2026 financial year, with consultation with the community.

It is expected that a detailed plan of community expectations and priorities, will be achieved and factored into service levels and capital expenditure, throughout further reviews of the LTFP. This is a significant piece of work that will be required to ensure the future financial sustainability of Council and balancing the budget within the reporting period. Council is approaching the crossroads. where a decision will need to be made regarding asset rationalisation, or a special rate variation (SRV); COVID-19 has made this more important than ever. If either one of these solutions is not adopted, the Council will be in financial peril.

IMPROVING FINANCIAL CONTROL

Improving staff understanding and capacity, systems controls, procedures and reporting for Council's finance function, has been imperative to achieve improvements in Council's financial position.

Savings have been generated throughout the year, as a result of a concerted effort by staff to reduce expenditure.

Continued improvement of procurement practices has facilitated improved governance, resulting in greater value for money.

An internal audit function was implemented in the 2018/19 financial year to ensure greater governance and transparency and has already achieved a number of process improvements and identified lost revenue opportunities.

INCREASING INCOME

Throughout the past year, Council has proactively sought private works including Transport for NSW contracts. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position.

Improved capacity to bid for State and Federal funding has resulted in competitive grants being awarded to Council.

Council is also currently reviewing all fees and charges, to ensure appropriate costs recovery and additional areas of revenue generation.

CASHFLOW MANAGEMENT

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year, has resulted in efficiencies; generating savings.

RECRUITMENT SUCCESS

Recruiting staff with requisite leadership, experience and technical skills is becoming increasingly across Local Government in general. Throughout the year, Council has been succsessful in attracting a number of professional staff and sourcing talent from within to fill key positions, resulting in, improved efficiencies and continuing to move Council towards financial sustainability.

The importance of key positions within the organisational structure, on the financial fortunes of a Council, cannot be underestimated.

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THE BALANCED SCENARIO REVIEWED

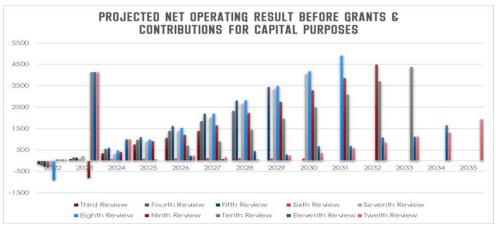
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future.

The Balanced Scenario incorporated organisational efficiencies, decreasing expenditure, and increasing revenue to achieve a surplus operating position, by the end of the Plan.

As outlined in this review, considerable progress has been made in relation to Council's financial position since the 2014

This has strengthened Council's financial position; however, further improvements can only be made by adjusting service levels to the community, to a more realistic and feasible level.

The following chart demonstrates the improvement in Council's financial position, over the previous ten reviews. Council is still anticipating to break-even in 2026 with project surpluses in ongoing years.

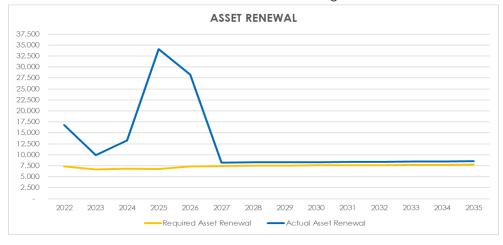


review.

Over the 10 year period, Council will spend in excess of \$87m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal, from ongoing consumption of assets, as well as investing in reducing the Infrastructure backlog, due to Infrastructure replacement

neglect, due to insufficient cash reserves and operating practices during the past decade.

This is a significant step forward for Council in achieving sustainable assets, reducing ongoing operational maintenance costs and ensuring quality Infrastructure, for future generations.



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Broken Hill City Council

The Balanced Scenario, adopted 25 June 2014, decreases operating expenditure, and increases revenue, to achieve a surplus operating position by the end of the planning period.

This scenario has been reviewed, considering strategies implemented over the past ten years to deal with changing economic conditions. Council is still expected to achieve a surplus in 2026.

To achieve this result, the Balanced Scenario assumes that Council:

- Undertakes additional operational changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts costs.
- Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- Undertakes a review of assets held and where appropriate adopts a opimisation strategy to reduce overall operating costs.



Successful implementation of the plan will result in all financial indicators (excluding extra-ordinary items and other than the operating indicator) being maintained within the Office of Local Government benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections has been undertaken along with revised asset valuations to better analyse Council's asset ratios.

Based upon planned asset expenditure, cash, and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation.

Key Aspects of the proposed (Balanced) scenario are:

- Surplus from 2026.
- Maintain and grow Council's permanent workforce by building capacity to take on more capital works internally, and increasing private contract works.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks.
- Ensure an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.

Draft Long Term Financial Plan 2026-2035

	l	ONG TERM		AL PLAN - Statement	2026-20	135						
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations												
Revenue:												
Rates & annual charges	21,002	21,814	22,718	23,627	24,336	25,066	25,692	26,335	26,993	27,668	28,359	29,068
User charges & fees	5,183	4,795	5,133	5,256	5,382	5,512	5,644	5,779	5,918	6,060	6,205	6,354
Interest & investment revenue	1,958	1,470	1,365	407	432	569	633	704	806	927	1,057	1,382
Other revenues .	1,389	685	1,367	1,400	1,433	1,468	1,503	1,539	1,576	1,614	1,653	1,692
Grants & contributions for operating purposes	8,446	7,977	8,701	9,166	9,587	9,996	10,295	10,501	10,711	10,926	11,144	11,367
Grants & contributions for capital purposes	5,604	18,265	7,390	3,197	3,343	3,486	3,590	3,662	3,735	3,810	3,886	3,964
Other Income:												
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	43,582	55,006	46,673	43,052	44,513	46,095	47,358	48,520	49,740	51,004	52,305	53,828
Expenses from Continuing Operations												
Employee benefits & costs	15.847	16,488	17.573	18,232	18,915	19.388	19.873	20,370	20,879	21,401	21.829	22,266
Borrowing costs	812	693	699	634	576	533	487	445	411	376	339	301
Materials & contracts	12,072	11,593	11,804	12,087	12,377	12,924	13,445	13,767	14,098	14,436	15,003	15,363
Depreciation & amortisation	6,855	6,809	7,380	7,453	7,473	7,494	7,527	7,560	7,593	7,627	7,660	7,694
Impairment	-	0,000	.,,,,,	.,		,		-	-		-	-
Other expenses	1,249	1,154	1,150	1.178	1,206	1,235	1,265	1,295	1,326	1,358	1,391	1,424
Net losses from disposal of assets	136	-	-	-	-	-	-	-	-	-	-	
Net share of interests in joint ventures	_	_	-	_	-	_	_	_	_	-	-	_
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,971	36,737	38,606	39,584	40,548	41,574	42,596	43,437	44,307	45,198	46,222	47,047
OPERATING RESULT FOR THE YEAR	6,611	18,269	8,068	3,468	3,965	4,521	4,762	5,083	5,433	5,806	6,083	6,781
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	271	622	1,035	1,172	1,421	1,698	1,996	2,197	2,817
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	271	622	1,035	1,172	1,421	1,698	1,996	2,197	2,817
Assumptions												
Rate Peg General Index Employee Cost Index Grant Index Investment Interest rate	3.70% 7.80% 3.25% 2.00% 5.00%	4.50% 4.10% 3.25% 2.00% 5.00%	2.40% 4.50% 5.00% 4.50%	4.00% 2.40% 3.75% 5.35% 4.00%		2.40% 2.50% 4.26% 3.00%	2.50% 2.40% 2.50% 3.00% 3.00%	2.50% 2.40% 2.50% 2.00% 3.00%	2.50% 2.40% 2.50% 2.00% 3.00%	2.40% 2.50% 2.00% 3.00%	2.50% 2.40% 2.00% 2.00% 3.00%	2.50% 2.40% 2.00% 2.00% 3.50%
Overdue rates interest rate Efficiency gain on Materials & Contracts	9.00% -2.00%	9.00% -2.00%	10.50% 0.00%	10.00% 0.00%	8.00% 0.00%		8.00% 0.00%	8.00% 0.00%	8.00% 0.00%		8.00% 0.00%	8.00% 0.00%

DRAFT LONG TERM FINANCIAL PLAN 2026-2035

		LONG TERM		AL PLAN -		135						
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	203
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Assets												
Current Assets:												
Cash & cash equivalents	17,056	353	3,061	7,114	11,626	13,720	16,014	19,387	23,340	27,629	32,159	37,343
Investments	16,093	14,831	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331
Receivables	5,540	5,355	5,355	5,406	5,601	5,690	5,722	5,827	5,658	5,517	5,559	5,574
Inventories	90	94	96	98	101	103	105	108	111	113	116	119
Other	382	398	407	417	427	437	448	458	469	481	492	504
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	39,161	21,031	14,250	18,367	23,086	25,281	27,620	31,111	34,909	39,072	43,658	48,871
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	353,467	380,755	364,283	361,830	359,578	360,327	361,080	361,836	362,595	363,358	364,124	364,894
Investments accounted for using the equity method	803	866	803	803	803	803	803	803	803	803	803	803
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	354,270	381,621	365,086	362,633	360,381	361,130	361,883	362,639	363,398	364,161	364,927	365,697
TOTAL ASSETS	393,431	402,652	379,337	381,000	383,466	386,411	389,503	393,750	398,307	403,233	408,585	414,568
Liabilities												
Current Liabilities:												
Payables	4,678	4,914	4,914	4,999	5,062	5,153	5,250	5,339	5,343	5,023	5,081	5,112
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,670											
Borrowings	1,859	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015	1,015
Provisions	5,121	4,813	4,813	4,810	4,826	4,852	4,917	5,001	5,031	5,010	4,899	4,897
TOTAL CURRENT LIABILITIES	19,328	12,194	12,179	12,260	12,039	12,089	12,251	11,622	11,389	11,048	10,995	11,024
Non-Current Liabilities:												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,016	15,813	13,883	11,895	10,134	8,411	6,657	5,647	4,870	4,058	3,210	2,322
Provisions	10,139	12,312	12,312	12,794	13,230	13,558	13,706	13,656	13,442	13,359	13,072	13,175
TOTAL NON-CURRENT LIABILITIES	26,155	28,125	26,195	24,689	23,365	21,969	20,363	19,303	18,312	17,418	16,282	15,497
TOTAL LIABILITIES	45,483	40,320	38,375	36,949	35,404	34,058	32,614	30,925	29,701	28,466	27,276	26,521
NET ASSETS	347,948	362,332	340,962	344,051	348,062	352,353	356,889	362,825	368,606	374,766	381,309	388,046
Equity												
Retained earnings	127,598	156,071	120,612	123,701	127,712	132,003	136,539	142,475	148,256	154,416	160,959	167,696
Revaluation reserves	220,350	206,261	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350
Council equity interest	347,948	362,332	340.962	344,051	348,062	352,353	356,889	362,825	368,606	374,766	381,309	388,046
Non-controlling interest		-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	347,948	362,332	340,962	344,051	348,062	352,353	356,889	362,825	368,606	374,766	381,309	388,046
Assumptions General Index No impact from rev aluation of assets No restricted cash	7.80%	4.10%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%		2.40%	2.40%

		LONG TERM			TOES L							
\$ '000	2024	2025	STATEMENT 2026	OF CASH FLOWS	2028	2029	2030	2001	2000	2222	2024	203
\$ 000	2024	2025 Revised	2026 Proposed	2027	2028	2029	2030	2031	2032	2033	2034	203
	Actual	Budget Q2	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Foreco
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	20,641	21,160	22,036	22,918	23,605	24,314	24,921	25,544	26,183	26,838	27,509	28,19
User charges & fees	5,292	4,652	4,979	5,099	5,221	5,346	5,474	5,606	5,740	5,878	6,019	6,16
Investment & interest revenue received	1,502	1,942	1,722	486	428	565	630	700	803	923	1,053	1,37
Grants & contributions	10,829	19,903	11,928	12,363	12,930	13,481	13,886	14,164	14.447	14,736	15,030	15,33
Bonds, deposits & retention amounts received	4	-	-	-	-	-	-	-	-	-	-	-
Other	2,509	664	1,326	1,358	1,390	1,424	1,458	1,493	1.529	1,565	1,603	1.64
Payments:	,,,,,		,, ,	,	,,,,,	,	,	,	, ,	,,,,,	,	
Employee benefits & costs	(15,696)	(15.994)	(17.046)	(17,685)	(18,348)	(18.807)	(19.277)	(19.759)	(20,253)	(20,759)	(21,174)	(21,598
Materials & contracts	(11,980)	(11,245)	(11,450)	(11,725)	(12,006)	(12,537)	(13,041)	(13,354)	(13,675)	(14,003)	(14,552)	(14,902
Borrowing costs	(650)	(693)	(699)	(634)	(576)	(533)	(487)	(445)	(411)	(376)	(339)	(301
Bonds, deposits & retention amounts refunded	(000)	(070)	-	(004)	(070)	-	(407)	(440)	(-711)	-	-	(001
Other	(2,674)	(1,120)	(1,116)	(1,142)	(1,170)	(1,198)	(1,227)	(1,256)	(1,286)	(1,317)	(1,349)	(1,381
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	9,777	19,269	11,681	11.038	11,474	12.056	12.337	12,693	13,077	13,485	13,800	14,528
NET CASH PROVIDED (OR USED IN) OF ERATING ACTIVITIES	7,777	17,207	11,001	11,030	11,4/4	12,030	12,337	12,073	13,077	13,463	13,000	14,320
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	27,010	_	9,500	-	_	-	-	_	_	-	-	_
Sale of infrastructure, property, plant & equipment	446	_	-	_	_	_	_	_	_	_	-	_
Deferred debt ors receipts	-	_	-	_	_	_	_	_	_	_	_	
Other investing activity receipts	_	_	-	_	_	_	_	_	_	_	-	_
Payments:												
Purchase of investment securities	(20,500)	_	_		_	_	_	_	_	_	_	
Purchase of infrastructure, property, plant & equipment	(13,273)	(34,097)	(18,196)	(5,000)	(5,220)	(8,243)	(8,280)	(8,316)	(8,353)	(8,389)	(8,426)	(8,463
Deferred debt ors & advances made	(13,2/3)	(34,077)	(10,170)	(3,000)	(3,220)	(0,243)	(0,200)	(0,510)	(0,555)	(0,307)	(0,420)	(0,400
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(6,317)	(34,097)	(8,696)	(5,000)	(5,220)	(8,243)	(8,280)	(8,316)	(8,353)	(8,389)	(8,426)	(8,463
NET CASH FROVIDED (OR USED IN) INVESTING ACTIVITIES	(0,317)	(34,077)	(0,070)	(5,000)	(5,220)	(0,243)	(0,200)	(0,310)	(0,333)	(0,307)	(0,420)	(0,463
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	_	_	-	-	_	-	-	_	_	-	-	-
Payments:												
Repayment of borrowings & advances	(1,803)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)	(881
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,803)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)	(881)
, , , , , , , , , , , , , , , , , , , ,	()	,,,,		,,,,,	,,,,		. , ,	(, ,	,	(,	(,	
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	1,657	(16,703)	1,061	4,053	4,512	2,094	2,295	3,373	3,953	4,289	4,531	5,18
plus: CASH & CASH EQUIVALENTS - beginning of year	15,399	17,056	2,000	3,061	7,114	11,626	13,720	16,014	19,387	23,340	27,629	32,15
CASH & CASH FOUNTALENTS and african	17.05/	252	20/1	7114	11 /0/	12 700	17.014	10 207	02.240	07 /00	20.150	27 24
CASH & CASH EQUIVALENTS - end of year	17,056	353	3,061	7,114	11,626	13,720	16,014	19,387	23,340	27,629	32,159	37,34
Additional Information plus: Investments on hand - end of year	16.093	14.831	5,331	5.331	5,331	5.331	5.331	5,331	5,331	5.331	5.331	5,33
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	33,149	15,184	8,392	12,446	16,957	19,051	21,345	24,718	28,671	32,960	37,491	42,674
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	33,147	13,104	0,372	12,440	10,737	17,051	21,343	24,710	20,071	32,760	37,471	42,074
Assumptions												
Rates & charges recovery rate	97.00%		97.00%	97.00%	97.00%	97.00%	97.00%					97.0
Debtor recovery rate General Index	97.00% 7.80%		97.00% 2.40%	97.00% 2.40%	97.00% 2.40%	97.00% 2.40%	97.00% 2.40%					97.0 2.4

	L	ONG TERM		AL PLAN -	2026-20	135						
				IAL RATIOS								
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating Ratio												
This ratio measures Council's ability to contain operating expenditure within operating revenue	2.65%	0.01%	1.72%	0.68%	1.51%	2.43%	2.68%	3.17%	3.69%	4.23%	4.54%	5.65%
Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions												
Cash Expense Cover Ratio												
This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	13.06	6.23	7.03	8.36	9.77	10.21	10.70	11.59	12.62	13.70	14.75	16.03
Benchmark - Greater than 3.0 months	13.06	0.23	7.03	0.30	7.//	10.21	10.70	11.37	12.02	13.70	14./3	10.00
Generalization and Cash equivalents / (total expenses - depreciation - interest costs) * 12												
Current Ratio												
This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.	2.03	1.72	1.17	1.50	1.92	2.09	2.25	2.68	3.07	3.54	3.97	4.43
Benchmark - Greater than 1.5	2.03	1.72	1.17	1.30	1.72	2.07	2.23	2.00	3.07	3.34	3.77	4.43
current assets / current liabilities												
conditi discris y conditi additina												
Unrestricted Current Ratio												
To assess the adequacy of working capital and its ability to satisfy obligations in the short term												
for the unrestricted activities of Council.	2.84	1.89	1.17	1.61	2.17	2.40	1.93	2.35	2.74	3.13	3.56	4.03
Benchmark - Greater than 1.5												
current assets less all external activities/ current liabilities, less specific purpose liabilities												
Own Source Operating Revenue												
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue	67.76%	52.29%	65.53%	71.28%	70.95%	70.75%	70.68%	70.81%	70.96%	71.11%	71.26%	71.52%
Benchmark - Greaterthan 60% rates, utilities and charges / total operating revenue (inclusive of capital grants and												
contributions)												
Debt Service Cover Ratio												
This ratio measures the availability of cash to service debt including interest, principal, and												
lease payments	3.37	2.92	3.34	3.19	3.74	4.02	4.08	6.50	8.21	8.46	8.62	9.14
Benchmark - Greater than 2.0												
operating result before interest and depreciation [EBITDA] / principal repayments +borrowing interest costs												
Interest Cover Ratio												
This ratio indicates the extent to which Council can service its interest bearing debt and take on												
additional borrowings. It measures the burden of the current interest expense upon Council's operating cash	10.68	10.83	12.53	13.18	15.04	17.01	18.87	21.18	23.61	26.60	30.04	35.88
Benchmark - Greater than 4.0	10.00	10.63	12.33	13.10	13.04	17.01	10.0/	21.10	23.01	20.00	30.04	55.00
operating result before interest and depreciation (EBITDA) / interest expense												
Capital Expenditure Ratio												
This rafio indicates the extent to which Council is forecasting to expand its asset base with												
capital expenditure spent on both new assets and replacement and renewal of existing assets	1.94	5.01	2.47	0.67	0.70	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Benchmark - Greater than 1.1 annual capital expenditure / annual depreciation												
annour capital experiatione / annour depreciation											_	

IMPROVING OUR FINANCIAL POSITION FURTHER

Whilst significant improvements have been made over the past number of years, Council still has a long way to go in ensuring a strong financial position.

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2040 Community Strategic Plan. This includes addressing current goals, while planning to meet the requirements for the future. To do this, Council must be strong.

A strong Council is one that has the financial capacity to meet its short and long-term needs; a Council that can withstand financial shocks without burdening the community with increased rates or reduced services. Council is carrying out and will continue to review the following initiatives to maximise the ability to meet the community's needs in service provision.

Council has updated the 2026 Operating and Long Term Financial Plan, with the most current and best available information, but it is subject to change due to the dynamic economic crisis, created by the global diplomatic unrest and subsequent financial effects.

The current plan may be impacted due to the unpredictability of the short to midterm financial conditions due to the volatility in global trade and economic conditions means this cannot be guaranteed.

The Council also acknowledges that planned deliverables and actions may be impacted or need to be reprioritised, new priorities may also emerge.

Council will engage with the community using the principles outlined in our Community Engagement Strategy, to ensure that changing and emerging priorities are identified.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery.



This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of innovative technology and an emphasis on staffing capacity development.

IMPROVING ASSET MANAGEMENT

Council currently manages a large number of assets, some of which may be surplus to community needs. Undertaking a review and possible rationalisation of assets, will assist in reducing operational costs.

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.

To ascertain community expectations, service level reviews are being undertaken.

INCREASING STATE AND FEDERAL FUNDING

Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying Local Members and Government Ministers for additional funding.

Draft Long Term Financial Plan 2026-2035

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INCREASING PRIVATE WORKS, TRANSPORT NSW CONTRACTS AND CAPITAL WORK DELIVERY

Council has over several years invested heavily in the development of additional capacity for its roads and trades teams to enable Council to take on more capital works internally and attract more private works and contracts through Transport NSW. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position and future growth of Council's workforce.

LONG TERM WASTE STRATEGY AND INDUSTRY DEVELOPMENT

Broken Hill City Council is engaged in the process of developing a 3-year waste management strategy, which will inform our long-term goals in alignment with the Community Strategic Plan.

This strategy encompasses a few key areas, with a focus on developing a circular waste economy in the Broken Hill Region, starting with key producers and ending with final consumers, with the end goal of diverting as much waste as possible from waste management facilities, by advocating for the usage of long lifespan products, repurposing of otherwise obsolete equipment, and collaboration between industries to achieve optimal outcomes for all areas of the Broken Hill community.

The strategy is being developed to align with the NSW Waste and Sustainable Materials Strategy 2041, which places great emphasis on reducing the total amount of waste initially produced, prior to waste processing steps. The targets of this strategy include:

- 80% average recovery rate from all waste streams by 2030
- Reduce total waste generation per person by 10% by 2030
- Halve the amount of organic waste sent to landfill by 2030

The viability of processes such as recyclable material processing, energy creation, and the establishment of a local industry centred around these processes is being examined. BHCC believes there is potential for additional revenue streams within its existing waste management processes, and by properly implementing and utilising these streams, overhead expenses created by the waste management centre can be reduced.

INCREASING RATE REVENUE

To maintain services at their expected level, the community may consider if an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability.

Draft Long Term Financial Plan 2026-2035

SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$250m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

When planning for the long term, we rely on assumptions and we rely on strategies being successful. For example, Council is reliant on grants and contributions for 20% of its overall income and our plan assumes that these grants will continue into the future. We assume, that we will be successful in our strategies to reduce costs. We assume, our rate base will remain the same and we assume, that we will not be faced with any financial shocks.

Long term planning provides decision makers and stakeholders in our community, with a view of how our goals can be achieved, but what if things don't go as planned?

Our plan is sensitive to a number of internal and external drivers including Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation.

The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

SCENARIO 2 - 4% Rate Peg from 2027 to 2030

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2026 rate peg of 4% is maintained until 2030 and reduces to 2.5% in the longer term. Wages growth is also maintained at 3.75%.

This model does not alter Council's return to surplus in 2026 and sees a continuing surplus in ongoing years due to the rate peg increases matching inflation.

Key Aspects of this Scenario

- Surplus in 2026
- · Continuing surplus from 2026 onwards

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LONG TERM I	INANCIAL	PLAN - 26	126-2835 Income 8		2 - 4	% RATE	PEG 2027	-2030				
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
¥ 3.50	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Income from Continuing Operations												
Revenue:												
Rates & annual charges	21,002	21,814	22,718	23,627	24,572	25,555	26,577	27,241	27,922	28,620	29,336	30,069
User charges & fees	5,183	4,795	5,133	5,256	5,382	5,512	5,644	5,779	5,918	6,060	6,205	6,354
Interest & investment revenue	1,958	1,470	1,365	407	432	577	650	732	848	981	1,126	1,480
Other revenues	1,389	685	1,367	1,400	1,433	1,468	1,503	1,539	1,576	1,614	1,653	1,692
Grants & contributions for operating purposes	8,446	7,977	8,701	9,166	9,587	9,996	10,295	10,501	10,711	10,926	11,144	11,367
Grants & contributions for capital purposes	5,604	18,265	7,390	3,197	3,343	3,486	3,590	3,662	3,735	3,810	3,886	3,964
Other Income:												
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	43,582	55,006	46,673	43,052	44,750	46,592	48,259	49,455	50,711	52,011	53,350	54,926
Expenses from Continuing Operations												
Employee benefits & costs	15,847	16,488	17,573	18,232	18,915	19,625	20,361	20,870	21,391	21,926	22,365	22,812
Borrowing costs	812	693	699	634	576	533	487	445	411	376	339	301
Materials & contracts	12,072	11,593	11,804	12,087	12,377	12,924	13,445	13,767	14,098	14,436	15,003	15,363
Depreciation & amortisation	6,855	6,809	7,380	7,453	7,473	7,494	7,527	7,560	7,593	7,627	7,660	7,694
Impairment	-				-	-	-	-	-	-	-	-
Other expenses	1,249	1,154	1,150	1,178	1,206	1,235	1,265	1,295	1,326	1,358	1,391	1,424
Net losses from disposal of assets	136	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,971	36,737	38,606	39,584	40,548	41,811	43,083	43,937	44,819	45,723	46,757	47,594
OPERATING RESULT FOR THE YEAR	6,611	18,269	8,068	3,468	4,202	4,781	5,176	5,518	5,892	6,289	6,593	7,333
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	271	858	1,296	1,585	1,856	2,156	2,478	2,706	3,369
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS												
BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	271	858	1,296	1,585	1,856	2,156	2,478	2,706	3,369
Assumptions	0.700	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50
Rate Peg General Index	3.70% 7.80%	4.10%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40
Employee Cost Index Grant Index	3.25% 2.00%		4.50% 5.00%	3.75% 5.35%	3.75% 4.59%	3.75% 4.26%	3.75% 3.00%	2.50% 2.00%			2.00% 2.00%	2.00 2.00
Investment Interest rate	5.00%	5.00%	4.50%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50
Overdue rates interest rate Efficiency gain on Materials & Contracts	9.00% -2.00%		10.50% 0.00%	10.00%	8.00% 0.00%	8.00% 0.00%	8.00% 0.00%	8.00%			8.00% 0.00%	8.00

LONG TERM	I FINANCIAL		926-2035 STATEMENT OF FI			% RATE	PEG 2027	-2030				
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast								
Assets												
Current Assets:												
Cash & cash equivalents	17,056	353	3,061	7,114	11,856	14,202	16,898	20,694	25,094	29,853	34,879	40,601
Investments	16,093	14,831	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331
Receivables	5,540	5,355	5,355	5,406	5,601	5,690	5,722	5,827	5,658	5,517	5,559	5,574
Inventories	90	90	90	90	90	90	90	90	90	90	90	90
Other	382	382	382	382	382	382	382	382	382	382	382	382
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	39,161	21,011	14,219	18,324	23,260	25,695	28,423	32,324	36,555	41,173	46,242	51,978
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	353,467	380,755	364,283	361,830	359,578	360,327	361,080	361,836	362,595	363,358	364,124	364,894
Investments accounted for using the equity method	803	866	803	803	803	803	803	803	803	803	803	803
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	354,270	381,621	365,086	362,633	360,381	361,130	361,883	362,639	363,398	364,161	364,927	365,697
TOTAL ASSETS	393,431	402,633	379,305	380,957	383,641	386,825	390,306	394,963	399,953	405,334	411,169	417,675
Liabilities												
Current Liabilities:												
Payables	4,678	4,914	4,914	4,999	5,062	5,153	5,250	5,339	5,343	5,023	5,081	5,112
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,670											
Borrowings	1,859	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015	1,015
Provisions	5,121	4,813	4,813	4,810	4,826	4,852	4,917	5,001	5,031	5,010	4,899	4,897
TOTAL CURRENT LIABILITIES	19,328	12,194	12,179	12,260	12,039	12,089	12,251	11,622	11,389	11,048	10,995	11,024
Non-Current Liabilities:												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,016	15,813	13,883	11,895	10,134	8,411	6,657	5,647	4,870	4,058	3,210	2,322
Provisions	10,139	12,312	12,312	12,794	13,230	13,558	13,706	13,656	13,442	13,359	13,072	13,175
TOTAL NON-CURRENT LIABILITIES	26,155	28,125	26,195	24,689	23,365	21,969	20,363	19,303	18,312	17,418	16,282	15,497
TOTAL LIABILITIES	45,483	40,320	38,375	36,949	35,404	34,058	32,614	30,925	29,701	28,466	27,276	26,521
NET ASSETS	347,948	362,313	340,931	344,008	348,237	352,767	357,692	364,039	370,252	376,868	383,892	391,154
Equity												
Retained earnings	127,598	156,052	120,581	123,658	127,887	132,417	137,342	143,689	149,902	156,518	163,542	170,804
Revaluation reserves	220,350	206,261	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350
Council equity interest	347,948	362,313	340,931	344,008	348,237	352,767	357,692	364,039	370,252	376,868	383,892	391,154
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	347,948	362,313	340,931	344,008	348,237	352,767	357,692	364,039	370,252	376,868	383,892	391,154
Assumptions General Index No impact from revaluation of assets	3.25%	3.25%	4.50%	3.75%	3.75%	3.75%	3.75%	2.50%	2.50%	2.50%	2.00%	2.00%

LONG TERM F	TNANGIAL	PLAN - 28	STATEMENT O			76 KATE	reu 202/	2000				
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	20,641	21,160	22,036	22,918	23,835	24,788	25,780	26,424	27,085	27,762	28,456	29,167
User charges & fees	5,292	4,652	4,979	5,099	5,221	5,346	5,474	5,606	5,740	5,878	6,019	6,164
Investment & interest revenue received	1,502	1,942	1,722	486	428	573	645	729	844	978	1,122	1,476
Grants & contributions	10,829	19,903	11,928	12,363	12,930	13,481	13,886	14,164	14,447	14,736	15,030	15,331
Bonds, deposits & retention amounts received	4	-	-	-	-	-	-	-	-	-	-	-
Other	2,509	664	1,326	1,358	1,390	1,424	1,458	1,493	1,529	1,565	1,603	1,641
Payments:												
Employee benefits & costs	(15,696)	(15,994)	(17,046)	(17,685)	(18,348)	(19,036)	(19,750)	(20,244)	(20,750)	(21,268)	(21,694)	(22,128)
Materials & contracts	(11,980)	(11,245)	(11,450)	(11,725)	(12,006)	(12,537)	(13,041)	(13,354)	(13,675)	(14,003)	(14,552)	(14,902)
Borrowing costs	(650)	(693)	(699)	(634)	(576)	(533)	(487)	(445)	(411)	(376)	(339)	(301)
Bonds, deposits & retention amounts refunded	(000)	(0,0)	-	-	(0,0)	-	- (,	(,	- (,	-	-	-
Other	(2,674)	(1,120)	(1,116)	(1,142)	(1,170)	(1,198)	(1,227)	(1,256)	(1,286)	(1,317)	(1,349)	(1,381)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	9,777	19,269	11,681	11,038	11,704	12,308	12,739	13,117	13,523	13,955	14,296	15,066
· · · · · ·												
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	27,010	-	9,500	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	446	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	-	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(20,500)	-	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(13,273)	(34,097)	(18,196)	(5,000)	(5,220)	(8,243)	(8,280)	(8,316)	(8,353)	(8,389)	(8,426)	(8,463)
Deferred debt ors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(6,317)	(34,097)	(8,696)	(5,000)	(5,220)	(8,243)	(8,280)	(8,316)	(8,353)	(8,389)	(8,426)	(8,463)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	_	-	_	_	_	_	_	_	_	-	_	
Payments:												
Repayment of borrowings & advances	(1,803)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)	(881)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,803)	(1,874)	(1,924)	(1,984)	(1,742)	(1,717)	(1,763)	(1,004)	(771)	(806)	(843)	(881)
NEI CASITI KOVIDED (OK USED IN) TINANCINO ACTIVILES	(1,000)	(1,074)	(1,724)	(1,704)	(1,742)	(1,717)	(1,700)	(1,004)	(//1)	(000)	(040)	(001)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	1,657	(16,703)	1,061	4,053	4,742	2,346	2,696	3,796	4,399	4,759	5,027	5,722
plus: CASH & CASH EQUIVALENTS - beginning of year	15,399	17,056	2,000	3,061	7,114	11,856	14,202	16,898	20,694	25,094	29,853	34,879
CACH & CACH FOUNTAIFNITE and after an	17.05/	252	20/1	7114	11.05/	14000	1/ 000	00 / 04	05.004	00.050	24.070	40.701
CASH & CASH EQUIVALENTS - end of year	17,056	353	3,061	7,114	11,856	14,202	16,898	20,694	25,094	29,853	34,879	40,601
Additional Information												
plus: Investments on hand - end of year	16,093	14,831	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	33,149	15,184	8,392	12,446	17,187	19,533	22,230	26,026	30,425	35,184	40,210	45,932
Assumptions												
Rates & charges recovery rate	97.00%		97.00%	97.00%	97.00%		97.00%				97.00%	97.00%
Debtor recovery rate General Index	97.00% 7.80%	97.00% 4.10%	97.00% 2.40%	97.00% 2.40%	97.00% 2.40%		97.00% 2.40%				97.00% 2.40%	97.00% 2.40%
Investment Interest rate	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50%
Overdue rates interest rate	9.00%	9.00%	10.50%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

	2024	2024	2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast											
perating Ratio															
his ratio measures Council's ability to contain operating expenditure within operating revenue	2.65%	0.01%	1.72%	0.68%	2.07%	3.01%	3.55%	4.05%	4.59%	5.14%	5.47%	6.61%			
enchmark - Greater than 0%	2.63%	0.01%	1.72%	0.00%	2.07%	3.01%	3.33%	4.05%	4.39%	5.14%	5.4/%	6.61%			
encirimars - Greater from this properties of the second sec															
Cash Expense Cover Ratio															
his ratio indicates the number of months Council can continue paying for its immediate xpenses without additional cash inflow	13.06	6.23	7.03	8.36	9.85	10.31	10.86	11.86	13.01	14.22	15.39	16.80			
enchmark - Greater than 3.0 months															
vurrent year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 2															
Current Ratio															
his ratio represents Council's ability to meet debt payments as they fall due. It should be noted nat Council's externally restricted assets will not be available as operating funds and as such															
an significantly impact Council's ability to meet its liabilities.	2.03	1.72	1.17	1.49	1.93	2.13	2.32	2.78	3.21	3.73	4.21	4.72			
enchmark - Greater than 1.5															
urrent assets / current liabilities															
Inrestricted Current Ratio															
assess the adequacy of working capital and its ability to satisty obligations in the short term or the unrestricted activities of Council.	30.09	1.89	1.17	1.60	2.19	2.44	2.00	2.46	2.89	3.32	3.80	4.31			
enchmark - Greater than 1.5															
current assets less all external activities / current liabilities, less specific purpose liabilities															
Own Source Operating Revenue															
his ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external unding sources such as operating grants and contributions. Council's financial flexibility mproves the higher the level of its own source revenue	67.76%	52.29%	65.53%	71.28%	71.11%	71.07%	71.23%	71.36%	71.51%	71.67%	71.83%	72.09%			
lenchmark - Greater than 60%															
ates, utilities and charges / total operating revenue (inclusive of capital grants and ontributions)															
ebt Service Cover Ratio															
nis ratio measures the availability of cash to service debt including interest, principal, and case payments	3.37	2.92	3.34	3.19	3.84	4.14	4.27	6.80	8.59	8.87	9.06	9.61			
enchmark - Greater than 2.0															
perating result before interest and depreciation (EBITDA) / principal repayments borrowing interest costs															
nterest Cover Ratio															
his ratio indicates the extent to which Council can service its interest bearing debt and take on ddlilional borrowings. It measures the burden of the current interest expense upon Council's	10.70	10.00	10.50	10.10	15.45	17.50	10.70	00.15	04.70	07.00	21.51	07.70			
peraling cash enchmark - Greater than 4.0	10.68	10.83	12.53	13.18	15.45	17.50	19.72	22.15	24.73	27.88	31.54	37.72			
perating result before interest and depreciation (EBITDA) / interest expense															
Capital Expenditure Ratio															
his ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets in the control of the council o	1.94	5.01	2.47	0.67	0.70	1.10	1.10	1.10	1.10	1.10	1.10	1.10 uye zo			

SCENARIO 3 – 2% rate peg 2027 to 2030

This scenario is based on the same expenditure assumptions in line with the previous two scenarios however, Rates revenue is projected using a 2% rate peg combined with wages growth remaining steady at 3.75% until 2034. As you will see below, this model does not alter Council's surplus in 2026 but sees a return to regular deficits as the rate peg fails to keep pace with inflation and consequential increases in award wages.

Key Aspects to this Scenario

- Surplus in 2026
- Council incurs regular deficits
- Some key financial ratios & OLG benchmarks will not be met.

LONG TERM	FINANCIAL	PLAN - 2		- SCENA STATEMENT	RIO 3 - 2	2% RATE	PEG 2027	7-2030				
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
¥ 555	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Income from Continuing Operations												
Revenue:												
Rates & annual charges	21,002	21,814	22,718	23,172	23,636	24,109	24,591	25,205	25,836	26,481	27,144	27,822
User charges & fees	5,183	4,795	5,133	5,256	5,382	5,512	5,644	5,779	5,918	6,060	6,205	6,354
Interest & investment revenue	1,958	1,470	1,365	405	417	533	568	604	671	753	844	1,085
Other revenues	1,389	685	1,367	1,400	1,433	1,468	1,503	1,539	1,576	1,614	1,653	1,692
Grants & contributions for operating purposes	8,446	7,977	8,701	9,166	9,587	9,996	10,295	10,501	10,711	10,926	11,144	11,367
Grants & contributions for capital purposes	5,604	18,265	7,390	3,197	3,343	3,486	3,590	3,662	3,735	3,810	3,886	3,964
Other Income:												
Net gains from disposal of assets	-	- 1	-	-	-	-	-	-	-	- 1	-	-
Net share of interests in joint ventures	-	-	-	-	_	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	43,582	55,006	46,673	42,596	43,799	45,102	46,191	47,291	48,447	49,644	50,876	52,285
Expenses from Continuing Operations												
Employee benefits & costs	15,847	16,488	17,573	18,232	18,915	19,388	19,873	20,370	20,879	21,401	21,829	22,266
Borrowing costs	812	693	699	634	576	533	487	445	411	376	339	301
Materials & contracts	12,072	11,593	11,804	12,087	12,377	12,924	13,445	13,767	14,098	14,436	15,003	15,363
Depreciation & amortisation	6,855	6,809	7,380	7,453	7,473	7,494	7,527	7,560	7,593	7,627	7,660	7,694
Impairment	-				-	-	-	-	-	-	-	-
Other expenses	1,249	1,154	1,150	1,178	1,206	1,235	1,265	1,295	1,326	1,358	1,391	1,424
Net losses from disposal of assets	136	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	=	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,971	36,737	38,606	39,584	40,548	41,574	42,596	43,437	44,307	45,198	46,222	47,047
OPERATING RESULT FOR THE YEAR	6,611	18,269	8,068	3,012	3,250	3,527	3,595	3,854	4,140	4,447	4,654	5,237
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	(184)	(93)	41	5	192	405	636	768	1,273
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	1.007	4	678	(184)	(93)	41	5	192	405	636	768	1,273
	.,007	1	070	(.54)	(70)			172	703	230	. 30	.,270
Assumptions	3,70%	4.50%	4.00%	2 2007	2.00%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2,50%
Rate Peg General Index	3.70% 7.80%		4.00% 2.40%	2.00% 2.40%	2.40%	2.40%	2.40%	2.50%			2.50% 2.40%	2.507
Employee Cost Index	3.25% 2.00%	3.25%	4.50% 5.00%	3.75% 5.35%	3.75% 4.59%	2.50% 4.26%	2.50% 3.00%	2.50% 2.00%	2.50%	2.50%	2.00% 2.00%	2.009
Grant Index Investment Interest rate	5.00%	5.00%	4.50%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.509
Ov erdue rates interest rate	9.00% -2.00%	9.00%	10.50%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.009

Draft Long Term Financial Plan 2026-2035

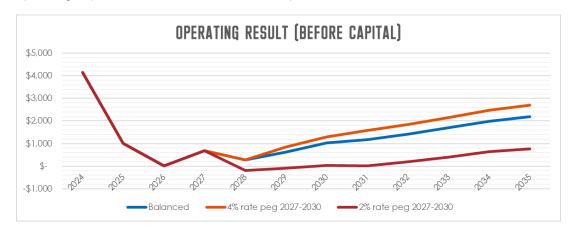
LONG TERI	M FINANCIAL		826-2835 STATEMENT OF F			2% RATE	PEG 2027	7-2030				
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Assets			-									
Current Assets:												
Cash & cash equivalents	17,056	353	3,061	6,673	10,493	11,622	12,783	14,961	17,657	20,622	23,759	27,437
Investments	16,093	14,831	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331
Receivables	5,540	5,355	5,355	5,406	5,601	5,690	5,722	5,827	5,658	5,517	5,559	5,574
Inventories	90	90	90	90	90	90	90	90	90	90	90	90
Other	382	382	382	382	382	382	382	382	382	382	382	382
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	39,161	21,011	14,219	17,883	21,897	23,115	24,308	26,591	29,118	31,942	35,122	38,814
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	353,467	380,755	364,283	361,830	359,578	360,327	361,080	361,836	362,595	363,358	364,124	364,894
Investments accounted for using the equity method	803	866	803	803	803	803	803	803	803	803	803	803
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	354,270	381,621	365,086	362,633	360,381	361,130	361,883	362,639	363,398	364,161	364,927	365,697
TOTAL ASSETS	393,431	402,633	379,305	380,516	382,277	384,245	386,191	389,230	392,516	396,103	400,049	404,511
Liabilities												
Current Liabilities:												
Payables	4,678	4,914	4,914	4,999	5,062	5,153	5,250	5,339	5,343	5,023	5,081	5,112
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,670											
Borrowings	1,859	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015	1,015
Provisions	5,121	4,813	4,813	4,810	4,826	4,852	4,917	5,001	5,031	5,010	4,899	4,897
TOTAL CURRENT LIABILITIES	19,328	12,194	12,179	12,260	12,039	12,089	12,251	11,622	11,389	11,048	10,995	11,024
Non-Current Liabilities:												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,016	15,813	13,883	11.895	10,134	8,411	6,657	5,647	4.870	4,058	3,210	2.322
Provisions	10,139	12,312	12,312	12,794	13,230	13,558	13,706	13,656	13,442	13,359	13,072	13,175
TOTAL NON-CURRENT LIABILITIES	26,155	28,125	26,195	24,689	23,365	21,969	20,363	19,303	18,312	17,418	16,282	15,497
TOTAL LIABILITIES	45,483	40,320	38,375	36,949	35,404	34,058	32,614	30,925	29,701	28,466	27,276	26,521
NET ASSETS	347,948	362,313	340,931	343,567	346,874	350,187	353,577	358,305	362,815	367,637	372,772	377,990
Equity												
Retained earnings	127,598	156,052	120,581	123,217	126,524	129,837	133,227	137,955	142,465	147,287	152,422	157,640
Revaluation reserves	220,350	206,261	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350
Council equity interest	347,948	362,313	340,931	343,567	346,874	350,187	353,577	358,305	362,815	367,637	372,772	377,990
Non-controlling interest	347,746	- 302,313	340,731	343,367	340,074	330,167	- 333,377	330,303	302,013	- 307,037	-	
	247.040	2/0.212	240.021	242.547	24/ 074	250 107	252 577	250 205	2/0.015	247.427	270 770	277.000
TOTAL EQUITY	347,948	362,313	340,931	343,567	346,874	350,187	353,577	358,305	362,815	367,637	372,772	377,990
Assumptions General Index No impact from revaluation of assets No restricted cash	3.25%	3.25%	4.50%	3.75%	3.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%

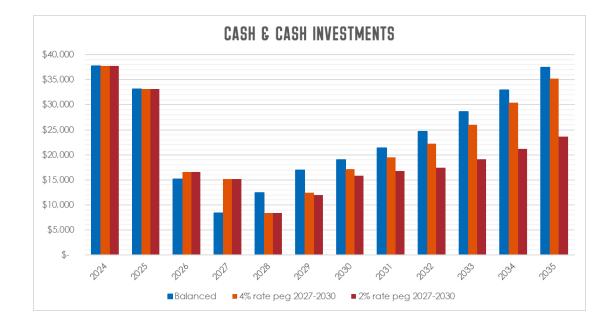
LONG TERM I	FINANCIAL	PLAN - 2		SCENA – SCENA F CASH FLOWS		% RATE	PEG 202	7-2030				
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Cash Flows from Operating Activities		Douge, QL	bouge.									
Receipts:												
Rates & annual charges	20,641	21,160	22,036	22,477	22,927	23,385	23,853	24,449	25,061	25,687	26,329	26,987
User charges & fees	5,292	4,652	4,979	5.099	5,221	5,346	5,474	5,606	5,740	5,878	6,019	6,164
Investment & interest revenue received	1,502	1,942	1,722	486	414	530	565	601	667	750	840	1,081
Grants & contributions	10,829	19,903	11,928	12,363	12,930	13,481	13,886	14,164	14,447	14,736	15,030	15,331
Bonds, deposits & retention amounts received	4	-	-	-	-	-	-	-	_	-	-	-
Other	2,509	664	1,326	1.358	1.390	1,424	1,458	1,493	1,529	1,565	1,603	1,641
Payments:	2,007	001	1,020	.,000	1,070	.,	17.00	1,1,0	1,027	1,000	1,000	.,
Employee benefits & costs	(15,696)	(15,994)	(17,046)	(17,685)	(18,348)	(18,807)	(19,277)	(19,759)	(20,253)	(20,759)	(21,174)	(21,598)
Materials & contracts	(11,980)	(11,245)	(11,450)	(11,725)	(12,006)	(12,537)	(13,041)	(13,354)	(13,675)	(14,003)	(14,552)	(14,902)
Borrowing costs	(650)	(693)	(699)	(634)	(576)	(533)	(487)	(445)	(411)	(376)	(339)	(301)
Bonds, deposits & retention amounts refunded	(030)	(0/3)	-	(004)	(3/0)	(555)	- (407)	- (443)	(411)	-	-	(501)
Other	(2,674)	(1,120)	(1,116)	(1,142)	(1,170)	(1,198)	(1,227)	(1,256)	(1,286)	(1,317)	(1,349)	(1,381)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	9.777	19,269	11.681	10.597	10.782	11.091	11.204	11.499	11.820	12.161	12.407	13.022
NEI CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	9,777	17,207	11,001	10,597	10,762	11,091	11,204	11,499	11,820	12,161	12,407	13,022
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	27,010	-	9,500	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	446	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	-	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(20,500)	-	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(13,273)	(34,097)	(18,196)	(5,000)	(5,220)	(8,243)	(8,280)	(8,316)	(8,353)	(8,389)	(8,426)	(8,463)
Deferred debt ors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(6,317)	(34,097)	(8,696)	(5,000)	(5,220)	(8,243)	(8,280)	(8,316)	(8,353)	(8,389)	(8,426)	(8,463)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,803)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)	(881)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,803)	(1,874)	(1,924)	(1,984)	(1,742)	(1,719)	(1,763)	(1,004)	(771)	(806)	(843)	(881)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	1,657	(16,703)	1.061	3,612	3,819	1,129	1,161	2,178	2,695	2,965	3,138	3,678
, , , , , , , , , , , , , , , , , , , ,	, , , ,	.,,,,	,	.,.	.,.	,	, .		,	,	.,	
plus: CASH & CASH EQUIVALENTS - beginning of year	15,399	17,056	2,000	3,061	6,673	10,493	11,622	12,783	14,961	17,657	20,622	23,759
CASH & CASH EQUIVALENTS - end of year	17,056	353	3,061	6,673	10,493	11,622	12,783	14,961	17,657	20,622	23,759	27,437
Additional Information												
plus: Investments on hand - end of year	16,093	14,831	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	33,149	15,184	8,392	12,005	15,824	16,953	18,114	20,292	22,988	25,953	29,091	32,768
Assumptions												
Rates & charges recovery rate Debtor recovery rate	97.00% 97.00%		97.00% 97.00%	97.00% 97.00%	97.00% 97.00%	97.00% 97.00%	97.00% 97.00%				97.00% 97.00%	97.009 97.009
General Index	7.80%	4.10%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.409
Investment Interest rate Overdue rates interest rate No restricted crash	5.00% 9.00%	5.00% 9.00%	5.00% 10.50%	5.00% 10.00%	3.00% 8.00%	3.00% 8.00%	3.00% 8.00%	3.00% 8.00%			3.00% 8.00%	3.50% 8.00%

	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecas																						
perating Ratio																											
nis ratio measures Council's ability to contain operating expenditure within operating revenue	2.65%	0.01%	1.72%	-0.47%	-0.23%	0.10%	0.01%	0.44%	0.91%	1.39%	1.63%	2.64%															
enchmark - Greater than 0%																											
operating revenue excl. capital grants and contributions - operating expenses) /																											
perating revenue excluding capital grants and contributions																											
ash Expense Cover Ratio																											
nis ratio indicates the number of months Council can continue paying for its immediate xpenses without additional cash inflow	13.06	6.23	7.03	8.19	9.35	9.46	9.58	10.09	10.74	11.44	12.12	12.99															
enchmark - Greater than 3.0 months																											
current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 2																											
Current Ratio																											
nis ratio represents Council's ability to meet debt payments as they fall due. It should be noted																											
nat Council's externally restricted assets will not be available as operating funds and as such an significantly impact Council's ability to meet its liabilities.	2.03	1.72	1.17	1.46	1.82	1.91	1.98	2.29	2.56	2.89	3.19	3.5															
enchmark - Greater than 1.5	2.00	1.72		10	1.52			2.27	2.00	2.37	3.17	3.5.															
urrent assets / current liabilities																											
nrestricted Current Ratio																											
o assess the adequacy of working capital and its ability to salisty obligations in the short term or the unrestricted activities of Council.	30.09	1.89	1.17	1.55	2.04	2.16	1.66	1.95	2.22	2.48	2.79	3.11															
enchmark - Greater than 1.5																											
urrent assets less all external activities/ current liabilities, less specific purpose liabilities																											
wn Source Operating Revenue																											
nis rafio measures the level of Council's fiscal flexibility. It is the degree of reliance on external inding sources such as operafing grants and contributions. Council's financial flexibility inproves the higher the level of its own source revenue	67.76%	52.29%	65.53%	70.98%	70.48%	70.11%	69.94%	70.05%	70.18%	70.32%	70,46%	70.68%															
enchmark - Greater than 60%																											
ates, utilities and charges / total operating revenue (inclusive of capital grants and ontributions)																											
ebt Service Cover Ratio																											
his ratio measures the availability of cash to service debt including interest, principal, and																											
ase payments	3.37	2.92	3.34	3.02	3.43	3.58	3.56	5.65	7.11	7.31	7.42	7.84															
enchmark - Greater than 2.0 perating result before interest and depreciation (EBITDA) / principal repayments borrowing interest costs																											
nterest Cover Ratio																											
his ratio indicates the extent to which Council can service its interest bearing debt and take on																											
dditional borrowings. It measures the burden of the current interest expense upon Council's peraling cash	10.68	10.83	12.53	12.46	13.80	15.14	16.48	18.42	20.47	22.98	25.83	30.76															
enchmark - Greater than 4.0																											
perating result before interest and depreciation (EBITDA) / interest expense																											
capital Expenditure Ratio																											
his ratio indicates the extent to which Council is to recasting to expand its asset base with apriled expenditure spent on both, new asset and replacement and renewed of existing assets april 10 per 10 p	1.94	5.01	2.47	0.67	0.70	1.10	1.10	1.10	1.10	1.10	1.10	1.10 uge 31															

OPERATING RESULT AND CASH RESERVES

The below graph illustrates the three scenarios and how they each effect Council's operating surplus, as well as cash reserves for capital investment and renewal.



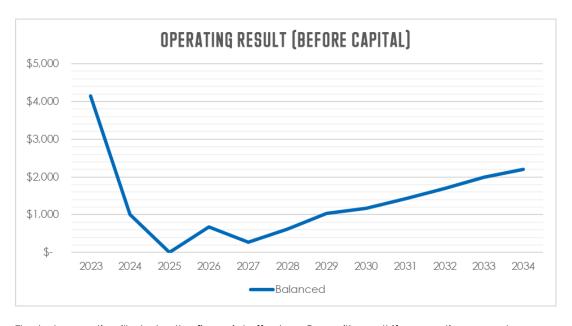


Draft Long Term Financial Plan 2026-2035

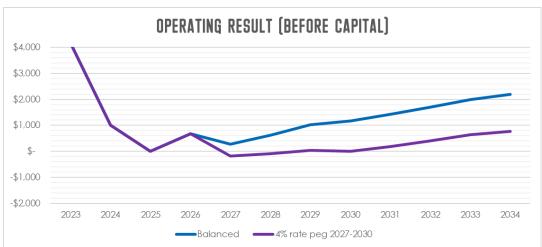
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SENSITIVITY ANALYSIS

The LTFP Balanced Scenario (proposed) is demonstrated below.

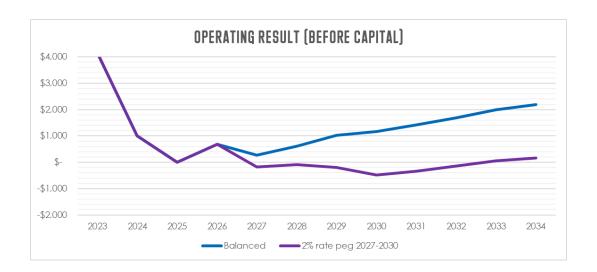


The below section illustrates the financial effect on Council's result if assumptions were to change as detailed in scenarios 2 and 3.



Draft Long Term Financial Plan 2026-2035

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Draft Long Term Financial Plan 2026-2035

MEASURING PERFORMANCE

Council will continue to report on and monitor its financial performance based on standard financial indicators.

These indicators include:

Operating Ratio

This measures the capacity of Council to contain its operating expenditure within its operating revenue, allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 0%. The current operating ratio based on the proposed 2025/2026 budget is 1.72. It is forecast that this ratio will reduce in 2027 due to the expenditure of cash reserves on several large capital projects causing a reduction in investment income but will improve in following years.

Cash Expense Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cashflow. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 3 months. The current cash expense ratio based on the proposed 2025/2026 budget is 7.03 months.

Current Ratio

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.5. The current ratio based on the proposed 2025/2026 budget is 1.17 due to the expenditure of cash reserves on several large capital projects causing a reduction in investments at the end of 2026 but will improve in following years.

Unrestricted Current Ratio

This ratio measures the adequacy of working capital and its ability to satisfy the obligations in the short term, for the unrestricted activities of Council.

The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 1.5. The unrestricted current ratio based on the proposed 2025/2026 budget is 1.17 due to the expenditure of cash reserves on several large capital projects causing a reduction in investments at the end of 2026 but will improve in following years.

Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources, such as operating grants and contributions to fund its day-to-day operations. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 60%. The own source operating revenue ratio is above the benchmark for 2025/2026.

Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 2. The debt service cover ratio based on the proposed 2025/2026 budget is 3.34.

Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest-bearing debt and take on additional borrowings. It measures the burden of the current interest expense, upon Council's operating cash. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 4. The interest cover ratio based on the proposed 2025/2026 budget is 12.53.

Draft Long Term Financial Plan 2026-2035

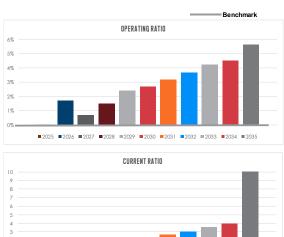
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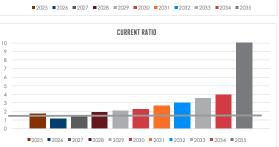
Capital Expenditure Ratio

This ratio assesses the extent to which a Council is expanding its asset base through capital expenditure, on both new assets and the replacement and renewal of existing assets. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 1.10.

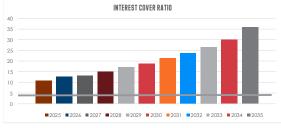
The capital expenditure ratio, based on the proposed budget for 2025/2026, is 2.47.

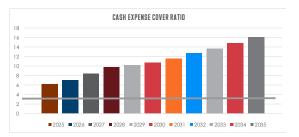
We will also ensure compliance with the accounting and reporting requirements of the Local Government Code of Accounting Practice, including annual auditing of accounts and provision of information to the community and the Division of Local Government.

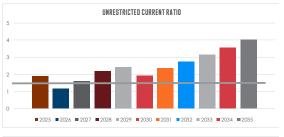




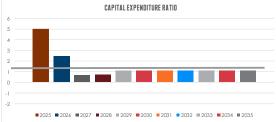












Draft Long Term Financial Plan 2026-2035

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QUARTERLY REPORTING

Performance regarding Operational Plan budgets will be monitored and reported to Council each quarter. Reports will include budget variations and reviews.

ANNUAL REPORTING

Council will prepare annual reports to the community, in accordance with the requirements of the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines. The report will include a summary of financial performance and achievements against delivering the outcomes of the Operational Plan and Delivery Program.

REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2025/2026 and Delivery Program 2025/2029 and financial projections will be revised and updated.





CONCLUSION

The Balanced Scenario is ambitious but achievable, affordable, and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and arow local employment.

Council is committed to long-term financial sustainability and intergenerational equity, where each generation 'pays their way,' rather than any generation 'living off their assets' and leaving it to future generations to address the issue of replacing worn out infrastructure, without the necessary funds to do so. This will be particularly challenging in future years as Council runs relatively low on unrestricted reserves due to the lack of own sourced revenue streams enjoyed by city and large regional councils.

However, the organisation itself is sustainable and financially viable and with the use of internal restrictions and low-cost borrowings, as well as prudent and responsible budgeting, planning and financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.



It is proposed that further community engagement be carried out to discuss service level expectations and affordability to maintain or provide additional services. These reviews began in 2016/2017 and will continue through the current term of Council. It is expected significant efficiencies will be found through this process, as well as ensuring service delivery meets community expectations, within the financial constraints in which Council operates.

Council must develop strategies during 2025/26, to ensure the forecast efficiency gains and productivity improvements are realised, and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised, before considering increasing the financial burden on the community, through special rate variations.



ORDINARY MEETING OF THE COUNCIL

March 11, 2025

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 72/25

SUBJECT: DRAFT ADOPTION OF THE WASTE AND SUSTAINABLE

MATERIALS STRATEGY 2025-2035 AND SUSTAINABILITY

STRATEGY 2025-2030 D25/11220

Recommendation

1. That Broken Hill City Council Report No. 72/25 dated March 11, 2025, be received.

- 2. That Council notes that 1 submission was received during the public exhibition of the Draft Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030.
- 3. That Council adopts the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 as a Strategy of Council, as originally written.

Executive Summary:

At the Council Meeting held 26 February 2025, Council resolved (Minute number 47771) that the Draft Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 be placed on public exhibition for 28 days.

The draft strategies were subsequently placed on public exhibition for a period of twentyeight days concluding on 29 March 2025, at which time Council received 1 submission from the public.

The submission was received on 28 March 2025, and is summarised below.

Question 1:

That Broken Hill City Council publicly explain why the city-wide 100% renewable status goal was removed.

Response 1: City-Wide Net Zero Target and Renewable Energy Commitment

We understand your concerns about the removal of the 100% city-wide renewable energy goal by 2030. To clarify, this change is not linked to the Hydrostor project. The original goal was tied closely to a proposed medium-scale solar array that would have significantly advanced the city's renewable capacity. Unfortunately, the Council has been unable to secure suitable land for this project, which makes the 2030 target unachievable under current circumstances.

As a result, the goal has been removed from the strategy to reflect what is realistically attainable at this point in time. However, this does not mean the ambition has been abandoned. Should land and funding become available in the future, the goal can be reinstated in future revisions of the strategy.

Importantly, the revised emissions targets in the current strategy remain strong and are aligned with broader State and Federal government policies. Specifically:

• The NSW Government has committed to a 50% reduction in emissions by 2030 and net zero by 2050.

• The Commonwealth Government aims for net zero by 2050 and a 35% reduction in emissions by 2030.

Council's approach remains focused on meaningful action that is achievable, adaptive, and consistent with regional, state, and national efforts.

Question 2:

Clarify why council supported a fossil-fuel dependent power station.

Response 2: Hydrostor Power Station and Council's Position

Council continues to support Hydrostor's Power Station in alignment with its potential to contribute to the city's renewable energy transition. We acknowledge your concerns regarding the project's energy consumption and reliance on grid power. While we stand by our support for the project, we remain committed to engaging constructively and continuing to champion initiatives that promote genuine sustainability and reflect community values.

Question 3:

Commit to transparent communication with the Broken Hill community about major strategy shifts going forward, avoiding pinkie promises and striving to work harder to understand projects, instead of blindly believing spin from developers.

Response 3: Transparency and Community Engagement

We understand the importance of clear and open communication when it comes to major strategy shifts. The feedback we've received will be documented and considered as part of the review process. Additionally, the appendices referenced in your submission will be made available in Council's meeting papers for public access.

After reviewing to all questions raised in the submission, this report recommends that Council adopts the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 as a Strategy of Council, as originally written.

Report:

In May 2024, Council engaged Talis Consultants to assist in updating our Sustainability Strategy 2025-2030 (SS) and to help develop a Waste and Sustainable Materials Strategy 2025-2035 (WaSMS) for Council.

The WaSMS is designed to help Council meet the community's expectation of greater resource recovery, to align with the NSW Waste and Sustainable Materials Strategy 2021-2027, and to ensure Council is managing waste in accordance with best practice.

The SS will assist Council in developing and integrating sustainability in Council's operations and minimise the impact Council and the community have on the environment through ethical governance, whilst strengthening economic, social and environmental resilience.

This report seeks endorsement of both the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 for the purpose adoption. Upon adoption the previous version of the Sustainability Strategy 2018-2023 will become obsolete.

Waste and Sustainable Materials Strategy 2025-2035:

Council has long recognised the benefits of local transformation of waste through recycling and resource recovery initiatives but remains hampered by its isolation and long transport distances to end-use markets. Council's Waste and Sustainable Materials Strategy 2025-2030 has been developed to address its unique position with respect to location, services and population, building upon the existing waste services Council provides to the community.

The WaSMS aligns with the strategic direction of the NSW WaSMS, whilst retaining as much of the social, economic, and skills-based benefits of local transformation of waste as possible. It has been specifically developed to be flexible and adaptable, allowing Council to pivot to respond to any future policy or regulatory changes.

The WaSMS was developed within the following stages.

- Drivers for Change.
- Where are we today?
- Where do we want to get to?
- How are we going to get there?

The WaSMS has a 10-year strategic delivery horizon, from 2025 to 2035, accompanied by an initial five (5) year Action Plan. Council can revisit the Action Plan at the end of the 5-year period and develop the second one based on the WaSMS and progress made in the first five (5) years. Both the WaSMS and Action Plan will be implemented by Council's Waste Services team.

The NSW WaSMS includes a number of targets for Council's to work towards. These include:

- 10% reduction of total waste generated per person by 2030
- 80% average recovery rate from all waste streams by 2030 when considering all
 waste diverted from landfill i.e. materials classified as Clean Recycling, On-Site
 Reuse and Stockpiled On-site.
- Halve the amount of organic waste sent to landfill by 2030.

Taking into account the NSW WaSMS and the expectations of the community, Councils strategic objectives for the WaSMS 2025-2035 are:

- Reduce generation of waste;
- Increase sustainable recovery of resources from waste;
- Increase diversion of waste from landfill;
- Leverage commercial benefits of waste transformation locally;
- Limit the impact of waste management on the natural and built environment;
- Support development of regional collaboration for improved waste management planning and investment; and
- Support development of innovative circular economy mechanisms and solutions.

Sustainability Strategy 2025-2030:

This Sustainability Strategy and Implementation Plan 2025-2030 has been developed alongside Council to help guide the integration of policies and strategic actions that will facilitate sustainability across Broken Hill over the next 5 years and builds on Council's former Sustainability Strategy 2018 – 2023. The purpose of developing and integrating sustainability in Council's operations is to minimise the impact Council and the community has on the environment through ethical governance, whilst strengthening economic, social and environmental resilience. Council has identified that to develop a more sustainable region we must consider these 4 principles in the following manner:

- 1. **Economic Sustainability**: Ensuring the cost-effective delivery of works and services, and appropriate maintenance and renewal of Council assets that ensures current and future financial sustainability for the Broken Hill region.
- 2. **Environmental Sustainability:** Living within the means of our ecological environment, by mitigating overexploitation of natural, resources, such as energy

fuels, land and water, by consuming at a sustainable rate, and making decisions that prioritise the protection and maintenance of the natural environment.

- 3. **Social Sustainability:** Council to facilitate social well-being through collaboration and transparency by engaging with community during decision-making processes to help build and support an inclusive community.
- 4. Sustainable Governance: Council to embed transparent and ethical practices within functions of the organisation through managing and setting targets, reporting processes, strengthening internal and external stakeholder relationships particularly with community, and ensuring a high level of accountability is maintained for continual improvement.

The targets set out in this Strategy are informed by Council's own Community Strategic Plan – Your Broken Hill 2040, Annual Report 2022/2023, Economic Development Strategy 2022-2027, and other issue specific plans and strategies. Careful consideration has been given to planning priorities and actions identified in relevant State and National plans and strategies. The themes and targets identified within this strategy align with the Sustainable Development Goals (SDGs) set out in the United Nations 2030 Agenda for Sustainable Development.

During the development of Council's 2040 Community Strategic Plan (CSP), the community was consulted about their aspirations for Broken Hill. Among the highest priority themes identified in during consultation with the community related to the conservation and preservation of the natural environment and greater reduction of human impacts on the surrounding environment to ensure a sustainable and healthy community as defined in Key Direction 3 – Our Environment within Council's CSP.

As part of Key Direction 3 – Our Environment, three objectives were identified:

- 3.1 Our Environmental footprint is minimised.
- 3.2 Natural environments and flora and fauna are enhanced and protected.
- 3.3 Proactive, innovative and responsible planning that supports the community, the environment and beautification of the City.

Our Sustainability Strategy and Implementation Plan 2025 - 2030 focuses on 11 Core Themes which were developed to achieve the goals realised by the CSP 2040 under Key Direction 3 – Our Environment. The 11 Core Themes are:

#	Core Themes	Priorities
1	Energy Efficiency	Reduce energy use, costs and Greenhouse Gas Emissions.
2	Renewable Energy	Produce energy from renewable sources to reduce costs and Greenhouse Gas Emissions.
3	Gas Consumption	Reduce energy use, costs and Greenhouse Gas Emissions.
4	Transport Energy	Reduce fuel consumption promote active transport (reduce greenhouse gases).
5	Sustainable Procurement	Use procurement to support positive environmental, social and economic outcomes.
6	Carbon Emissions	Measure and reduce Greenhouse Gas Emissions.

7	Water	Reduce water use, costs and have a positive impact on liveability.
8	Waste	Reduce waste to landfill, increase recycling and re-use of resources.
9	Minimising the Environmental Impacts of Mining	Improve the liveability of Broken Hill.
10	Enhancing and Protecting the Natural Flora and Fauna	Improve the liveability of Broken Hill.
11	Built Environment	Improve the liveability of Broken Hill.

This report seeks endorsement of both the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 for the purpose adoption. Upon adoption the previous version of the Sustainability Strategy 2018-2023 will become obsolete.

Community Engagement:

The draft strategies were placed on public exhibition for submissions to be received for a period of 28 days concluding on 29 March 2025 during which time, Council received 1 submission from the public.

The submission was received on 28 March, 2025, and is summarised below.

Question 1:

That Broken Hill City Council publicly explain why the city-wide 100% renewable status goal was removed.

Response 1: City-Wide Net Zero Target and Renewable Energy Commitment

We understand your concerns about the removal of the 100% city-wide renewable energy goal by 2030. To clarify, this change is not linked to the Hydrostor project. The original goal was tied closely to a proposed medium-scale solar array that would have significantly advanced the Council's and city's renewable capacity. Unfortunately, the Council has been unable to secure suitable land for this project, which makes the 2030 target unachievable under current circumstances.

As a result, the goal has been removed from the strategy to reflect what is realistically attainable at this point in time. However, this does not mean the ambition has been abandoned. Should land and funding become available in the future, the goal can be reinstated in future revisions of the strategy.

Importantly, the revised emissions targets in the current strategy remain strong and are aligned with broader State and Federal government policies. Specifically:

- The NSW Government has committed to a 50% reduction in emissions by 2030 and net zero by 2050.
- The Commonwealth Government aims for net zero by 2050 and a 35% reduction in emissions by 2030.

Council's approach remains focused on meaningful action that is achievable, adaptive, and consistent with regional, state, and national efforts.

Question 2:

Clarify why council supported a fossil-fuel dependent power station.

Response 2: Hydrostor Power Station and Council's Position

Council continues to support Hydrostor's Power Station in alignment with its potential to contribute to the city's renewable energy transition. While we stand by our support for the

project, we remain committed to engaging constructively and continuing to champion initiatives that promote genuine sustainability and reflect community values.

Question 3:

Commit to transparent communication with the Broken Hill community about major strategy shifts going forward, avoiding pinkie promises and striving to work harder to understand projects, instead of blindly believing spin from developers.

Response 3: Transparency and Community Engagement

We understand the importance of clear and open communication when it comes to major strategy shifts. The feedback we've received will be documented and considered as part of the review process. Additionally, the appendices referenced in your submission will be made available in Council's meeting papers for public access.

After reviewing to all questions raised in the submission, this report recommends that Council adopts the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 as a Strategy of Council, as originally written.

Strategic Direction:

Key Direction:	3	Our Environment
Objective:	3.1	Our Environmental footprint is minimised.
	3.2	Natural environments and flora and fauna are enhanced and
		protected.
	3.3	Proactive, innovative and responsible planning supports the
		community, the environment and beautification of the City.
Strategy:	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.
	3.1.2	Educate the community on measure to avoid waste and
		reduce littering and waste to landfill.
	3.1.3	Investigate and plan for the minimisation of environmental,
		social and rehabilitation impacts associated with mining
		activity on the City.
	3.1.4	Pursue opportunities for scale renewable energy and back up
		battery capability and investigate new technologies as they
		emerge.
	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, lands and accessibility to
		the night sky.
	3.2.2	Increase awareness and understanding of climate change and
	222	active protection of the nature environment.
	3.2.3	Protect, rehabilitate and enhance regeneration areas and
		commons for the benefit of the City and in accordance with
	3.2.4	the National Heritage listing. Minimise the impact of feral and domestic animals and
	3.2.4	noxious weeds on the natural environment.
	3.2.5	Advocate for river connectivity in the Murray Darling Basin
	3.2.3	system, maintaining water supply in the Menindee Lakes
		system, and maintaining the health of the Darling Baaka
		River.
	3.3.1	Encourage measure that limit the impact of the changing
	0.0.1	climate and enhance environmentally sustainable buildings
		and land use planning.
	3.3.2	

3.3.3 3.3.4	Create green and resilient environments by improving tree cover, native vegetation, landscaping and water management systems. Preserve the heritage and streetscapes of the City. Reuse and repurposing of the existing build environment are managed in a sustainable manner.
----------------	--

Relevant Legislation:

Recycling and Waste Reduction Act 2020 Protection of the Environment Operations Act 1997 Waste Avoidance and Resource Recovery Act 2001 Climate Change (Net Zero Future) Act 2023 Local Government Act 1993

Financial Implications:

Any Initiatives adopted because of the WaSMS and SS, will be budgeted as per available funding and usual budgetary approval processes.

Attachments

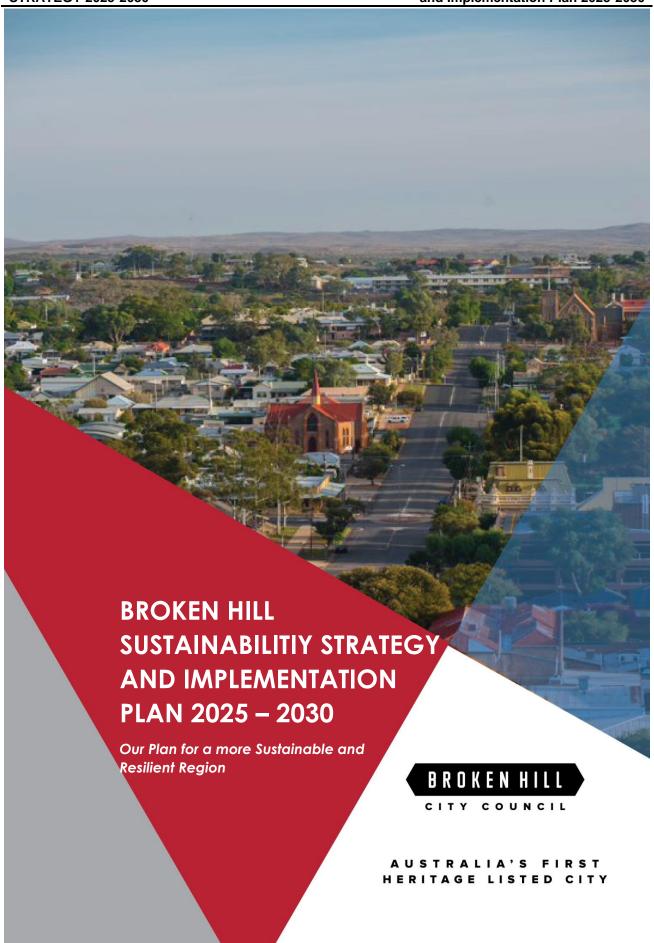
- 1. Upper Hill Sustainability Strategy and Implementation Plan 2025-2030
- 2.

 Broken Hill Waste and Sustainable Materials Strategy 2025-2035
- 3. U 2025-03-28 BHCC Strategy Feedback
- 4. U Waste Strategy Feedback Response April 2025

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER

Attachment 1 Broken Hill Sustainability Strategy and Implementation Plan 2025-2030





QUALITY CONTROL			
KEY THEME	3. Our Environment		
OJECTIVE	3.1 Our environmental	footprint is minimis	sed
STRATEGY	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		
FUNCTION	Waste Management		
EDRMS REFERENCE	11/200 FILE REFERENCE D25/6369		
RESPONSIBLE POSITION	Waste and Sustainability Manager		
APPROVED BY	General Manager		
REVIEW DATE	October 2030		
DATE	ACTION	MINUTE	NUMBER
	Front Cover Image: Br	oken Hill	
	Content and images provided by Talis Consulting Pty Ltd.		
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ASSOCIATED DOCUMENTS	Landfill Environment Management Plan Waste and Sustainable Material Strategy 2025 - 2035		

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.

Broken Hill Sustainability Strategy and Implementation Plan 2025-2030

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Broken Hill Sustainability Strategy and Implementation Plan 2025-2030

1. WHAT IS SUSTAINABILITY?

Sustainability, within the context of this document, refers to "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987). The concept of Sustainable Development is aimed at maintaining economic growth whilst safeguarding the long-term prosperity of our natural environment.

This Sustainability Strategy and Implementation Plan 2025-2030 has been developed alongside Broken Hill City Council to help guide the integration of policies and strategic actions that will facilitate sustainability across the Broken Hill Local Government Area (LGA) over the next five (5) years. The purpose of developing and integrating sustainability in Council's operations is to minimise the impact Council and the community has on the environment through ethical governance, whilst strengthening economic, social and environmental resilience. Council has identified that to develop a more sustainable region we must consider these four (4) principles in the following manner:

- Environmental Sustainability living within the means of our ecological environment, by
 mitigating overexploitation of natural, resources, such as energy fuels, land and water,
 by consuming at a sustainable rate, and making decisions that prioritise the protection
 and maintenance of the natural environment.
- 2. **Economic Sustainability** ensuring the cost-effective delivery of works and services, and appropriate maintenance and renewal of Council assets that ensures current and future financial sustainability for the Broken Hill region.
- Social Sustainability Council to facilitate social well-being through collaboration and transparency by engaging with community during decision-making processes to help build and support an inclusive community.
- 4. **Sustainable Governance** Council to embed transparent and ethical practices within functions of the organisation through managing and setting targets, reporting processes, strengthening internal and external stakeholder relationships particularly with community, and ensuring a high level of accountability is maintained for continual improvement.

Broken Hill Sustainability Strategy and Implementation Plan 2025-2030

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2. STRATEGIC CONTEXT

Broken Hill City Council is committed to developing a more sustainable and liveable City for current and future generations. As such, equity, resilience, justice and strategic planning are important principles that help guide everything we do at Broken Hill. Sustainability is a complex concept that requires an interdisciplinary approach to address environmental, social, economic and governance factors to achieve peace and prosperity for people and the planet, both now and into the future. We recognise that we must protect and enhance our natural and built environments if we want a more sustainable, vibrant and liveable future. This Sustainability Strategy and Implementation Plan directly relates to improving Council's own environmental footprint and sets targets for Council's own operations to guide our environmental sustainability journey over the next five (5) years.

Our Strategy builds on Council's former Sustainability Strategy 2018 – 2023 setting a new standard for sustainability in our region from which we can continue to build on to achieve our environmental goals. The targets set out in this Strategy are informed by Council's own Community Strategic Plan – Your Broken Hill 2040, Annual Report 2022/2023, Economic Development Strategy 2022-2027, and other issue specific plans and strategies. Careful consideration has been given to planning priorities and actions identified in relevant State and National plans and strategies. The themes and targets identified within this strategy align with the Sustainable Development Goals (SDGs) set out in the United Nations 2030 Agenda for Sustainable Development. The SDGs are widely considered as the international best practice standard for sustainability reporting and are used by all levels of government both in Australia and globally.

3. BACKGROUND

Under the NSW Government's Integrated Planning and Reporting Framework (IP&R Framework) (Figure 1), Council uses the community strategic plan to determine the community's aspirations for a period of at least 10 years. The IP&R Framework includes a suite of integrated plans that set out goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Councillors and the community as well as providing a structured timeline for review to ensure the goals and actions maintain relevance.

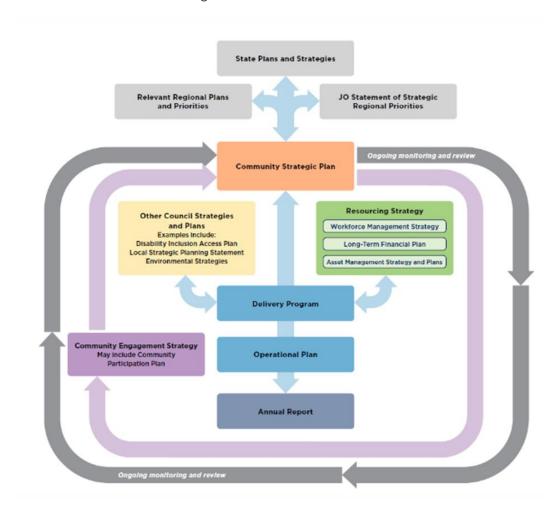


Figure 1. Integrated Planning and Reporting Framework (Integrated Planning and Reporting – Office of Local Government NSW)

Broken Hill Sustainability Strategy and Implementation Plan 2025-2030

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During the development of Council's 2040 Community Strategic Plan (CSP), the community was consulted about their aspirations for Broken Hill. The community responded with the following aspirations:

- Affordable Housing
- Airport Redevelopment
- Allied services
- Arts and culture
- Cleaner and greener city
- Climate change and renewable energy
- Community facilities maintenance
- Development
- Drug rehabilitation
- Effective community engagement
- Employment and local jobs
- Financial sustainability
- Trees, parks and open spaces

- 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
- Health and ageing population
- History and heritage of the city
- Heightened cooperation indigenous and non-indigenous

Among the highest priority themes identified in during consultation with the community related to the conservation and preservation of the natural environment and greater reduction of human impacts on the surrounding environment to ensure a sustainable and healthy community as defined in Key Direction 3 – Our Environment within Council's CSP.

As part of Key Direction 3 – Our Environment, three objectives were identified:

- 3.1 Our Environmental footprint is minimised.
- 3.2 Natural environments and flora and fauna are enhanced and protected.
- 3.3 Proactive, innovative and responsible planning supports the community, the
 environment and beautification of the City.

These objectives are broken down further into the following goals set out by Council:

Objective 3.1 – Our Environmental Footprint is Minimised

- 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.
- 3.1.2 Educate the community on measure to avoid waste and reduce littering and waste to landfill.
- 3.1.3 Investigate and plan for the minimisation of environmental, social and rehabilitation impacts associated with mining activity on the City.
- 3.1.4 Pursue opportunities for scale renewable energy and back up battery capability and investigate new technologies as they emerge.

Objective 3.2 – Natural Environments Flora and Fauna are Enhanced and Protected

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, lands and
accessibility to the night sky.

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- 3.2.2 Increase awareness and understanding of climate change and active protection
 of the nature environment.
- 3.2.3 Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City and in accordance with the National Heritage listing.
- 3.2.4 Minimise the impact of feral and domestic animals and noxious weeds on the natural environment.
- 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.

Objective 3.3 – Proactive, Innovative and Responsible Planning Supports the Community, the Environment and Beautification of the City

- 3.3.1 Encourage measure that limit the impact of the changing climate and enhance environmentally sustainable buildings and land use planning.
- 3.3.2 Create green and resilient environments by improving tree cover, native vegetation, landscaping and water management systems.
- 3.3.3 Preserve the heritage and streetscapes of the City.
- 3.3.4 Reuse and repurposing of the existing build environment are managed in a sustainable manner.

The Sustainability Strategy 2018 – 2023 was developed in response to Council's CSP under the IP&R Framework and falls under the 'Other Council Strategies and Plans'. Goals and actions set out in this Sustainability Strategy are included in a 4-year (4) Council Delivery Program. Every four (4) years, Council develops a Delivery Program that sets the targets for the Council term in line with objectives of the CSP. The Annual Operational Plan is a plan which focuses on the short-term and details which activities and projects from the delivery Program will be implemented. The goals and actions within Council's Sustainability Strategy are embedded within the Delivery and Operational Plans, and progress reported through Council's Annual Report.

4. OUR VISION FOR 2040

This strategy aims to help fulfil our Community vision in line with Broken Hill City Council's Community Strategic Plan Your Broken Hill 2040 which focuses on four interconnected themes aimed at supporting the achievement of our community's vision and facilitating collaboration. The themes include:

- 1. Our Community We value lifestyle and wellbeing; a pace 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.

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5. SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its core are 17 Sustainable Development Goals (Figure 2) (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. The 17 SDGs are underpinned by 169 targets which build on the Millenium Development Goals and complete what these did not achieve and seek to balance the three pillars of sustainable development: economic, social, and environment.



Figure 2. United Nations 17 Sustainable Development Goals (THE 17 GOALS | Sustainable Development (un.org).

5.1. SDGS IDENTIFIED

Council have identified the following SDGs and actions that we can contribute to which will underpin our organisational planning, the strategic direction of our sustainability journey and the way we communicate with our community. The identified SDGs include the following:

Goal	Description
3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages.
6 GLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all.
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all.
8 DECENT WORK AND ECONOMIC GROWTH	Promote inclusive and sustainable economic growth, employment and decent work.
11 SUSTAINABLE CITIES AND COMMUNITIES	Make cities inclusive, safe, resilient and sustainable.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure the sustainable consumption and production patterns.
15 LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Broken Hill Sustainability Strategy and Implementation Plan 2025-20305

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6. CORE THEMES

Our Sustainability Strategy and Implementation Plan 2025 - 2030 focuses on 11 Core Themes which were developed to achieve the goals realised by the CSP 2040 under Key Direction 3 – Our Environment. The 11 Core Themes are:

#	Core Themes	Priorities	Relevant SDG
1	Energy Efficiency	Reduce energy use, costs and Greenhouse Gas Emissions	7, 11, 12
2	Renewable Energy	Produce energy from renewable sources to reduce costs and Greenhouse Gas Emissions	7, 11, 12
3	Gas Consumption	Reduce energy use, costs and Greenhouse Gas Emissions	7, 11, 12
4	Transport Energy	Reduce fuel consumption promote active transport (reduce greenhouse gases)	3, 7, 11, 12
5	Sustainable Procurement	Use procurement to support positive environmental, social and economic outcomes	7, 8, 11, 12
6	Carbon Emissions	Measure and reduce Greenhouse Gas Emissions	3, 7, 11, 12
7	Water	Reduce water use, costs and have a positive impact on liveability	3, 6, 11, 12
8	Waste	Reduce waste to landfill, increase recycling and re-use of resources	3, 8, 11, 12, 15
9	Minimising the Environmental Impacts of Mining	Improve the liveability of Broken Hill	3, 11
10	Enhancing and Protecting the Natural Flora and Fauna	Improve the liveability of Broken Hill	3, 11
11	Built Environment	Increase the liveability of Broken Hill	11, 12, 15

Each core theme of our Strategy covers key environmental priorities for that theme. Each priority sets a goal for the future, outlining why it is important, what we have already achieved and actions we will undertake to meet our goals.

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7. ENERGY EFFICIENCY

Broken Hill City Council is committed to optimising its energy use across all operations by investigating opportunities to improve energy efficiency to reduce annual energy expenditure, reduce carbon emissions and implement opportunities to transition to renewable energy. In 2021, Broken Hill City Council adopted the Renewable Energy Action Plan (REAP) after receiving positive feedback from both Councillors and the Community in late 2020. The REAP mapped out the way forward to achieve 100% renewable status for the City of Broken Hill by 2030. It supports Council's pledges to investigate opportunities to achieve 100% renewable status across all Council Buildings and Facilities, ensures Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of alternative fuel vehicles. Broken Hill City Council aims to set new city-level renewable energy and emissions reduction targets reinforced by the development of a sustainable energy policy that will set the standard and shared expectations for our community and industrial neighbours.







#	Our Focus Areas	Our Targets – Where we want to be?
1	Energy Efficiency	Energy Use Data collected and monitored, smart interval meters installed, energy audits for all Council buildings and facilities completed, renewable energy implemented where possible.
2	Energy Expenditure	Reduce annual expenditure on fossil fuel derived energy year over year.
3	Energy Emissions (Scope 2)	Reduce Greenhouse Gas Emissions from Energy Use Year over Year in line with state targets to achieve 50% emissions reductions by 2030.

7.1. WHAT WE AIM TO DO TO ACHIEVE OUR TARGET(S):

Improving Energy Efficiency of Council buildings and facilities:

- Conduct and implement findings of energy audits to Council's Administration Building, Art Gallery, and Civic Centre.
- Install LED lighting at all Council Buildings and standardise energy efficiency such as lighting.
- Investigations and implement controls, sensors, master switches and timers for the Administration Building, Art Gallery, and Civic Centre.
- Develop energy efficiency policy that sets energy efficiency standards for all new Council Buildings and Retrofits based on industry best practice.
- Establish energy data monitoring process to track energy use and to identify energy efficiency improvements.

Reducing Energy Expenditure across Council Operations:

Review Energy Contract to ensure Council is receiving the most competitive market rate.

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- Develop and implement Revolving Energy Fund.
- Undertake annual contract review to ensure that Council is getting the best market rate.

Reducing Councils overall Energy Emissions (Scope 2):

- Undertake Climate Risk Assessment and develop Climate Adaptation and Mitigation Plan for Broken Hill LGA.
- Develop adaptive maintenance plans for all Council buildings and facilities.
- Investigate viability of transitioning from gas to renewable energy sources.

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8. RENEWABLE ENERGY

Broken Hill City Council completed stage 1 of the Renewable Energy Action Plan in FY2021/2022, which identified the preferred site, and a business case completed for the installation of a medium scale solar array. Stage 2 of the REAP was presented to the elected Council and approved in 2022. Actions completed as part of Stage 2 included specification of suitable solar infrastructure and financial modelling to identify cost and benefits of installation. As part of this strategy Council are committed to continue this work by further investigating financial viability of transitioning Council Buildings to renewables and setting new renewable energy targets to achieve by 2030.







#	Our Focus Areas	Our Targets – Where we want to be?
4	Renewable Energy Transition	100% of Councils energy needs are provided by renewable sources by 2030.

8.1. WHAT WE AIM TO DO TO ACHIEVE OUR TARGET(S):

Renewable Energy Transition:

- Undertake cost-benefit-analysis for transitioning Council Buildings to Renewable Energy and develop a plan that prioritises Council buildings with highest energy consumption.
- Establish Council's current renewable energy composition and set new renewable energy goal by 2030.

9. SUSTAINABLE TRANSPORT

In 2017, Broken Hill City Council became a member of the Cities Power Partnership which enables Council and the community to work in collaboration with other Councils and stakeholders, to investigate best practice, share opportunities and exchange knowledge. Council have pledged to provide and improve Sustainable Transport across the region as part of their commitment to the environment under the Cities Power Partnership. Council aims to improve Transport Sustainability by renewing and improving cycling, walking and mobility connections to reduce carbon emissions and increase Broken Hill's liveability and encourage active transport. This will provide for adequate cycle lanes in road design and supporting cyclists through providing parking and end of-ride facilities (covered, secure bike storage, showers, bicycle maintenance and incentives). Council will also investigate the introduction of alternative fuel vehicles when replacing Council fleet vehicles to reduce fleet emissions. So far, Council has introduced one hybrid vehicle into its fleet as part of an initial trial and is seeking to expand its fleet of alternative fuel vehicles as existing fleet vehicles reach the end of their lifecycle.











#	Our Focus Areas	Our Targets – Where we want to be?
5	Improving Council Fleet Efficiency	Council fleet transitioned to alternative fuel vehicles at end of lifecycle.
6	Fuel Consumption Data Monitoring	Council fuel consumption reduced year over year.
7	Active Transport	Active transport promoted and facilitated through infrastructure upgrades.
8	Improving City's Liveability	Mobility connections implemented and maintained.

9.1. WHAT WE AIM TO DO TO ACHIEVE OUR TARGET(S):

Improving Council Fleet Efficiency:

- Undertake cost-benefit-analysis for transitioning Council Fleet to Electric or Hybrid vehicles. Consider staged approach starting with the most inefficient vehicles or replacing vehicles that accumulate the most kilometres per year.
- Conduct market analysis to determine availability of Alternative Fuel Vehicles that could replace Council's existing Fleet vehicles.
- Review use case for each fleet vehicle and restrict use of commercial light fleet vehicles to, only, if necessary, i.e., unsealed roads, need for tray and haulage.

Fuel Consumption Data Monitoring:

 Develop and standardise monitoring process for fuel consumption of Council Fleet Vehicles.

Active Transport:

 Continue to encourage and facilitate active transport among staff by developing internal incentives.

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Improving Cities Liveability:

- Investigate opportunities to increase urban heat shades along shared paths including greening areas with high foot traffic around Broken Hill to provide relief from direct heat exposure.
- Address road condition complaints and ensure that road maintenance programs are in place and functional whilst maintaining community awareness.
- Undertake quarterly road asset surveys to maintain safe road conditions for the community.

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10. SUSTAINABLE PROCUREMENT

Broken Hill City Council has embedded sustainability within its procurement policy which aims to guide employees and contractors on specific objectives when purchasing products and services to support the delivery of Council initiatives and infrastructure projects:

- Minimise Unnecessary Purchasing (only purchase when a product or service is necessary).
- Minimise Waste (purchase in accordance with avoid, reduce, reuse and recycle strategies).
- Save Water and Energy (purchase products that save energy and/or water).
- Minimise Pollution (avoid purchasing products that pollute soils, air or waterways).
- Non-Toxic (avoid purchasing hazardous chemicals that may be harmful to human health or ecosystems).
- Greenhouse Benefits (purchase products that reduce greenhouse gas emissions).
- Biodiversity and Habitat Protection (purchase in accordance with biodiversity and conservation objectives).
- Value for Money (purchase for best value for money in the long term).

These objectives aim to:

- Eliminate unnecessary inefficiency, waste and expenditure.
- Contribute to the combined purchasing power of local government to further stimulate demand for sustainable products, including materials collected through council's kerbside collection.
- Advance sustainability by participating in "closing the life-cycle loop".
- Increase awareness about the range and quality of products available.
- Deliver council's commitments in relation to ecologically sustainable development and other environmental and social objectives.
- Play a leadership role in advancing long term social and environmental sustainability.
- Support local businesses and organisations.











#	Our Focus Areas	Our Targets – Where we want to be?
9	Sustainability in Procurement	Procurement Policy includes Environmental and Social Sustainability and aligns with latest international standards (ISO 20400 Standard – Sustainable Procurement).
10	Sustainability Awareness	Sustainability awareness training campaign developed and delivered to all Council staff.

Broken Hill Sustainability Strategy and Implementation Plan 2025-20305

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10.1. WHAT WE WILL DO TO ACHIEVE OUR TARGET(S):

Sustainability in Procurement:

- Review existing procurement policy and procedure to align with ISO 20400 Standard Sustainable Procurement.
- Implement sustainability evaluation criteria in procurement policy that requires Council staff to review how a project has considered principles of sustainability in their project before approval.

Sustainability Awareness

• Develop staff inductions on how to consider sustainability during procurement process.

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11. CARBON EMISSIONS

Broken Hill City Council has been investigating opportunities to reduce greenhouse gas emissions (GHGs) across the organisation over the past few years to determine how it can reduce its overall carbon footprint and improve the efficiency of its energy and fuel consumption. In 2021, Council adopted the Renewable Energy Action Plan (REAP) which sets out the pathway to achieve 100% renewable status and ways to ensure new Council fleet vehicle purchases meet GHG emissions standards. This strategy aims to build on Council's progress by identifying a new emissions reduction goal and establishing practical measures to track and monitor its emissions against its targets to support broader NSW Government Emissions Reduction Objectives (Net Zero by 2050).











#	Our Focus Areas	Our Targets – Where we want to be?
11	Emissions Reporting	Emissions from electricity and fleet fuel consumption tracked and reported in Council's Annual Report.
12	Emissions Reductions	Emissions reporting framework developed and implemented.
13	Partnerships	Pledges with Cities Power Partnership Achieved.

11.1. WHAT WE WILL DO TO ACHIEVE OUR TARGET(S):

Emissions Reporting:

- Develop and establish emissions reporting process for electricity usage (Scope 2).
- Establish emissions baseline for electricity usage (Scope 2) and Council Fleet Vehicles (Scope 1).
- Develop emissions reporting framework for Council operations (Scope 1, 2, and 3).

Emissions Reductions:

- Establish emissions target to be achieved by 2030.
- Undertake feasibility study on carbon neutrality across Council's operations and use findings to inform future planning.

Partnerships:

 Council to monitor emissions reductions progress against Cities Power Partnership pledges.

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12. WATER

Broken Hill City Council is committed to ensuring the region has a sustainable, clean and reliable water supply to support both current and future generations. In 2018, Council completed construction of the Wentworth to Broken Hill pipeline which supplies 37.4 megalitres of raw water per day from the Murray River to Broken Hill. The pipeline infrastructure contains a 720 megalitre bulk water storage facility and four pumping stations along the route.











#	Our Focus Areas	Our Targets – Where we want to be?
14	Water Use Efficiency	Water consumption monitoring process developed and implemented to ensure water infrastructure is operating efficiently and to identify opportunities to avoid wastage, reduce overall consumption and increase water recycling.
15	Drought Resilience	Regional Drought Resilience Plan Developed.
16	Fair Water Pricing	Water prices are consistent with other NSW jurisdictions.
17	Environmental Flows	Continual advocacy ensures environmental flows to Menindee Lakes.

12.1. WHAT WE WILL DO TO ACHIEVE OUR TARGET(S):

Water Use Efficiency:

- Investigate water reduction opportunities across Council operations and develop water efficiency strategy.
- Ensure the efficient use of water through staff education programs and toolbox talks.
- Investigate water efficiency retrofits for existing Council buildings and standardise for all new Council Buildings.
- Develop maintenance programs that ensures water infrastructure is maintained to
 operate efficiently (repair leaks etc.). Establish quarterly audit requirements to identify
 and report on maintenance issues.
- Develop and implement water monitoring programs to track water usage and improvements in water efficiency.
- Investigate water efficiency, grey water, water-sensitive design standards into the Council's Development Control Plan (DCP).

Drought Resilience:

• Develop Regional Drought Resilience Plan to reduce the Broken Hill Local Government Area's vulnerability to impacts during drought.

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Fair Water Pricing:

• Continue to advocate for water price parity in Broken Hill – State Government/IPART.

Environmental Flows:

• Continue to advocate for the ecological/environmental improvement of Menindee lakes (State/Federal Government), to have a positive impact on the liveability of the Broken Hill community.

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13. WASTE

Broken Hill City Council is committed to improving waste management practices across the region by facilitating effective waste collection and greater resource recovery. Council aims to ensure that adequate infrastructure is available to support the community's waste service needs and empowering the community with the necessary knowledge to help Council achieve its waste sustainability goals by providing education around best practice waste management. Council aims to reduce the amount of waste ending up in landfill and increase recycling and resource recovery in line with broader NSW Government waste and sustainability targets (NSW Waste and Sustainability Materials Strategy 2041, Stage 1: 2021-2027):

- Reduce total waste generated by 10% per person by 2030.
- Have an 80% average recovery rate from all waste streams by 2030.
- Significantly increase the use of recycled content by governments and industry.
- Phase out problematic and unnecessary plastics by 2030.
- Halve the amount of organic waste sent to landfill by 2030.
- Reduce litter by 60% by 2030 and plastics litter by 30% by 2030.
- Triple the plastics recycling rate by 2030.

During the 2022/23 period, the Broken Hill Waste Management and Recycling Centre received a total of 40,676.98 tonnes of waste: with 804.76 tonnes being recycled off site, the majority being steel. An additional 20,729 tonnes were used on site for cover material. In the same period, Council carried out the following Waste Reduction Projects:

- Annual Household Chemical Cleanout
- Waste Reduction Media Campaign in partnership with NetWaste.
- Keep Australia Beautiful Campaign.
- Delivered three new side lifters in November 2022.

The Community Recycling Centre has continued to improve the recycling capability of the facility with 2,759 people delivering a total of 10.42 tonnes of commingled recyclable material to the facility. This Strategy aims to facilitate further improvements in the regions Waste Management capabilities and set the standard for waste sustainability across the broader region.













#	Our Focus Areas	Our Targets – Where we want to be?
18	Support Sustainable Procurement	Procurement Policy updated to consider purchased products are derived from recycled material.
19	Facilitate Community Recycling	Kerbside waste audit completed with findings used to inform education material on behavioural change and best practice recycling.

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20	Improve Waste Data Capture	Waste Data Capture Process Established.
21	Community Waste Education	Community litter reduction education program delivered to community to improve waste management.
22	Reduce Illegal Dumping	Illegal dumping reduced.
23	Sustainable Waste Management	Waste Management Strategy Developed.
24	Reduce Waste at Council Buildings and Facilities	Opportunities to improve waste avoidance and recycling across Council buildings identified and implemented.

13.1. WHAT WE WILL DO TO ACHIEVE OUR TARGET(S):

Support Sustainable Procurement:

 Update procurement policy and guidelines so that purchased goods are derived from recycled material (where possible).

Facilitate Community Recycling:

 Audit kerbside bins for baseline composition and volumetric consumption to advise community education programs to advise community education programs on best practice "at-home" waste management practice and report on resource recovery improvements.

Improve Waste Data Capture:

• Improve waste data capture and assessment at the Broken Hill Waste Management Facility to support improved resource recovery and service delivery outcomes.

Community Waste Education:

• Develop and deliver a community litter reduction education program.

Reduce Illegal Dumping:

• Improve prevention and prosecution of illegal dumping.

Sustainable Waste Management:

Develop Waste Management Strategy.

Reduce Waste at Council Buildings and Facilities:

• Investigate opportunities to avoid and reduce waste and increase recycling or reuse across all Council buildings and facilities.

Waste Infrastructure and Service Optimisation:

- Investigate alternative landfill daily cover options to conserve landfill void space (such as moveable lids, spray on cover)
- Prepare a long-term financial plan for waste services to ensure continual waste management into the future.

Reduce Waste at Council Buildings and Facilities:

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- Develop and implement staff awareness program for new and existing staff which
 identifies how to avoid and reduce waste in the workplace (to be integrated into
 induction program).
- Training/Induction of staff on Waste Reduction Program.
- Operations manuals for all Council facilities updated to include waste reduction initiatives.

Recycle and Reuse:

 Develop a plan to increase the collection of green/organic material from Council Parks and Gardens to be processed for use in Council Facilities.

Waste to Energy:

 Investigate viability of landfill gas capture and flaring or energy generation at the Waste Management Facility.

Resource Recovery:

- Investigate viability of increasing resource recovery at the Waste Management Facility by upgrading receival infrastructure and extending acceptable items, including tyres, mattresses and cardboard.
- Plan and deliver receival and resource recovery infrastructure for waste received from major projects (such as large infrastructure deconstruction) or events (such as regional rail and road accidents).
- Investigate and deliver innovative waste management solutions for problem wastes (such as e-waste, tyres, and mattresses).

Disaster Waste:

 Prepare a disaster waste management plan focused on resource recovery outcomes (such as waste from fire and bush fire events, and rail and road accidents).

Community Waste Management and Recycling:

- Investigate and implement urban drop-off locations for separated dry packaging material in partnership with the community and local businesses (such as paper, cardboard, recyclable plastics, and metals).
- Develop policy and supporting mechanisms to incentivise pre-delivery sorting of waste (such as residential, public events, and commercial waste).

Regional Resource Recovery Hub:

 Investigate and assess viability of converting the Broken Hill Waste Management Facility into a regional resource recovery hub.

Circular Economy:

- Develop and formalise industry partnerships with organisations that facilitate circular economy principles such as Container Deposit Scheme, Lifeline and Oz Harvest.
- Investigate local opportunities to become an agent for change in facilitating the development of a circular economy i.e., resource recovery and reuse.
- Develop a Circular Economy Strategy which encourages local innovation in transforming waste, and which supports regional employment and skills transfer.
- Develop and support local markets for recycled, recovered, and transformed clean waste (such as glass, concrete).
- Support community reuse and repair initiatives (such as reduce barriers to buying second hand and repaired products).

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Commercial Waste Reduction:

• DCP to include waste reduction initiatives for new-builds and renovations (Construction and Demolition Waste).

Waste Management Policy and Plan:

- Develop a hire Agreement for non-Council event organisers to hire out recycle bins for use at community events.
- Engage with non-Council event organisers to ensure correct waste disposal and recycling practices are maintained during all non-Council events.
- Develop policy and a waste management plan to incentivise commercial regional developers to source separate construction regional demolition waste (such as buy/swap/sell initiatives, garage sales).

14. MINIMISING THE ENVIRONMENTAL IMPACTS OF MINING

Broken Hill City Council is committed to minimising the environmental impacts associated with mining activities to protect ecosystem services and human wellbeing. Council will continue to support the Broken Hill Environmental Lead Program (BHELP) in developing solutions to minimise and manage exposure to lead in the local environment. This includes joint co-ordination of the management and remediation of lead contaminated public land in accordance with an annual work plan. Since 2015, over 20 hectares of public land have been remediated through a partnership between Council and BHELP. This equates to an area over 40 football fields and includes parks, ovals, sporting grounds and playgrounds.



#	Our Focus Areas	Our Targets – Where we want to be?
25	Bypass for heavy vehicles	Broken Hill bypass for heavy vehicles planned.
26	Broken Hill Lead Reference Group	Broken Hill Lead Reference Group work funded by the State Government, Annual report by Council in the ongoing management of lead contamination in Broken Hill.

14.1. WHAT WE WILL DO TO ACHIEVE OUR TARGETS(S):

Bypass for heavy vehicles:

 Continue to advocate (State and Federal Government) to divert mining trucks out of the CBD.

Broken Hill Lead Reference Group:

- Continue to advocate to ensure the continuation of the Broken Hill Lead Reference Group (State Government).
- Continue to facilitate the Broken Hill Lead Reference Group to address the effects of lead contamination on the City of Broken Hill.

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15. ENHANCING AND PROTECTING THE NATURAL FLORA AND FAUNA

Broken Hill City Council is committed to enhancing and protecting urban green spaces across the region through leading and supporting revegetation and greening initiatives. In 2022/2023, Council continued to maintain the Living Desert Flora and Fauna Sanctuary to support native wildlife and native plant life in the region. During the same period, Council carried out an annual assessment and implemented control measures for noxious weeds and pests and replaced 11km of damaged and vandalised fencing.



#	Our Focus Areas	Our Targets – Where we want to be?
27	Green Broken Hill	Greening target for Broken Hill established and implementation plan developed, urban heat island effects reduced, vegetation cover in Broken Hill CBD increased
28	Mulga Wetland Ecosystem Stewardship	Council's own plant stock used for continuous revegetation and ecosystem stewardship programs

15.1. WHAT WE WILL DO TO ACHIEVE OUR TARGET(S):

Green Broken Hill:

- Set greening target for Broken Hill CBD and develop implementation plan.
- Investigate opportunities to increase native vegetation in the CBD to reduce urban heat island effects and increase shade.
- Review greening initiatives in the DCP and ensure alignment with Council greening targets.
- Continue to raise community awareness and participate in greening Broken Hill e.g., Planet Ark National Tree Day.
- Continue the work of Albert Morris to green Broken Hill.
- Develop communications material to increase community awareness around Broken Hill regeneration and greening initiatives.

Mulga Wetland Ecosystem Stewardship:

 Continue to propagate Council's own plant stock at Mulga Wetlands and identify other key areas to support ecosystem health and revegetation.

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16. BUILT ENVIRONMENT

Broken Hill City Council are committed to enhancing the regions liveability by improving urban building designs to provide better environmental comfort in public spaces. Council aims to enhance both the natural and built environment through facilitating ecosystem stewardship programs and protecting the natural environment through delivering proactive weed management programs and carrying out vegetation rehabilitation initiatives.



#	Our Focus Areas	Our Targets – Where we want to be?
29	Facilitate environmental stewardship in Development Control Plan	Increased vegetation with a set minimum percentage of land requiring landscaping within the development.

16.1. WHAT WE WILL DO TO ACHIEVE OUR TARGET(S):

Facilitate environmental stewardship in Development Control Plan:

 Review the DCP to enhance the natural environment and landscaped areas in new development applications for industrial land.

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17. IMPLEMENTATION PLAN

IMPLEM	ENTATION PLAN: ENERGY EFFICIENCY						
#	Action	Related Target	Performance Measures	Short Term (2025-2026)	Medium Term (2027- 2028)	Long Term (2029-2030)	Responsible Council Department(s)
EE1	Conduct and implement findings of energy audits at Council's Administration Building, Art Gallery, and Civic Centre.	1	Energy Audits at Council's Administration Building, Art Gallery, and Civic Centre completed with findings used to inform strategic direction to achieve energy cost savings, energy efficiency and carbon reduction.	X	X	×	
EE2	Install smart interval meters on all Council Buildings for greater energy monitoring.	1	Smart interval meters on all Council Buildings installed.	×	×	×	
EE3	Install LED lighting at all Council buildings and standardise energy efficient LED lighting in all new Council buildings.	1	LED lighting at all Council Buildings installed including standardisation of LED lighting to be installed in all new Council Buildings.	×	×	×	
EE4	Investigate and implement smart technology solutions for greater energy management and efficiency such as lighting controls, sensors, master switches and timers for the Administration Building, Art Gallery, and Civic Centre.	1	Smart technology solutions for energy management and efficiency identified and implemented.	×			

EE5	Develop adaptive maintenance plans for all Council buildings and facilities.	1	Adaptive management plans for all Council Buildings and Facilities completed.	×	×		
EE6	Undertake Climate Risk Assessment for Council Infrastructure and community wellbeing and develop Climate Adaptation and Mitigation Plan for Broken Hill LGA.	3	Climate risk assessment completed and climate adaptation and mitigation plan for the Broken Hill LGA developed and implemented.	X	×		
EE7	Develop energy efficiency policy that sets energy efficiency standards for all new Council Buildings and Retrofits based on industry best practice.	1	Energy efficiency policy developed and implemented.	×	×		
EE8	Establish energy data monitoring process to track energy use and to identify energy efficiency improvements.	1	Energy data monitoring process established, and staff trained on energy data management.	×			
EE9	Review Energy Contract to ensure Council is receiving the most competitive market rate.	2	Energy contract reviewed annually.	×	×	×	
EE10	Develop and implement Revolving Energy Fund.	2	Revolving Energy Fund developed and implemented.	×			
EE11	Investigate viability of transitioning infrastructure that uses gas for heating to renewable energy eg Solar Thermal (Admin Building, Civic Centre and Community Centre).	3	Viability of transitioning infrastructure using gas for heating to renewables eg Solar thermal investigated with findings used to inform strategic plan.	×	×	×	

IMPLEME	IMPLEMENTATION PLAN: RENEWABLE ENERGY									
RE1	Undertake cost-benefit-analysis on transitioning Council Buildings to Renewable Energy and develop a plan that prioritises Council buildings with highest energy consumption	4	Cost-Benefit-Analysis on transitioning Council Buildings to renewables completed with findings used to inform strategic plan	×						
RE2	Establish Council's current renewable energy composition and set renewable energy goal by 2030	4	Council's current renewable energy composition identified and established target goal to achieve increase in renewable energy usage across Council's operations by 2030	⊠						
IMPLEME	NTATION PLAN: SUSTAINABLE TRANSPOR	e T								
ST1	Undertake cost-benefit-analysis for transitioning Council Fleet to alternate fuel vehicles. Consider staged approach starting with most inefficient vehicles or replacing vehicles that accumulate the most kilometres per year	5	Cost-Benefit-Analysis for transitioning Council Fleet to alternate fuel vehicles completed		⊠	X				
ST2	Conduct market analysis to determine availability of alternate fuel vehicle variants that could replace Council's existing Fleet vehicles	5	Market analysis on alternate fuel vehicles capable of replacing Council fleet vehicles completed with findings used to inform strategic plan	X	X	X				

ST3	Develop and standardise monitoring process for fuel consumption of Council Fleet Vehicles	6	Council fleet fuel consumption data captured and used to report on annual fuel usage, emissions, and operational cost	\boxtimes	×		
ST4	Review use case for each fleet vehicle and restrict use of commercial light fleet vehicles to, only, if necessary, i.e., unsealed roads, need for tray and haulage	6	Use case for each fleet vehicle reviewed	\boxtimes	×	×	Infrastructure - Fleet
ST5	Continue to encourage and facilitate active transport among staff by developing internal incentives	7	Active transport among staff facilitated with the introduction of internal incentives	X			People and Culture
ST6	Investigate opportunities to increase urban heat shades along shared paths including greening areas with high foot traffic around Broken Hill to provide relief from direct heat exposure	8	Urban heat island effect in Broken Hill CBD reduced through increased greening and urban heat shades	×	×	×	Infrastructure
\$17	Address road condition complaints and ensure that road maintenance programs are in place and functional whilst maintaining community awareness	8	Maintenance programs in place to assess and maintain road conditions with consideration of community complaints				Infrastructure - Roads
ST8	Undertake annual road asset surveys to maintain safe road conditions for the community	8	Road asset surveys completed on quarterly basis	×			Infrastructure - Fleet

SP1	Review existing procurement policy and procedure to align with ISO 20400 Standard - Sustainable Procurement	9	Procurement Policy updated to align with ISO 20400 Standard – Sustainable Procurement	\boxtimes		
SP2	Implement sustainability evaluation criteria in procurement policy that requires Council staff to review how a project has considered principles of sustainability in their project before approval	9	Sustainability evaluation criteria included in procurement process with findings reviewed to inform strategic decision making	×	×	
SP3	Develop staff induction training on how to consider sustainability during procurement process	10	Staff induction training on how to consider sustainability during procurement developed and implemented	×		
IMPLEMEI	NTATION PLAN: CARBON EMISSIONS					
CE1	Develop and establish emissions reporting process for electricity usage (Scope 2)	11	Emissions from electricity usage monitored and reported	\boxtimes		
CE2	Establish emissions baseline for electricity usage (Scope 2) and Council Fleet Vehicles (Scope 1)	12	Emissions baseline for electricity usage (Scope 2) and Council Fleet Vehicles (Scope 1) established	×		
CE3	Develop emissions reporting framework for Council operations (Scope 1, 2 and 3)	11	Emissions reporting framework for Council operations (Scope 1, 2, and 3)	X	X	
CE4	Establish emissions target to be achieved by 2030	12	2030 emissions target identified	×		

CE5	Council to monitor progress against Cities Power Partnership pledges	13	Progress against Cities Power Partnership pledges monitored consistently with findings used to inform adaptive management procedure	X	X	X	
CE6	Undertake feasibility study on achieving carbon neutrality across Council operations by 2050 in line with state government emissions target and use findings to inform future planning.	12	Feasibility study on achieving carbon neutrality across Council's operations completed.	×	×		
IMPLEME	NTATION PLAN: WATER						
W1	Investigate water reduction opportunities across Council operations and develop water efficiency strategy.	14	Water efficiency strategy developed and implemented	\boxtimes			
W2	Develop Regional Drought Resilience Plan to reduce the Broken Hill LGA's vulnerability to impacts during drought.	15	Regional drought resilience plan developed and implemented.	X	×		
W3	Ensure the efficient use of water through staff education programs and toolbox talks.	14	Tailored staff education program on efficient water use developed and implemented.	X			
W4	Investigate water efficiency retrofits for existing Council buildings and standardise for all new Council Buildings.	14	Water efficiency retrofits identified and standardised for all new Council buildings. Cost-Benefit-Analysis completed on retrofit options for existing Council buildings.	×	×	⊠	

W5	Develop maintenance programs that ensures water infrastructure is maintained to operate efficiently (repair leaks etc.). Establish annual audit requirements to identify and report on maintenance issues.	14	Maintenance program for water use efficiency and infrastructure health developed and implemented. Annual water infrastructure audits completed.	X	X		
W6	Develop and implement water monitoring program to track water usage and improvements in water efficiency.	14	Water monitoring program developed with data used to identify opportunities to improve water use efficiencies.	\boxtimes			
W7	Continue to advocate for water price parity in Broken Hill - State Government/IPART.	16	Council continuously advocates for water price parity in Broken Hill.				
W8	Continue to advocate for the ecological/environmental improvement of Menindee Lakes (State/Federal Government), to have a positive impact on the liveability of the Broken Hill community.	17	Council continuously advocates for socio-ecological improvement of the Menindee Lakes.	×	×	×	
W9	Investigate water efficiency, grey water, water-sensitive design standards into the Council's Development Control Plan (DCP).	14	Water efficiency, grey water, water-sensitive design standards integrated into Council's DCP.	×	×		
IMPLEM	ENTATION PLAN: WASTE						
W1	Update Procurement Policy and guidelines so that purchased goods are derived from recycled material (where possible) E.g., when	18	Procurement Policy and relevant guidelines updated so that purchased goods are derived	\boxtimes			

	procuring equipment for public parks such as benches and rubber flooring for children's playgrounds, consider those built from recycled materials.		from recycled material (where possible).				
W2	Audit kerbside bins for baseline composition and volumetric consumption to advise community education programs on best practice "at-home" waste management practice and report on resource recovery improvements.	19	Municipal kerbside bins audited, and findings used to identify potential areas to improve knowledge and awareness of best practice waste management and recycling. Audits used to monitor behavioural change improvements.	\boxtimes	×		
W3	Improve waste data capture and assessment at the Broken Hill Waste Management Facility to support improved resource recovery and service delivery outcomes.	20	Resource Recovery rate improved year over year from date initiated.	X	×	×	
W4	Develop and deliver a community litter reduction education program.	21	Community litter reduction education program delivered with outcome monitored through kerbside waste collection data.	×			
W5	Improve prevention and prosecution of illegal dumping.	22	Rate of Illegal Dumping reduced year over year with repeat offenders and waste type listed to inform strategic planning.	×	×	×	
W6	Develop Waste Management Strategy.	23	Waste Management Strategy Developed.	×	×		

W7	Investigate opportunities to avoid and reduce waste and increase recycling or reuse across all Council buildings and facilities.	24	General waste output from Council buildings ending up in landfill reduced and recycling increased year over year until 2030.	×	×	X	
W8	Investigate alternative landfill daily cover options to conserve landfill void space (such as moveable lids, spray on cover).	23	Alternative daily landfill cover options identified with best option considered and implemented where financially and operationally viable. Landfill lifespan increased as a result of implementation.	×	X	×	
W9	Prepare a Long-Term Financial Plan for Waste Services to ensure sustainability of waste management.	23	Long-term financial plan for waste services to ensure sustainability of waste management developed and implemented.	×	×	×	
W10	Develop and implement staff awareness program for new and existing staff which identifies how to avoid and reduce waste in the workplace (to be integrated into induction program)	24	All Council new and existing staff aware of best practice waste reduction and avoidance strategies in the workplace.	×			
W11	Training/Induction of staff on Waste Reduction Program.	24	Best practice waste management training/induction program developed.	×			
W12	Operations manuals for all Council facilities updated to include waste reduction initiatives.	24	Waste reduction initiatives included in operations manuals for all Council facilities.	×	×		

W13	Develop a plan to increase the collection of green/organic material from Council Parks and Gardens to be processed for use in Council Facilities.	23	Council Green/Organic materials collection and processing plan developed for use in the landscaping on Council Facilities.	X	×		
W14	Investigate viability of landfill gas capture and flaring or energy generation at the Waste Management Facility.	23	Viability of landfill gas capture and flaring or energy generation at the Waste Management Facility investigated with findings.		×	×	
W15	Investigate viability of increasing resource recovery at the Waste Management Facility by upgrading receival infrastructure and extending acceptable items, including tyres, mattresses and cardboard.	23,22	Receival infrastructure at the Waste Management Facility upgraded and accepted items extended to include tyres, mattresses and cardboard.	X	×	×	
W16	Plan and deliver receival and resource recovery infrastructure for waste received from major projects (such as large infrastructure deconstruction) or events (such as regional rail and road accidents).	23,22	Receival and resource recovery infrastructure for waste received from major projects (e.g., Commercial and Demolition) delivered.	X	×	×	
W17	Prepare a Disaster Waste Management Plan focused on resource recovery outcomes (such as waste from fire and bush fire events, and rail and road accidents).	23	Disaster Waste Management Plan developed.	X	×		
W18	Investigate and implement urban drop-off locations for separated dry	23	Urban drop-off locations for separated dry packaging	×	×		

DRAFT ADOPTION OF THE WASTE AND SUSTAINAE	MATERIALS STRATEGY 2025-2035 AND SUSTAINAB	STRATEGY 2025-2030	
DRAFT	MATER	STRAT	

	packaging material in partnership with the community and local businesses (such as paper, cardboard, recyclable plastics, and metals).		material in partnership with the community and local businesses established.				
W19	Develop policy and supporting mechanisms to incentivise pre-delivery sorting of waste (such as residential, public events, and commercial waste).	19	Policy and supporting mechanisms to incentivise predelivery sorting of waste developed.	×	×	×	
W20	Investigate and assess viability of converting the Broken Hill Waste Management Facility into a regional resource recovery hub.	23	Conversion of the Broken Hill Waste Management Facility into a regional resource recovery hub investigated with findings used to inform strategic planning.	X	X	X	
W21	Develop and formalise industry partnerships with organisations that facilitate circular economy principles such as Container Deposit Scheme, Lifeline and Oz Harvest.	23	Partnerships with leading organisations in Circular Economy formalised and used to collaborate on opportunities to drive Circular Economy initiatives in the region.	×	×		
W22	Investigate local opportunities to become an agent for change in facilitating the development of a circular economy ie resource recovery and reuse.	19	Local opportunities to support and facilitate circular economy and resource recovery initiatives identified.	X			
W23	DCP to include waste efficiencies initiatives for new-builds and renovations (Construction and Demolition Waste).	23	Waste efficiency initiatives for new builds and renovations included in DCP.	×	×		

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W24	Develop a Hire Agreement for non- Council event organisers to hire out recycle bins for use at community events.	19	Hire Agreement for non-Council event organisers to hire out recycle bins for use at community events developed and implemented.	X	X		
W25	Engage with non-Council event organisers to ensure that correct waste disposal and recycling practices are maintained during all non-Council events.	19	Council engaged with non- Council event organisers and provided guidance on best practice waste management.	×			
W26	Investigate and deliver innovative waste management solutions for problem wastes (such as green energy wastes, E-Waste, tyres and mattresses).	23	Innovative waste management solutions for problem wastes (such as green energy wastes, E-Waste, tyres, and mattresses) investigated with identified opportunities evaluated to improve Council waste management processes.	X	X		
W27	Develop a Circular Economy Strategy which encourages local innovation in transforming waste, and which supports regional employment and skills transfer.	19	Circular Economy Strategy developed.	×	×	×	
W28	Develop plan to support local markets for recycled, recovered, and transformed clean waste (such as glass, concrete).	19	Local markets for secondary materials facilitated.	×	×		
W29	Develop policy and a waste management plan to incentivise commercial regional developers to	23	Waste management policy and plan developed and implemented.	×	×	×	

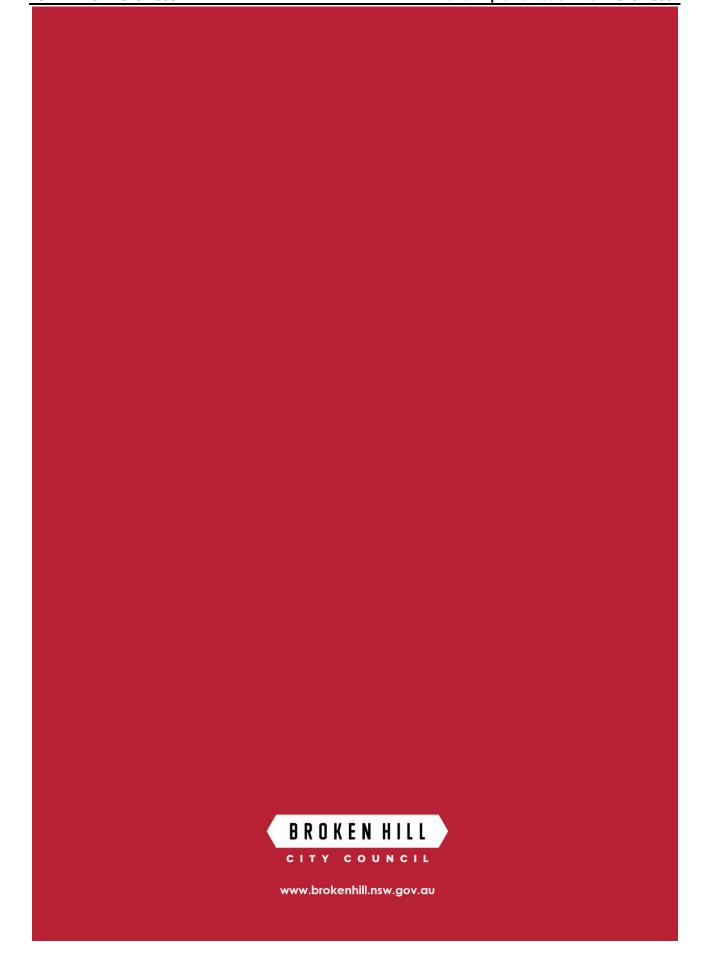
	source separate construction and demolition waste (such as commercial and green energy developments).						
W30	Support community-based waste reduction activities (such as buy/swap/sell initiatives, garage sales).	19	Council endorses community-led waste reduction activities through communication material ie social media, Council website, and print media.	×			
W31	Support community reuse and repair initiatives (such as reduce barriers to buying second hand and repaired products).	19	Council supports community reuse and repair initiatives by endorsing second hand markets.	\boxtimes			
IMPLEME	NTATION PLAN: MINIMISING ENVIRONM	ENTAL IM	PACTS OF MINING				
MEIM1	Continue to advocate (State and Federal Government) to divert mining trucks out of the CBD.	25	Council engaging State and Federal Government to divert mining trucks out of the CBD.	\boxtimes		×	
MEIM2	Continue to advocate to ensure the continuation of the Broken Hill Lead Reference Group (State	26	Council continues advocacy and partnership with Lead Reference Group.	×	×	×	
	Government).						

IMPLEME	MPLEMENTATION PLAN: ENHANCING AND PROTECTING THE NATURAL FLORA AND FAUNA							
EPNFF1	Set greening target for Broken Hill CBD and develop implementation plan.	27	Implementation Plan for greening Broken Hill developed and implemented.	X				
EPNFFF2	Investigate opportunities to increase native vegetation in the CBD to reduce urban heat island effect and increase shade.	27	Opportunities to increase native vegetation in the CBD to reduce urban heat island effects and increase greening targets investigated with findings used to inform strategic planning.	X				
EPNFF3	Review greening initiatives in the DCP and ensure alignment with Council greening targets.	27	Greening initiatives in the DCP reviewed and amended to align with Council greening targets.	X				
EPNFF4	Continue to raise community awareness and participate in greening Broken Hill eg Planet Ark National Tree Day.	27	Council continuously raises community awareness and participates in initiatives designed to increase greening of Broken Hill.	X	×			
EPNFF5	Continue the work of Albert Morris to green Broken Hill.	27	Continuous progress made against work started by Albert Morris to green Broken Hill.	X	×	×		
EPNFF6	Develop communications material to increase community awareness around Broken Hill regeneration and greening initiatives.	27	Communications material to increase community awareness around Broken Hill regeneration and greening initiatives developed.	X				
EPNFF7	Continue to propagate Council's own plant stock at Mulga Wetlands	28	Council propagated own plant stock at Mulga Wetlands and	×	×	×		

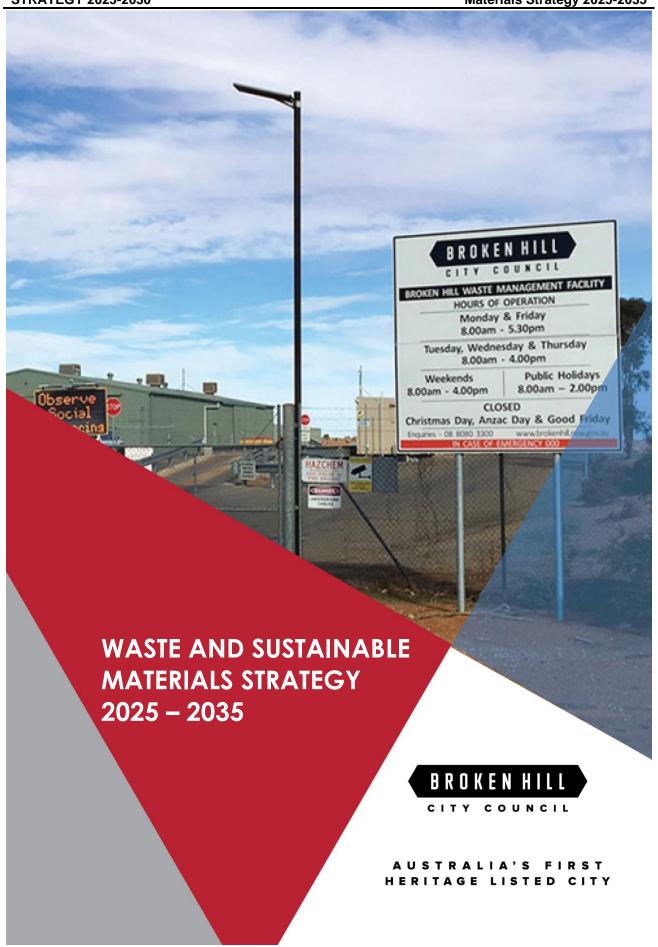
DRAFT ADOPTION OF THE WASTE AND SUSTAINABLE MATERIALS STRATEGY 2025-2035 AND SUSTAINABILITY STRATEGY 2025-2030

	and identify other key areas to support ecosystem health and revegetation.		identified key areas to support ecosystem health and revegetation. Improvement of landscape from revegetation initiative monitored and progress tracked as part of adaptive management process.				
IMPLEME	IMPLEMENTATION PLAN: BUILT ENVIRONMENT						
BE1	Review the DCP to enhance the natural environment and landscaped areas in new development applications for industrial land.	29	DCP reviewed with opportunities to enhance the natural environment and landscaped areas in new development applications for industrial land identified and implemented.	\boxtimes	X		

Attachment 1 Broken Hill Sustainability Strategy and Implementation Plan 2025-2030



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QUALITY CONTROL					
KEY THEME	3. Our Environment				
OJECTIVE	3.1 Our environmental footprin	t is minimise	ed		
STRATEGY		3.1.2 Educate the community on measures to avoid waste and reduce littering and waste to landfill			
FUNCTION	Waste Management				
EDRMS REFERENCE	11/200 FILE REFE	RENCE	D25/6177		
RESPONSIBLE POSITION	Waste and Sustainability Manager				
APPROVED BY	General Manager				
REVIEW DATE	December 2035				
DATE	ACTION	MINUTE N	NUMBER		
NOTES	Front Cover Image: Broken Hill Waste Management Facility. Content and images provided by Talis Consulting Pty Ltd. © Copyright Talis Consultants Pty Ltd Copyright of this document or any part of this document remains with Talis Consultants Pty Ltd and cannot be used, transferred, or reproduced in any manner or form without				
ASSOCIATED DOCUMENTS	prior written consent from Talis Landfill Environment Managen Broken Hill Sustainability Strates	nent Plan	<u> </u>		

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.

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Acronyms

Abbreviation	Full Form
ССМАР	Climate Change Mitigation and Adaptation Plan
C&D	Construction and Demolition (Waste)
CDS	Container Deposit Scheme
C&I	Commercial and Industrial (Waste)
CRC	Community Recycling Centre
CSP	Community Strategic Plan
DWMC	Domestic Waste Management Charge
EPA	(NSW) Environment Protection Authority
EPL	Environment Protection Licence
EfW	Energy from Waste
FOGO	(Combined) Food Organics and Garden Organics
GO	Garden Organics
GHG	Greenhouse Gas (emissions)
IPART	Independent Pricing and Regulatory Tribunal
LGA	Local Government Area
MRF	Material Recovery Facility
MSW	Municipal Solid Waste
OLG	Office of Local Government
PFAS	Per- and Poly-Fluoroalkyl Substances
RENEW	Regional Networks for Effective Waste Management
REZ	Renewable Energy Zone
ROS	Rest of State

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1. INTRODUCTION

Broken Hill City Council (Council) has long recognised the benefits of local transformation of waste through recycling and resource recovery initiatives but remains hampered by its isolation and long transport distances to end-use markets.

Council now seeks to develop its own 10-year Waste and Sustainable Materials Strategy 2025-2035, with particular emphasis on delivering strategic improvement of waste and resource recovery through a more circular and sustainable delivery lens. This is in direct response to community expectations of greater resource recovery, the NSW Waste and Sustainable Materials Strategy (WaSMS) 2021-2027, and to ensure Council is managing waste in accordance with best practice. In addition, Council has identified its desire to explore waste management solutions that will consider new and innovative material processing solutions to achieve greater resource recovery.

1.1 STATEMENT OF DOCUMENT PURPOSE

Council's Waste and Sustainable Materials Strategy 2025-2030 (the Waste Strategy) has been developed to address its unique position with respect to location, services and population, building upon the existing waste services Council provides to the community.

The Strategy aligns with the strategic direction of the NSW WaSMS, whilst retaining as much of the social, economic, and skills-based benefits of local transformation of waste as possible. It has been specifically developed to be flexible and adaptable, allowing Council to pivot to respond to any future policy or regulatory changes.

1.2 STAGES OF STRATEGY DEVELOPMENT

Development of the Strategy was undertaken within the following primary stages.

The primary stages were:

- Drivers for Change A review of key policy in context of delivering positive change in regional waste management outcomes.
- Where are we today? A review of current operations, services, and their relative performance.
- Where do we want to get to? A statement of strategic vision and objectives a new Waste Strategy will be required to deliver.
- How are we going to get there? Development of a strategic framework with specific
 actions to improve how waste is managed and embedded resources recovered within
 the local government area (LGA).

1.3 STRATEGY DELIVERY

The Strategy has a 10-year strategic delivery horizon, from 2025 to 2035, accompanied by an initial five (5) year Action Plan. Council can revisit the Action Plan at the end of the 5-year period and develop the second one based on the Strategy and progress made in the first five (5) years.

Both the Strategy and Action Plan will be implemented by Council's Waste Services team.

1.4 STAKEHOLDER ENGAGEMENT

The Strategy and its Action Plan were developed within a close working relationship between Talis and Council.

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Council was engaged within development of the Strategy at three key touchpoints. These were:

- Request for Information initial request for LGA-specific data and information.
- Strategy Development Workshops— separate workshops with staff and Councillors to discuss the draft vision, strategic objectives and high-level Actions to deliver these.
- Community Consultation via a voluntary survey.

1.5 SOURCE OF DATA AND INFORMATION

Council provided Annual Facility Reports and Local Government Waste and Resource Recovery (LG WARR) Data Survey from FY20/21, FY21/22 and FY22/23, which formed the basis of the calculations for the waste generated and managed by Council, as well as the waste projections used within this report.

2. DRIVERS FOR CHANGE

Drivers for change, or more commonly referred to as drivers for improvement in waste service delivery and operational performance, broadly include the framework of regulations, policies, strategies, plans and guidelines (policy) at the local, regional, state, and national level, as well as a number of waste industry Guiding Principles. They influence and guide the development of new waste strategies by providing the context in which it needs to be developed and delivered.

These drivers are either related directly to waste management and resource recovery, or indirectly related to it, for example, to sustainability, such as reducing greenhouse gas emissions/climate change/net zero emissions and driving the development of a local circular economy.

It is important to recognise that the current Policy environment at both the national and state level is very much in a state of flux, with rapid changes occurring, especially on the climate change front, transferring delivery of key objectives and targets to the waste management industry. The full extent of recent changes on the local government sector remains to be seen, but it is generally understood that Councils will shoulder increased responsibilities and their associated costs related for waste management and to reduce their impacts on climate change. There is also the growing requirement for local government to be more prepared to assess and mitigate risks of waste service delivery in the face of climate change.

For example, the NSW WaSMS target of halving organics landfilled by 2030 is one example of this, working hand-in-hand with the state mandating the source separation and collection of food and garden organics for households by 2030 and selected businesses (including large supermarkets and hospitality businesses) by 2025. These initiatives support the state target of net zero emissions from organics to landfill by 2030.

2.1 SUMMARY OF POLICY

A summary of the combined direction of Policy driving change within the waste industry is presented below, whilst a more detailed synopsis is presented within **Appendix A**.

- National Waste Policy (2018)
- National Waste Policy Action Plan (2019)
- National Plastics Plan (2021)
- National Food Waste Strategy
- NSW Circular Economy Policy Statement (2019)
- NSW DPIE Waste and Sustainable Materials (WaSM) Strategy (2021 2041)
- NSW EPA WaSM Program Funding (2021 onwards)
- NSW DPIE Plastics Action Plan (2021 2041)
- NSW EPA Waste Delivery Plan
- NSW DPIE Infrastructure Plan (2021 2041)
- NSW EPA Climate Change Policy (2023)
- NSW EPA Climate Change Action Plan (2023 2026)
- NSW EPA Strategic Plan (2021 2024)
- NSW EPA EfW Infrastructure Plan (2021)
- NSW DPIE Net Zero Plan Stage 1 (2020 2030)

Key components of Policy assessed as influential for development of a new waste strategy are summarised below under common subject matter headings.

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2.1.1 Sustainable Procurement

- Adoption of policy to improve recycled content procurement.
- Development of procurement targets for recycled content, including how they will be calculated, achieved and audited.
- Reporting on progress in achieving procurement targets with recycled content, particularly those which have significantly increased use of recycled materials within infrastructure projects.
- Facilitate joint council procurement of waste services.

2.1.2 Strategic Infrastructure, Planning and Investment

- Analysis and reporting of requirements for infrastructure capacity to process paper/cardboard, glass, plastics and tyres.
- Building industry capacity to collect, recover, recycle, and remanufacture from waste.
- Identification of opportunities to increase uptake of recycled content within development of buildings and infrastructure, in particular plastics, rubber and glass.
- Create new job opportunities associated with innovative technologies.
- Invest in innovation and innovative processing technologies which lower the cost of renewable energy and/or emissions released (clean technology program).
- Consider future, new waste streams associated with a low carbon economy, such as batteries and solar panels.

2.1.3 Avoid Generation of Waste

- Support of programs for business and communities to avoid generation of waste and divert waste from landfill, particularly food waste, including community-based "repair" of waste.
- Delivery of targeted programs to businesses to identify and avoid waste generation and increase efficiency of use of materials and their recovery from waste streams.
- Reduce total waste per person by 10% by 2030.

2.1.4 Community Waste Awareness and Education Programs

- Use of community education programs to reduce food waste, in particular.
- Improve quality of co-mingled MRF recyclates through a "whole-of-value chain" approach.
- Foster behaviour change through education and engagement.

2.1.5 Circular Economy (CE)

- Support and promotion of CE principles support innovation, sustainable procurement, high quality consistent recycling, value organics, product stewardship, circular design, re-use and repair and responsible packaging.
- Supporting and promotion of CE principles within businesses.
- Community and industry actively contribute to a CE.
- Leverage government purchasing power to stimulate local CE.
- Design for the multiple uses at the highest value—such as reuse, sharing, remanufacturing and refurbishment as preference to recycling.
- Advocacy to support best-practice CE mechanisms, such as product stewardship and responsible packaging design.

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- Development of new markets for recovered re-processed and re-manufactured commodities.
- Resilient systems and robust markets are available to keep waste materials circulating and to de-carbonise the NSW economy.
- Support reuse of crushed glass, particularly road construction and other civil works.
- Support growth of sustainable markets for high quality, processed organics.
- Support reuse and repair.
- Explore more effective means to improve data reporting and sharing of information.

2.1.6 Improve Waste Management and Resource Recovery

- Leveraging existing regional development programs to support better waste management and resource recovery.
- Achieve 80% average recovery rate for all waste streams by 2030.
- Ensure the harmful impacts of waste are reduced and waste minimised.
- Promote landfill consolidation and environmental improvements plans.
- Support increased supply of higher-grade paper available for recycling (to replace non-recyclable packaging).
- Support higher grade tyre crumbing, tyre-derived fuel, and exploring processing tyre-derived polymers (TDP).
- Investigate landfill options past 2040 (when existing capacity exhausted).
- Focus on landfill diversion options for problem wastes such as textiles.

2.1.7 Improve Hazardous Waste Management

 Better management of end-of-life disposal of products containing hazardous substances.

2.1.8 Divert Organics from Landfill

- Delivery of kerbside FOGO collection for households and businesses.
- Support for organics processing facilities.
- Halve landfilled organic waste by 2030.
- Achieve net zero emissions from organic waste by 2030, including:
 - Separate collection of food and garden organics from all NSW households by 2030.
 - Separate collection of food waste from businesses that generate highest volumes
 includes large supermarkets and hospitality, by 2025.
- Take action to reduce emissions and mitigate climate change impacts aligned with the principles in the NSW Net Zero Plan 2050.
- Increase uptake of landfill gas capture.
- Create a carbon negative waste sector.

2.1.9 Reduce Litter

- Reduce overall litter by 60% by 2030 and plastic litter by 30% by 2025.
- Reduce cigarette butt litter in particular.

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2.1.10 Avoid Plastic Waste

- Eliminate single use plastics by 2025.
- Triple plastics recycling rate by 2030.
- Accelerate transition to better plastic products.

2.1.11 Reduce Illegal Dumping and Waste Crime

Reduce and prevent Illegal dumping.

2.1.12 Develop Energy from Waste

 Use non-combustion technology, particularly that derived from waste feedstock, producing energy on site for industrial and/or manufacturing purposes.

2.2 POLICY FRAMEWORKS

2.2.1 National Framework

The National Waste Policy – Less Waste, More Resources was released by the Department of the Environment and Energy in 2018 and provides a framework for collective action by businesses, governments, communities, and individuals until 2030. The policy identifies the following seven targets:

- Ban the export of waste plastic, paper, glass, and tyres, commencing in the second half of 2020.
- Reduce total waste generated in Australia by 10% per person by 2030.
- 80% average resource recovery rate from all waste streams following the waste hierarchy by 2030.
- Significantly increase the use of recycled content by governments and industry.
- Phase out problematic and unnecessary plastics by 2025.
- Halve the amount of organic waste sent to landfill by 2030.
- Make comprehensive, economy-wide, and timely data publicly available to support better consumer, investment and policy decisions.

2.2.2 State Framework

The NSW government released the WaSMS Stage 1 as the first stage of a 20-year strategy focusing on the environmental benefits and economic opportunities to reduce waste, improve waste management and increase material recycling.

The WaSM Strategy aims to reduce waste generated and increase recycling through adoption of the Targets outlined in the NSW Waste and Sustainable Materials Strategy 2041: Stage 1–2021-2027.

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The NSW government has also recently released the NSW Litter Prevention Strategy 2022–30 and the Illegal Dumping Prevention Strategy 2022-27, both of which underpin the WaSMS.

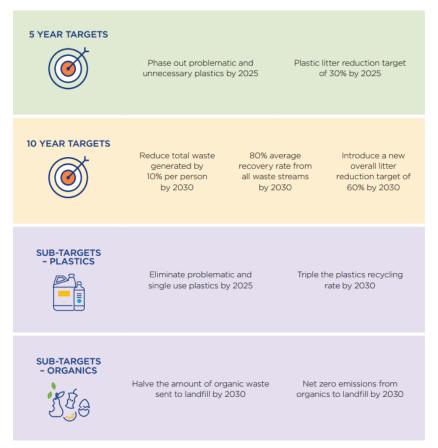


Figure 2-1 - NSW WaSMS Targets

To achieve the WaSMS targets of halving food waste to landfill and achieving net zero emissions from organics in landfill by 2030, the government will require the separate collection of:

- Food and garden organics from all NSW households by 2030; and
- Food waste from businesses that generate the highest volumes, including large supermarkets and hospitality businesses, by 2025.

Based on an assessment of waste and circular economy infrastructure needs over the next decade and beyond, the government has identified three key areas to focus on – residual waste, organics, and plastics. Recovery and recycling infrastructure will need to keep pace with demand and to support this, there will need to be investment in new and upgraded facilities from now to 2030 to prevent any shortfall in capacity.

Getting the right infrastructure in the right place will be critical to recover, reuse and extend the life of most materials. The WaSMS Guide to Future Infrastructure Needs 2021 reviews the waste infrastructure requirements in NSW to underpin this change.

The NSW Government has also released the Energy From Waste (EfW) Infrastructure Plan. The Parkes Special Activation Precinct (SAP) has been identified as one of the priority locations to host a waste from energy facility, along with West Lithgow Precinct, Richmond-Valley Regional Jobs Precinct and Southern Goulburn Mulwaree Precinct.

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The NSW Plastics Action Plan supports the WaSM. The NSW Plastics Action Plan will assist in delivering the following targets from the WaSM Strategy:

- Phase out problematic and unnecessary plastics by 2025.
- Reduce the total waste generated by 10% per person by 2030.
- Achieve an average 80% recovery rate of resources from all waste streams by 2030.
- Significantly increase the use of recycled content by government and industry.
- Reduce plastic litter items by 30% by 2025.
- Reduce the overall litter by 60% by 2030.
- Triple the plastics recycling rate by 2030.

The Net Zero Plan Stage 1 (2020 – 2030) is the foundation for NSW's action on climate change and goal to reach net zero emissions by 2050, helping to achieve the State's objective to deliver a 70% reduction in emissions by 2035 compared to 2005 levels. The Plan supports a range of initiatives targeting energy, electric vehicles, hydrogen, primary industries, technology, built environment, carbon financing and organic waste.

2.2.3 Regional Framework

Broken Hill City Council is within the NetWaste voluntary regional waste group, which spans almost 40% of the State. NetWaste's *Regional Waste and Sustainable Materials Strategy* 2023 – 2027², adopted in 2023, outlines a regional commitment for collective action to reduce waste and increase resource recovery across its 25 member Councils.

2.2.4 Local Framework

The Local Government Act 1993 sets out the legal framework, governance, powers, and responsibilities of councils in New South Wales. Guiding principles for councils include:

- Conducting functions in a way that provides the best possible value for residents and ratepayers.
- Planning strategically for the provision of effective and efficient services to meet the diverse needs of the local community.
- Collaborating co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Working with others to secure appropriate services for local community needs.

Councils may provide goods, services, and facilities, and conduct activities, appropriate to the current and future needs within their local community and of the wider public. The Act sets out the functions of councils, including its service functions such as, providing community health, recreation, education and information services, environmental protection, and waste removal and disposal. A council must also levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

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https://www.netwaste.com.au/wp-content/uploads/2023/03/TW22135_NetWaste_Regional-Waste-and-Sustainable-Materials-Strategy-2023-2027_5.0.pdf

2.2.4.1 Community Strategic Plan

Council's Community Strategic Plan (CSP)³ is a key element within the integrated planning and reporting framework. This framework aims to streamline a council's operations and optimise the use of resources. The CSP addresses four key questions for the community:

- 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 arrived?

The implementation of the CSP is supported by a suite of integrated plans that include actions to support the strategies identified in the CSP. These include the following:

- Delivery Program a 4-year (4) plan that sets out the strategies from the CSP that will be
 priorities for the current council term.
- Operational Plan an annual plan containing detailed actions from the Delivery program.
- Resourcing Strategy a suite of key plans that support the implementation of the CSP, focusing on finances, workforce, and asset management.

Sustainable waste services are commonly included as a high-level entry within the Environment sections, or similar, within the regional CSPs.

Specifically, Objective 3.1 Our environmental footprint is minimised, aims to Educate the community on measures to avoid waste and reduce littering and waste to landfill (3.1.2).

In the future Council hopes to be recycling waste into needed products by implementing programs and partnerships that address reduction of waste. Successful waste reduction outcomes aim to be celebrated.

2.2.4.2 Sustainability Strategy 2018-2023

Council's Sustainability Strategy is designed to align with the United Nations' Sustainable Development Goals (SDGs), reflecting Council's commitment to fostering a sustainable and resilient community. Through a series of action plans, the Strategy outlines how Council will contribute to global sustainability efforts while addressing local priorities. The Strategy includes 11 Action Plans, as follows:

- Energy Efficiency Plan
- Renewable Energy Plan
- Gas Consumption Plan
- Transport Energy Plan
- Sustainability Procurement Plan
- Carbon Emissions Plan
- Water Plan
- Waste Plan
- Minimising the Environmental Impacts of Mining

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Gommunity Strategic Plan - Your Broken Hill 2040, Broken Hill City Council, 2022 (nsw.gov.au)
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- Plan for Enhancing and Protecting the Natural Flora and Fauna
- Built Environment Plan

Council is currently in the process of developing a new Sustainability Strategy, which will also include 11 Action Plans, each with their own actions and targets. Action Plan 8 is focused on waste and speaks to resource recovery, material segregation and the circular economy.

2.2.4.3 Climate Change

Although the Council does not currently have a formal climate change policy or a dedicated climate change action plan, it recognizes the importance of addressing climate change as a significant, overarching issue. This acknowledgment informs and influences the Council's approach to decision-making across various sectors. Environmental sustainability, climate resilience, and the potential impacts of climate change are considered when planning projects, setting priorities, and developing policies. The Council is committed to taking these factors into account even without a structured policy, ensuring that climate change is factored into its overall governance and community responsibility.

2.2.4.4 Waste Policy

Council's Waste Services policy defines conditions and provides the setting of fees for the collection and disposal of waste and commercial wastes which originate in the Broken Hill local government area (LGA). The policy provides a regular and efficient household waste collection and disposal service to meet the needs of the Broken Hill Community in a cost-effective manner and provides a range of commercial waste service options to meet the needs of the business community of Broken Hill.

2.2.4.5 Renewable Energy Action Plan

The Broken Hill Renewable-Energy-Action-Plan 2020 references bioenergy as it relates to waste, noting that residential and commercial waste may be a potential source of energy to provide for Council's future needs. This could include waste cooking oil being converted into biodiesel to run heavy fleet or landfill gas generation. The Plan notes that a specific high-level audit of organic waste streams would be the starting point for investigating bioenergy.

2.3 GUIDING PRINCIPLES

The guiding principles presented below provide the basis for driving improved change within the waste management and resource recovery industry. The principles influence the approaches to facilitate greater diversion of waste from landfill, guide better practices and improve performance. The principles include the internationally recognised circular economy, waste hierarchy, along with state-based initiatives of net zero emissions and sustainable procurement. These principles form the basis upon which the Strategy has been developed.

2.3.1 Circular Economy

NSW is transitioning to a circular economy over the next 20 years. A circular economy aims to 'close the loop on waste' by minimising what we throw away, and using and reusing our resources efficiently, making them as productive as possible. It is an alternative to the traditional linear economy (take, make, use, dispose), which refers to taking resources, making goods that are then bought and used to then be disposed of as waste as shown in **Figure 2.2.**

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Figure 2-2: Circular Economy

The NSW Circular Economy Policy Statement⁴ (NSW EPA, 2019) guides the ambition and approach to a circular economy and establishes seven principles to maximise the use and value of resources including:

- Sustainable management of all resources.
- Valuing resource productivity.
- Design out waste and pollution.
- Maintain the value of products and materials.
- Innovate novel solutions for resource efficiency.
- Create new circular economy jobs.
- Foster behaviour change through education and engagement.

Benefits of implementing a circular economy concept include job creation, reduction in carbon emissions and improved resource efficiency.

2.3.2 Waste Hierarchy

The waste management hierarchy is an internationally adopted principle and concept which lists waste management options in order of preference according to their sustainability and environmental impacts.

The hierarchy has been adopted within the Strategy as the basis for classifying and assessing the various resource recovery options which are being considered to assist Council to improve waste management.

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⁴ https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final

Options which achieve outcomes higher up the hierarchy are preferred over those located further down the hierarchy.

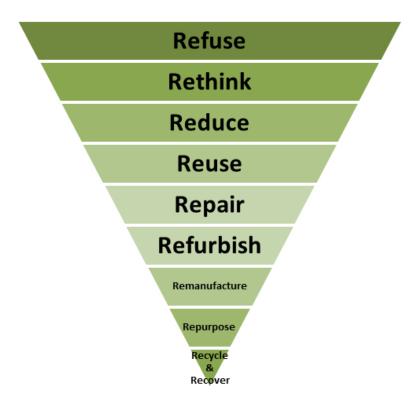


Figure 2-3: 9 R's of CE (Circular Australia, 2023)

2.3.3 Net Zero Emissions

Climate change is affecting communities across Australia and across the globe. The NSW Government's Net Zero Plan Stage 1: 2020-2030⁵ is the foundation for the State's action on climate change and its goal to reach net zero emissions by 2050. It outlines the NSW Government's plan to act and protect our future in collaboration with industry, communities, and households. Delivery of the Plan is aimed at growing the economy, creating jobs, and reducing emissions to ensure NSW is well placed to prosper in a low carbon world.

The Plan aims to deliver a 50% cut in emissions by 2030 compared to 2005 levels as the first stage to achieving net zero emissions by 2050. By reducing emissions, local Councils can help to increase the resilience of their communities and function as a catalyst for NSW to meet its net zero emissions goals. Supporting this Plan is the EPA's *Climate Change Policy* and its companion document, the Climate *Change Action Plan 2023–266*, which sets out the roadmap for how NSW will achieve net zero.

NSW Councils have a key role in the shift to net zero emissions as leaders, place makers and through their connection to local communities. Council can support the transition through

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⁵ Net Zero Plan. Stage 1: 2020-2030 (nsw.gov.au)

⁶ Climate Change Action Plan 2023–26 (nsw.gov.au)

⁷ LGNSW, Sustainable Procurement Guide

reducing their own emissions across their operations and through the provision of essential services such as waste management, transport, planning and infrastructure for their residents and businesses.

Under the Climate Change Action Plan, Councils holding an environmental protection licence will be required to prepare climate change mitigation and adaptation plans (CCMAPs) and report on the effectiveness of their plans over time. The timing for the development and submission of these plans is to be determined.

2.3.4 Sustainable Procurement

Sustainable procurement takes into consideration the economic, environmental, social and governance impacts of any purchase with the four factors referred to as the quadruple bottom line and relate to a total purchase cost, and not just the upfront dollar expense.⁷

In terms of sustainable procurement practices, the following emphasise the entire life cycle of the product or service:

- Devising strategies that reduce demand and extend the life of the product.
- Planning what happens with a product at the end of the contract ie., how will it be reused, recycled, treated, or disposed.
- Considering costs over the life of the product or service and policies in the planning process.
- Encouraging sustainable solutions and innovation in tenders.
- Measuring and improving sustainability throughout the life of the procurement.

Approaching procurement sustainably allows Council and the waste management and resource recovery industry to meet economic, environmental, social and governance requirements, while improving opportunities for a more circular system across the entire supply chain.

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3. CURRENT WASTE MANAGEMENT STRATEGIC DIRECTION

This waste strategy builds upon Council's current strategic direction. Key documents which have informed the strategy's position include:

- Community Strategic Plan Your Broken Hill 2040, Broken Hill City Council, 2022.
- 2023/2024 Delivery Program and Operational Plan.
- Broken Hill Integrated Waste and Recycling Strategy 2010-2030.
- Broken Hill City Council Renewable Energy Action Plan 2020.
- NetWaste Regional Waste and Sustainable Materials Strategy 2023-2027.

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4. WHERE ARE WE NOW?

4.1 BROKEN HILL PROFILE

Broken Hill is the largest regional centre in the western half of New South Wales. It lies within a sparsely settled New South Wales outback, close to the South Australian border and midway between the Queensland and Victorian borders. The town, which is approximately 170km², is located more than 1,100 kilometres west of Sydney, the town has an estimated population of 17,6248.

The population is anticipated to remain fairly constant over the next 20 years?.

There are 10,578 residential properties present within the Broken Hill LGA¹⁰. Of these, 9,654 (96%) are Single Unit Dwellings (SUDs) and 363 (4%) are Multi Unit Dwellings (MUDs). An additional 561 other, non-residential and/or non-rateable structures as well as unoccupied private dwellings are also present across the LGA.

The top three (3) industries within the LGA are healthcare and social assistance (22%), mining (13%) and accommodation and food services (11%)¹¹. The region is also home to a Renewable Energy Hub that includes Dubbo Solar Hub, Bodangora Wind Farm and the Nyngan Solar Plant and is part of the State's first Renewable Energy Zone (REZ) based in the Central-West Orana region.

Council is a member of NetWaste, a voluntary regional waste group delivering collaborative approaches to waste and resource management to 25 member councils in regional NSW.

NetWaste supports its member Councils by providing a platform Councils to collectively pursue regional benefits and improve outcomes related to waste management for its members. This includes facilitating close regional cooperation, operational and kerbside services contracting, resource and knowledge sharing and cultivating shared investment and planning infrastructure development opportunities.

4.2 CURRENT WASTE MANAGEMENT SERVICES AND INFRASTRUCTURE

Council provides weekly domestic kerbside collection services for residual waste in 240 litre bins and fortnightly combined food and garden organics (FOGO - bio bins) in 240 litre bins. This service is provided in-house. There is currently no collection service for co-mingled recyclables and residents can self-haul bulky items to the Broken Hill Waste Management Facility (WMF).

Council also provides a commercial collection service to a range of businesses, including businesses, service stations and restaurants. As noted in the Morrison Low report "Council's domestic waste service continues to be ranked as one of the highest services provided by Council for both importance and satisfaction by the community. This clearly indicates this service is meeting the needs of the community." 12

As a service to the community, Council provides a special residual waste collection service. These bins have a yellow lid and are collected from the residence instead of the kerb. This

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⁸ Estimated 2023 resident population, per profile ID website, accessed August 2024.

⁹ Estimated 2024 population of 18,880 and 2046 population 18,109 (a 0.59% increase), population forecast on Profile ID website, accessed August 2024.

¹⁰ 2022-23 Annual Local Government Waste and Resource Recovery Data Survey.

¹¹ Based on total employment by industry 2022/23, Profile ID website accessed July 2024

¹² Service Review – Waste Services Broken Hill City Council, February 2023, Morrison Low.

service is available to adult persons who have a physical disability that precludes them from placing the mobile garbage bin at kerbside.

Table Table 4-1 provides an overview of the waste collection service provided by Council.

Table 4-1: Summary of Waste Collection Services Provided by Broken Hill City Council

	Domestic Service		Commercial Service
Item	Residual Waste	FOGO (Bio Bin)	Residual Waste
Bin size (L)	240	240	1.5, 2 or 3 m ³ bins
Collection frequency	Weekly	Fortnightly	Weekly
Households serviced	10,017	10,017	93
Special residual waste (yellow lid bin) households	144	NA	NA

Council owns and operates the Broken Hill Waste Management Facility (WMF), located at 1 Wills Street, Broken Hill. The landfill is licenced to accept general solid waste including putrescible and non-putrescible waste and has an estimated remaining capacity of more than 40 years. Material received at the facility comes from resident self-haul, Council works or projects, kerbside collection and the Commercial and Industrial (C&I) sector. A variety of waste management activities occur on the site, including:

- Community recycling centre drop off for:
 - o Paint

Old gas bottles

Solvents

Fire extinguishers

o Household cleaners

Aerosol cans

Smoke detectors

Printer cartridges

- o Paint
- Fluorescent light globes and tubes
- Drop off for recycling, including:
 - Bottles and cans that are managed through the South Australian Container Deposit Scheme
- Metals

Scrap metal

Timber

White goods

Batteries

Cardboard

- Oils/oil filters
- Community drops off for FOGO and residual waste; and
- Disposal of residual waste in the landfill.

All of the items above can be dropped off at the WMF free of charge.

While FOGO is collected (with the exception of meat and dairy products), it is not currently processed. Instead, the material is stockpiled at the WMF and used as daily cover if needed.

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Other waste initiatives include:

- Residents drop off for cans, bottles and other glass containers at Channing's Bottle Yard for recycling and receive 10c for each eligible container. This material is sent to South Australia for processing.
- The Broken Hill Tip Shop, located adjacent to the WMF operated by Lifeline, where residents can donate and purchase second hand goods.
- Printer cartridges, mobile phones, globes, smoke detectors and batteries can be recycled by dropping them off at select Council facilities.
- The hiring out of skip bins for local events.

Council currently does some education on waste services and initiatives, limited to participating in the 'Waste to Art' NetWaste initiative and using social media and the website for periodic posts.

4.3 WASTE MANAGEMENT CONTRACTS

Council uses the services of contractors for the shredding and processing of waste. They also leverage the Waste Oil regional contract managed by NetWaste for the processing of used motor oil. Table 4-2 provides details of these contacts.

Table 4-2: Details of Broken Hill City Councils Waste Management Contracts

Contractor	Description	Contract Start Date	Contract Expiry Date
Council Managed Contract			
JWL Services Pty Ltd	Green waste, mattress and tyre shredding	Not applicable	Not applicable
Sims Metal	Collection of ferrous metals	August 2024	August 2025
NetWaste Regionally Managed Contract			
Cleanaway Waste Management Ltd	Collection of Used Motor Oil	September 2020	September 2024

4.4 CURRENT COUNCIL INITIATIVES

Council has a number of current waste-related initiatives that they are leading, as noted in Table 4-3. Some of these are one-off initiatives, while others are on-going.

Table 4-3: Current Waste Initiatives

Initiative/Project	Description	
Council Initiative		
Recycling Bay Business Case	To further enhance the WMF's recycling capabilities, install a permanent concreted area for the recycling area.	
Public Area Recycling Bins Partnership Pilot	Pilot the installation of 240L Yellow bins for recycling bottles and cans in public places, partnering with community groups such as Scouts, Landcare, and Girl Guides. Each group would be responsible for emptying, sorting, and 'cashing in' what is collected, with the funds collected going towards supporting these groups	

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Initiative/Project	Description		
Capacity and Succession Planning	To support long-term plans to build staff capability and capacity around succession planning and career development, complete a full capability matrix analysis on current staff to identify skills gaps for future training and recruitment needs.		
Waste Education	Participant in the Wambangalang Environmental Education Centre program, an NSW school's environmental education initiative. Council delivered a number of sessions to local school children with a focus on waste sorting and reuse.		
NetWaste Regional Initiatives			
Regional Waste Aggregation Profile (WAP) project	All NetWaste Councils involved in providing data, with the report submitted to all Councils.		
Waste2Art	A community art exhibition and competition aimed at educating, informing, and challenging the way society looks at waste.		

4.5 PREVIOUS ACHIEVEMENTS

Previous achievements and improvements to Council's waste management system include:

- CBD waste bin upgrade, whereby the existing smart bins were replaced with new bins and surrounds to address operational issues.
- Assessment of the feasibility of replacing the current dark green residual waste bins with red lids to meet the Australian standards for the different waste material collected eg red lid garbage, green lid organics (2023).
- A Waste Services Review to identify areas for improvement, which included an
 assessment of the feasibility of introducing a kerbside co-mingled recycling service
 (2023).
- Introduction of fee-based disposal charges for domestic waste loads to reduce the amount of waste disposed in landfill to facilitate improved source separation (2019).
- Installation of a weighbridge and construction of a Community Recycling Centre at the WMF for collection of domestic hazardous waste (2015).
- Construction of a Waste Transfer Station, designed to divert traffic to the designated drop-off areas (2019).
- Installed Clearweigh weighbridge software (replaced Accuweigh software) in 2019.
- Unloading bays for waste material to be transported to the landfill cell were also installed in 2019.
- A drop off location for select hazardous domestic waste items was implemented at the main Council administration building.
- Undertake an annual review of waste facility pricing.
- Developed tipping fees for Council waste operations (\$/ tonne) and applying them to each waste service line to capture full costs for that service line.
- Added requirement to construction contract documents that all fills taken out of council project works is be transferred to the waste facility, which will be used as cover material for operations.
- Introduced regular reporting on the status and planning for landfill operations for both short term and longer-term direction to improve transparency on status.

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4.6 WASTE SERVICES REVIEW

Council commissioned Morrison Low to undertake a service review of Waste Services in 2023.

One of the key outcomes included that Council should not implement a domestic co-mingled recycling service due to the number of uncertainties NSW Councils are and the recycling industry facing at this time, including:

- The impact of the China Sword, a ban on the importing of mixed recyclable materials which has resulted in a significant shift in the recycling market.
- The introduction of the NSW Container deposit scheme (CDS) in 2017, which has led to a 20% drop in the tonnage of recyclables glass, aluminium and plastic containers in the domestic recycling stream.
- Uncertainty around the impact of the impending expansion of the CDS to include containers that are not currently accepted, for example, wine bottles and other plastic bottles up to three litres.

The report also noted that tyres are a particular problem for Council, due to the quantity received, cost to process and EPA licencing conditions, which state that the tyre stockpile is not to exceed 450 Tonnes. Council has received over 600 tonnes of tyres over the last three (3) years.

Given the cost to transport them to an approved Tyre Stewardship Australia (TSA) accredited provider for recycling is prohibitive, the only viable, but still expensive, option for Council is to shred the tyres onsite at the WMF for use as a landfill cell wall. While options are being explored to find a more cost-effective solution, based on experience, simply increasing the gate fee on tyres often leads to illegal dumping or illegal stockpiling on other lands.

Other findings and recommendations from the report included:

- 1. Consider developing tipping fees for Council waste operations (\$/ tonne) and applying them to each waste service line to capture full costs for that service line.
- 2. Review position descriptions and reporting lines for Waste Services.
- 3. Colour coding of the residual waste MGB lids to meet national standards for Council to consider.
- 4. Continue to build and develop relationships with third-party service providers to receive and transport recyclable material from the CRC and recycling centres.
- Introduce regular community and Council reporting on status and planning for landfill
 operations for both short term and longer-term direction to improve transparency on
 status.
- 6. Develop a Domestic Waste 10-year Long Term Financial Plan (LTFP) to identify future funding and impacts on fees and charges for Domestic Waste services.
- 7. Consider implementing the use of GPS and load cells to assist in monitoring Heavy Vehicle National Law Chain of Responsibility (HVNL CoR) compliance.
- Review the role of coordinators and leading hand to ensure adequate systems and processes are in place to meet requirements for workplace health and safety (WHS) compliance, such as WHS site audits, risk assessments.
- 9. There is an ongoing need to regularly undertake a risk and operational needs analysis on the requirement for a transfer station attendant to assist the public to direct vehicles during times of high visitation at the community drop off centre for recyclables, hazardous and problem wastes and the loading of skip bins.
- 10. The sourcing of suitable cover material continues to be a challenge to remain compliant with license requirements (and will be considered in the revised Landfill Environmental Management Plan).

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- 11. Conduct a compositional waste audit on the residual and organics bins to assist Council in making an informed decision on how to improve the diversion of recyclables and organics from landfill.
- 12. To support long-term plans, complete a full capability matrix analysis on current staff to identify skills gaps for future training and recruitment needs.

Council has reviewed these recommendations and implemented recommendations 1 to 5. Recommendations 6 to 12 will be further considered in the development of the Strategy.

4.7 FUNDING OF WASTE SERVICES

The funding of Council's waste services is from the domestic waste management charge (DWMC) and user fees and charges, with the 2023 Morrison Low report noting that the current charge is less than comparable NSW country councils. The Broken Hill WMF is funded from user charges, including domestic waste from Council's collection service.

Commercial red bin collection is provided to the commercial and industrial sector by Council on a fee for service basis.

The DWMC for 2023/24 is \$339 for a two-bin service.

4.8 WASTE GENERATED AND MANAGED BY COUNCIL

Data from the FY 2020/21, 2021/22 and 2022/23 Waste and Resource Recovery (WARR) Surveys and Facility Data Reports submitted to the NSW EPA by Council were used to determine the 3-year (3) average for waste generated within the LGA and managed by Council.

Table 4-4 outlines the total waste, in tonnes, managed and processed by Council on average across the three (3) fiscal years.

For the purposes of analysis, the waste has been broken down into three (3) distinct sectors, as follows:

- Municipal Solid Waste (MSW) residential/domestic (kerbside and self-haul waste).
- Commercial and Institutional (C and I) businesses and institutions such as schools.
- Construction and Demolition (C and D) construction and demolition waste.

Table 4-4: Average of Waste Managed by Broken Hill City Council - FY20-21 to FY22-23

	Waste (Tonnes)	Waste (%)
Generated: MSW	15,847	36%
Generated: C and I	2,533	6%
Generated: C and D	25,299	58%
Processed: Disposed	16,259	37%
Processed: Diverted ¹³	768	63%

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 $^{^{13}}$ The diverted tonnage includes Clean Recycling, Resource Recovery, Onsite Re-Use and Stockpiled On-Site

Managed: within Council Area	42,883	98%
Managed: Outside of Council Area	795	2%

The waste generated, processed and managed within the LGA are further outlined within sections 4.8.1 to 4.8.3.

4.8.1 Waste Generated

Table 4-5 further breaks down the MSW, C and D and C and I generated waste tonnages within Table 4-4. As can be seen, MSW generates the largest amount of clean sorted recycling of all three (3) sectors, with FOGO making up the largest contribution.

Waste Stream MSW C&D C&I Mixed Waste 874 1,590 12,216 Other Waste Streams for 27 0 943 Disposal C&D Waste for Sorting/ 21 24,424 0 Disposal 0 Clean Sorted Recycling 2,776 0 Other Sorted Recycling 807 0 0

Table 4-5: Waste Generation Breakdown per Stream (Tonnes)

Figure 4-1 provides a breakdown of kerbside generation rates for residual waste and FOGO, on a kg/hh/week basis, for the three (3) fiscal years, as well as an average generation rate.



Figure 4-1: Kerbside Residual Waste and FOGO Generation Rates By Service (kg/hh/week)

As can be seen, there has been a sharp decline in the amount of kerbside residual waste generated by households from FY 20/21 to FY 21/22. This amount has remained relatively unchanged from FY 21/22 to FY22/23. FOGO generation rates are more consistent, with all years below 5kg/hh/week over the three (3) year period. When considering the Rest of State (ROS) data, kerbside residual waste generation rates for Broken Hill are consistently higher, with the FOGO generation rates being consistently lower.

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4.8.2 Waste Processed

For the purposes of analysis, waste streams have been identified based on the type of processing it undergoes, as follows:

- Disposal landfilled at the Broken Hill WMF.
- Clean Recycling source separated material delivered to the Broken Hill WMF.
- On-Site Reuse source separated material delivered to the Broken Hill WMF and reused on-site in operations.
- Stockpiled On-site source separated material delivered to the Broken Hill WMF and stockpiled on-site.

Figure 4-2 further breaks down the waste processing tonnages within Table 4-4. The diverted tonnages, shown as Clean Recycling consisted largely of scrap metal. Tonnages included in On-Site Reuse is predominantly soil - not VENM, with a smaller contribution from bricks, concrete and terracotta and other materials. Martials that are stockpiled on-site predominantly include kerbside FOGO, self-haul garden organics, wood, trees and timber and other material. Smaller amounts of tyres and mattresses are also stockpiled.

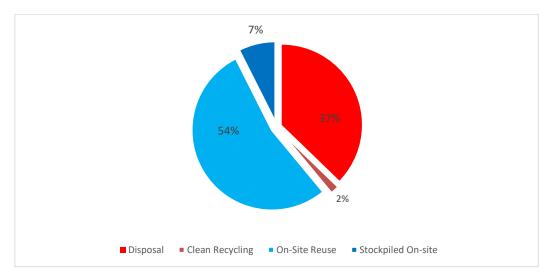


Figure 4-2: Waste Stream Processing Percentage Breakdown By Stream

4.8.3 Waste Managed

Table 4-6 breaks down the management of waste tonnages based on location of where it is managed ie managed within the Broken Hill LGA or outside the LGA. All the waste managed within the Council area is managed at the Broken Hill WMF, with all waste managed outside of the LGA being sent to South Australia for processing at commercial facilities.

Table 4-6: Waste Management Breakdown by Management Entity (3-Year Average Tonnes)

Waste Managed By	Within LGA	Outside of LGA
Council	42,883	0
Commercial Entity	0	795

As can be seen, BHCC manages the majority (98%) of the waste generated within the LGA, with a small portion being sent outside the LGA for processing by a commercial entity. These included predominantly scrap metals and a smaller number of batteries.

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4.8.4 Waste Diversion and Resource Recovery

Council recovers some materials from its waste stream eg metals and batteries, while it beneficially reuses others on-site as part of site operations at the WMC eg soil and concrete. It also stockpiles some other materials on-site eg FOGO and timber.

Considering the materials that are recovered, that is, those materials that are processed to recover resources, the resource recovery rate is 2%. When considering waste diverted from landfill, which includes materials that are recovered plus those that are beneficially reused onsite and stockpiled on-site, this rate increases to 63%.

4.8.5 WaSMS Targets

The NSW WaSMS includes a number of targets for Council's to work towards. These include:

- 10% reduction of total waste generated per person by 2030 a reduction in total waste generated of 1,585 tonnes/year would be required to meet this target.
- 80% average recovery rate from all waste streams by 2030 when considering all waste diverted from landfill ie. materials classified as Clean Recycling, On-Site Reuse and Stockpiled On-site, an additional 7,500 tonnes/year would need to be diverted. Or when considering waste that is sent for external processing ie. leaving site to be resource recovered, this amount increases to an additional 34,175 tonnes/year.
- Halve the amount of organic waste sent to landfill by 2030 to meet this target, an
 estimated 1,500 tonnes/year of FOGO would need to be removed from the residual
 waste stream, for example, organics in kerbside residual waste, self-haul waste and
 biosolids that are landfilled.

4.9 WASTE GENERATION PROJECTIONS

4.9.1 Business As Usual

Kerbside waste projections were developed for FY 2024/25 to 2041/42 and are based on the 2020/21, 2021/22 and 2022/23 WARR Surveys and Waste Facility Data Reports submitted by Council and on an average annual population growth rate of 0.03%14. Between 2024 and 2041, the population of the Broken Hill LGA is projected to remain constant. Figure 4-3 shows the kerbside waste projections for residual waste and FOGO over the period FY 2024/25 to 2041/42.

As can be seen, there is a slight increase in both the amount of residual waste and FOGO generated over the next 17 years, with the amount of residual waste generated remaining steady at approximately 7,500 tonnes/year over this time.

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¹⁴ As directed by Council and based on population forecast on forecast.id.com.au for Broken Hill City, accessed August 2024.



Figure 4-3: Kerbside Waste Projections

As can be seen in Table 4-7 Error! Reference source not found., the projected total kerbside waste in 2041-42 remains effectively unchanged between FY 2024/25 and FY 2041/42, in line with a flatlining of population growth over this period, assuming current waste management practices and services remain unchanged ie. 'Business as Usual' (BAU). The projections do not consider the implementation of any efforts to reduce or avoid waste, per the State's WaSMS target.

Waste Stream 2024/25 2029/30 2034/35 2039/40 2041/42 Kerbside Residual 7,521 7,534 7,547 7,560 7,565 Kerbside FOGO 1,540 1,543 1,545 1,548 1,549 **Total Waste** 9,061 9,077 9,093 9,108 9,115

Table 4-7: Five Yearly Kerbside Waste Projections (Tonnes)

4.10 FUTURE CAPITAL WORKS PROJECTS IMPACTING WASTE GENERATION

A number of capital works projects in the region will be initiated in the next couple of years that will impact the quantity of waste delivered to the WMF. These include the following projects:

- Willyama High School demolition and reconstruction approximate start date is the end of 2024/ start 2025.
- Warnock Steet Depot Stage 1 reconstruction end of 2024.
- E.P O'Neill Memorial Park reconstruction Stage 2 mid to late 2025.
- Road reconstruction projects currently completing approximately two (2) per year.
- Hydrostor Energy Project: construction phase construction will begin late 2024, quantities unknown at this stage.

In addition, the remainder of the Bindarah train crash waste, anticipated to be approximately 50 tonnes, will be disposed at the WMF in 2024.

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These anticipated waste streams will require processing or disposal at the Broken Hill WMF, which may have future impacts on infrastructure requirements. Consideration should be given to managing these large quantities of waste through a more circular lens, for example, processing certain materials to a reusable green specification for resource recovery.

4.11 TOURISM WASTE

Broken Hill hosts the 3-day (3) Mundi Mundi Music Festival each year, which attracts around 14,000 visitors. Events such as this create additional pressures on local waste management services and disposal capacity. This can impact Council as they are required to supply the bins and staff to service the waste management needs of the festival.

4.12 ISSUES AND CHALLENGES

Council faces a number of issues and challenges that impact how waste is managed, which are described below.

Issues are considered to be those that impact Council which they do not have the ability to directly influence or change the outcome of, whilst *Challenges* are considered to be those that Council has the ability to influence in some capacity and possibly change the outcome of.

4.12.1 Issues

4.12.1.1 Isolation

Broken Hill is located in the far west of New South Wales, close to the South Australian boarder. Moving east to west, the availability of local waste processing facilities becomes more limited. Distances to transport materials for processing or to reach end-markets becomes greater, and with this greater distance, more expensive. At the same time, Councils in the western part of the state tend to have lower populations and an associated lower rate-based income compared to urban areas.

In addition to the higher costs to provide waste services, the remoteness of Broken Hill to urban and regional centres means Council faces a number of additional different waste management issues, includina:

- Smaller waste budget meaning that the full suite of kerbside services is not provided ie. only general waste and FOGO collection is offered, no recycling service is provided. In addition, there is no processing of FOGO, rather it is simply stockpiled at the WMF.
- Lack of local or regional waste management services and facilities this includes waste collection and shredding services as well as Materials Recovery Facilities (MRFs), Organics Resource Recovery Facilities (ORRFs) and return and earn vending machines rolled out under the Container Deposit Scheme (CDS).
- Reduced economies of scale given the vast distance between Councils in the far
 west, many communities are not able to pool their resources to realise efficiencies to
 collect, process and dispose of waste.
- Diminishing interest by service providers for waste collection and processing outside of metropolitan and larger regional areas, the number of waste management service providers for collection and processing is much lower. This can have the effect of creating monopolies, which ultimately impacts the price as there is effectively no competition during the procurement process. Or simply, there is no interest from service providers to provide waste services to more remote communities, presumably because it is not profitable to do so given population and remoteness of these communities.
- Staffing levels more remote western Councils tend to have minimal levels of staffing, with staff responsible for multiple areas, not just waste.
- Expectations for waste services to the community isolated Councils have significant flux of professionals, such as police and teachers, often with city-based expectations of

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kerbside waste services. When Councils are not able to provide these services, frustration can result.

4.12.1.2 Recent and Emerging Waste Policy

There are a number of policy and legislative initiatives which significantly impact the management of waste. Briefly, these include:

FOGO Mandate: Under the Waste and Sustainable Materials Strategy 2041, the NSW Government has set out goals of halving organics (including food waste) going to landfill and achieving net zero emissions from organics in landfill by 2030. To help achieve this, NSW proposes to mandate food organics (FO) collections for certain businesses from 1 July 2025 and food and garden organics (FOGO) for households from 1 July 2030. It will also mandate reporting requirements for large supermarkets of surplus food donations to food charities. Local councils will be the appropriate authorities to monitor and enforce compliance with the business mandate, unless exemptions apply under section 6(2) of the *Protection of the Environment Operations Act 1997* (eg. the EPA would be the appropriate regulatory authority for activities carried on by the State or a public authority).

It is proposed that the household mandate will apply to all local government areas within NSW ie. it would apply to all councils across NSW but would not apply to Lord Howe Island or the Unincorporated Area of NSW. There will be court imposed maximum penalties and fines for councils to deter non-compliance with added penalties for continuing offences. It is proposed that the EPA will have discretion to grant exemptions from the mandates whether generally or in specified circumstances and whether from the entire mandate or certain parts of it. The EPA will be the appropriate regulatory authority for enforcing compliance by councils.

Waste Levy Policy: The NSW Waste Levy (s88 Levy) is legislated under the *Protection of the Environment Operations Act 1997* (POEO). In operation for almost 50 years, the levy is a market-based tool designed to incentivise resource recovery and recycling over landfill disposal. Broken Hill City Council currently lies outside the geographic area in NSW which charges a levy for disposal of waste to landfill.

Levy reviews have been periodically ongoing over the last ten years, with the most recent closing for comments on the Issues paper 15 July 2024. Reviews have been recommended to be undertaken every five (5) years by the NSW Auditor General to ensure the levy continue to deliver its policy objective. Reviews at least consider the quantum of the levy paid and the levy area boundaries, whilst the relative rate of returned funds back to industry to support recycling and resource recovery initiatives has been a source of unease with local government.

The latest review takes place against a backdrop of continually increasing waste generation and plateauing recycling rates. Remaining landfill volume space available within the greater Sydney region is running out, and the state is embarking on consolidated efforts to stimulate the development of a circular economy.

Climate Change Policy: In February 2023, the NSW EPA's Climate Change Policy and *Climate Change Action Plan 2023–26* were finalised. The Policy and its Action Plan 15 are intended to support the existing framework, strategies, and policies for NSW to reach its target of a 50% reduction in greenhouse gas emissions (GHG emissions) by 2030 and net zero emissions by 2050. If fully adopted, Councils with Environment Protection Licences (EPLs) will be subject to additional requirements to support Policy, including survey participation, the preparation and implementation of Climate Change Mitigation and Adaption Plans (CCMAPs) and the updating of Pollution Incident Response Management Plans (PIRMPs) to specifically consider climate-

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¹⁵ The three key pillars of the Policy are Inform and Plan (by the NSW EPA), Mitigate greenhouse gas emissions, and Adapt to build resilience to a changing climate.

related risks. CCMAPs will require the licence holders to demonstrate that they have considered how they can minimise their greenhouse gas emissions and exposure to climate risk. Mitigation measures are those actions taken to reduce and curb greenhouse gas emissions, while adaptation measures are based on reducing vulnerability to the effects of climate change. The impact of these and compliance required are only starting to be understood 16.

There is also a shift towards the Circular Economy and an emphasis on removing organics from the general waste stream and harnessing the opportunities that this presents in terms of creating renewable energy and improving resource recovery.

Despite this, more "pull through" policy and market mechanisms (that is, real product value) is required rather than "push through (that is, policy unsupported by commercial value). The legislative space will continue to evolve over the coming years, with Councils being at the forefront of these changes. Staying abreast of the changes and the resulting requirements and implications is paramount for Council.

PFAS Policy: per- and poly-fluoroalkyl substances (PFAS) are manufactured chemicals used in products that resist heat, oil, stains, and water. Now a world-wide issue, particularly as lower levels of detection are possible, PFAS environmental contamination and risks to human health are quickly impacting eligible materials criteria for FOGO composting in NSW. For example, cardboard packaging such as pizza boxes, wrappers, bags, and bowls now cannot be processed with organics. This has significant impact on the fate of food-contaminated cardboard packaging which was previously processed with organics when too "dirty" to be recycled, pushing all to disposal unless more innovative solutions are not found. Major supermarkets preparing to move away from plastic to paper packaging have put these initiatives on hold, contributing more waste to landfill.

The current NetWaste regional position on PFAS is that Councils participating in organics kerbside collection are to conduct their collections as normal with no reference to compostable fibrous material as an input (other than compostable liners if applicable).

The messaging from the EPA centres around the clear use of the acronyms such as FO (food organics) GO (Garden Organics) and FOGO (Food and Garden Organics). The EPA has informed all voluntary regional waste groups (VRWGs) that their contracted processor takes the risk regarding the inputs.

Councils are therefore to reinforce messaging in their chosen collection service as food and/or garden organics only – no paper or paper products. This will become an issue for consideration given the 2030 FOGO mandate by the NSW EPA and Council's current approach to managing FOGO.

Rate-Based Pricing Policy: The Independent Pricing and Regulatory Tribunal, NSW (IPART) decides each year whether to set a maximum percentage ('waste peg') by which NSW councils can increase their domestic waste management (DWMC) annual charges.

For the near future, IPART has adopted the NSW Office of Local Government (OLG) approach to regulating DWMC through it providing further guidance ("pricing principles") to local government and investigating those possibly imposing unjustifiably high charges on their communities. However, increases in general rates charges for local governments across NSW are now variously limited in consideration of their population growth.

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¹⁶ The NSW EPA are yet to prepare a guideline for preparing CCMAPs.

This provides relief to local governments who were very much not in favour of rate peg being applied specifically to the DWMC component of rate charges, which could have significantly impacted waste service delivery.

Disaster Waste and Resource Recovery Management Plans: Disaster Waste and Resource Recovery Management Plans (DWRRMP) outline key roles and responsibilities, communication processes, key actions and decision points, guidance on specific temporary arrangements for waste transfer and data collection and reporting with relation to waste generated by disasters. They may also be supported by a more strategic plan which assesses risks and builds resilience to these events.

From July 1, 2023, the Australian Government's Disaster Ready Fund has taken over as the primary fund, providing \$1B over five (5) years.

Emergence of Monopolies

A growing monopoly of operational waste services, particularly for processing co-mingled kerbside recycling collections, exists in NSW. This proved itself to be a significant issue once the effects of China's *National Sword* policy were felt in Australia.

Lack of Government Engagement with out-of-metro Councils

Development of any new government policy requires extensive and meaningful consultation with all stakeholders, to ensure different experiences and perspectives are considered and incorporated in new policies. It also requires adequate funding to support implementation and deliver change. Mechanisms need to be put in place that incentivise businesses to establish outside of the most populous urban centres, supporting all local governments in their advancement of their waste management goals and services.

Anecdotally, many regional and rural Councils describe themselves as "end of pipe" waste managers; effectively having to manage a widening array of waste types within what is still a highly disposable economy.

Policy Immaturity

With the implementation of any new policy comes a lag in the supports required to effect meaningful change. This is particularly relevant with regards the recent shift in the waste sphere, with expanded waste management and climate change responsibilities falling to Councils without the necessary funding and/or infrastructure and staff resources in place to implement initiatives.

All levels of government procurement, from local to national, need to implement support sustainable mechanisms that encourage innovation, drive increased recovery of more materials and close the loop on current waste systems and practices. This, over time, will see the gradual shift to a circular economy.

4.12.2 Challenges

Funding for Waste Services

In general, councils believe that they are being asked to do more with less resources within the waste management space. Ever increasing compliance requirements will place additional pressure on limited staff resources, particularly those related to climate change. Budget pressures are likely to be exacerbated with a predicted stagnation in future population growth in the Broken Hill LGA.

Increasing Cost of Providing Resource Recovery Services

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The commercial value of some materials diverted from landfill, particularly recyclables, is decreasing. Currently, glass is an example of this – processors are getting little return, with the material essentially worthless from a monetary perspective at this point in time. It is also very heavy, therefore expensive to collect. The lower value of recyclable materials collected by Councils is leading to less revenue being generated, with the difference being borne by rate-supported budgets. The general failure by local government generally to negotiate a shared return from the CDS and the impact of China's National Sword policy have similarly affected the nett cost to Councils of providing a kerbside recycling service.

In addition, the delivery of FOGO services across the state in response to the NSW government's mandate for domestic populations to be serviced by 2030 is adding further cost to local government.

Natural Disasters and Emergencies

Natural disasters such as storms, floods and bushfires are occurring with increasing frequency and intensity and the prediction is that this pattern will continue in the future. Multiple jurisdictions participate in responses to these events, with Councils playing a significant role in both the initial disaster response and clean-up and recovery effort.

Communities impacted by a natural disaster can see significant amounts of material sent to landfill as part of the recovery process. In some cases, the landfill or access to the facility may also be impacted. Regular waste collection services may be impacted, with processing facilities or transport routes also being affected. Similarly, major emergencies, such as trail derailments or fires can also lead to significant quantities of waste that require landfill disposal.

It is important to have a management plan in place in response to natural disasters that outlines waste management roles and responsibilities for key organizations and how waste will be managed. It is also critical that mitigation plans are in place in cases where the landfill or transfer station sites are not accessible.

The global COVID-19 pandemic saw a fundamental shift in the lives of people all around the world. People were and continue to work from home on mass, mask wearing became the norm in many instances and the use of single use PPE and other items skyrocketed. In addition, buy, swap and sell opportunities all but disappeared. All of these had an impact on where waste was being generated, the type of waste and amount of it. It remains to be seen how this trend will evolve as communities become more used to living with the virus and things such as mask mandates and work from home orders become outdated.

Clean Energy Infrastructure

From a waste perspective, regional infrastructure projects, specifically those related to clean energy, for example, solar and wind development¹⁷ are impacting Councils in a number of ways¹⁸, including:

- Perversely, the very Councils isolated most by distance or limited by resources are the ones facing greatest pressure to manage waste from these developments.
- A significant portion of hardware is manufactured in China, and Australia, let alone local government, has no control over the readiness of hardware for reuse within a local circular economy.

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 $^{^{\}rm 17}$ Going circular in clean energy – Issues Paper, January 2023, NSW State Government.

¹⁸ Excluding development within the Parkes Special Activated Precinct (SAP).

- It is generally cheaper to replace damaged hardware than fix it, generating more waste.
- Little consideration is given to waste generation during construction of the clean energy development, and local management of damaged, broken or end-of life hardware is reported by member Councils with clean energy developments within their LGAs.
- Waste from clean energy technologies is growing eg Australia's battery waste is growing at 20% per annum.
- Collection services are limited in Australia due to geography, size of recycling market etc. Problems also with storage especially batteries and lack of separation and sorting for end of use products eg solar panels and batteries.
- Rapid innovation of clean energy technologies works against recycling. Technology is
 constantly evolving to be cheaper and more efficient, but this means there's caution in
 capital investment for recycling as products change and challenges arise in harvesting
 valuable materials.
- Australia lags behind Europe and US in recycling and reuse of some of these products; industry reports the problem will likely be exacerbated given the relatively short useful asset life of wind turbine blades and batteries, and take-up of rooftop solar, pushing much to landfill.

5. WHERE DO WE WANT TO GET TO?

This section developed the strategic direction of Council's waste services for the next 10 years. It was built upon an assessment of current performance and considers drivers for change within the industry's current policy and regulation setting.

Given Council's focus on sustainability, and the parallel development of its Sustainability Strategy, a sustainable approach to improvement in outcomes from waste services was selected to guide development of the new waste strategy.

Whilst Sustainability may have many components, but is herein implied to at least include:

- Environmental
- Sustainability
- Circular retention of resources within reusable materials.

5.1 STRATEGIC DIRECTION REPORT

A Strategic Direction Report was initially prepared and provided to Council for review and feedback. It included an analysis of current performance of Council's waste services, its prior strategic direction, specific issues and challenges faced by Council in delivering its waste services, and a detailed consideration of state legislation and policy driving improvement within the industry. The report generated a draft vision and draft strategic objectives for its new waste strategy to deliver and meet over the next 10-years, and a strategic framework with high level, draft actions (presented as options) to be delivered within its future services to drive this improvement.

5.1.1 Strategic Vision

The vision ultimately agreed to without change for Council's new Waste and Sustainable Materials Strategy 2025-2035 is:

To maximise sustainable outcomes from delivered services through a collaborative, innovative and adaptive approach to waste management.

5.1.2 Strategic Objectives

The strategic objectives ultimately agreed to for Council's new Waste and Sustainable Materials Strategy 2025-2035 are:

- Reduce generation of waste.
- Increase sustainable recovery of resources from waste.
- Increase diversion of waste from landfill.
- Leverage commercial benefits of waste transformation locally.
- Limit the impact of waste management on the natural and built environment.
- Support development of regional collaboration for improved waste management planning and investment.
- Support development of innovative circular economy mechanisms and solutions.

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6. HOW ARE WE GOING TO GET THERE?

This section developed the strategic framework for the new Waste Strategy. Its primary function was to ultimately produce strategic actions capable of delivery positive change to Council's waste services.

6.1 STRATEGIC FRAMEWORK

With agreement, Talis developed the strategic framework for Council's new Waste Strategy, consciously aligning it with the Themes and Priority Areas of the state's own Waste and Sustainability Strategy 2041, and as far as practicable, also aligning it with the framework of the voluntary regional waste group NetWaste, of which Broken Hill Council is an active member.

NetWaste remains an effective advocate for all its member Councils whose communities are often isolated by long distances within such a vast area of regional NSW. Regional initiatives delivered by NetWaste can greatly benefit Council, whilst the alignment of strategies can only strengthen their combined opportunities for funding assistance and program delivery.

The framework agreed to without change for Council's new Waste and Sustainable Materials Strategy 2025-2035 includes Vision>Strategic Objectives>Action Areas>Strategic Initiatives>Actions.

6.1.1 Action Areas

Four (4) action areas were selected which completely align with NetWaste. These include:

- Avoid and Reduce Waste actions to reduce minimise generation of waste.
- Increase Resource Recovery actions to increase resource recovery of waste delivered to Council's Waste Management Facility.
- Sustainable Operations actions to ensure Council's waste services are sustainable over next 10 years.
- Increase Resilience actions to ensure Council's waste services are as resilient as possible to the impacts of changing regulatory and policy conditions within the industry, changing climate conditions, whilst making the most of opportunities available from a regional approach.

6.1.2 Strategic Initiatives

Eleven (11) broad strategic initiatives were developed, each residing within one of the Action Areas. These provide a higher-level approach to delivering change, and each include specific Actions to deliver specific positive change.

The strategic initiatives developed were:

- Develop a waste awareness and education strategy.
- Improve waste management planning and development approvals outcomes.
- Support waste avoidance initiatives.
- Increase resource recovery at the Waste Management Facility.
- Support development of a circular economy.
- Support sustainable procurement.
- Improve waste data.
- Improve operations.
- Protect the environment.
- Deliver new Waste Strategy.
- Ensure sustainability of waste operations.

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6.1.3 Actions

Actions are specific, targeted, deliverable commitments by Council to improve its waste services. They have a delivery priority based on an assessment process conducted, a high-level indication of financial resources required to support their delivery, and a method of continual assessment and feedback to ensure progress and success of their delivery can be monitored and improved (if required).

Initially developed as options, they became actions following an assessment process.

In total 25 actions were eventually developed, with 14 of the highest rating of these selected for delivery within the first five years of the new Waste Strategy's delivery program.

Their planned delivery is detailed within the supporting Action Plan discussed within Section 7.

6.2 COUNCIL WORKSHOP

An initial workshop with Council's Waste Officers discussed the Strategic Direction Report and the strategic direction proposed.

Feedback provided further developed strategic initiatives and options within them, preparing for a more detailed and refined presentation of the draft strategic framework to Council's elected members.

6.3 COUNCILLOR WORKSHOP

A secondary workshop with the elected members was chaired by Council's General Manager. The strategic framework was discussed in detail and opportunity provided for any subsequent comments of feedback following the workshop.

6.4 ASSESSMENT OF DEVELOPED OPTIONS

Strategic options from the second workshop were then assessed for ability to deliver the strategy's vision and objectives using multi-criteria analysis (MCA).

Within the analysis, criteria based on the strategy's objectives were first weighted to as a reflection of their assessed relative importance in delivering positive change. The assessed ability of each option to deliver against each criteria was recorded as a raw score. Raw scores were multiplied by the weighting of each criteria to produce a total weighted score for each option, before being converted to a relative percentage for assessment.

By agreement all assessed options were retained as actions following the assessment, but only 14 of the possible 25 retained as actions for the first 5-year (5) period of the Action Plan.

The assessment was point-in-time and lower rating actions, or those assigned a lower priority as they received an overall lower weighted score, may be more favourable if delivery conditions within the LGA change over time. In consideration of this the role of the remaining 11 actions is presented within Section 7.

A copy of the analysis is provided within **Appendix B**.

6.5 COMMUNITY CONSULTATION

Specific content areas of the Final Draft Waste Strategy and its supporting Action Plan were put out for community consultation via a voluntary survey approach attached to Council's web site.

The survey was developed by Talis with agreement from Council, and a separate Feedback Report including recommendations to Council prepared.

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7. STRATEGY DELIVERY

7.1 ACTION PLAN

An Action Plan was developed with feedback from Council. It was developed on the framework originally built for NetWaste but includes its own more specific strategic initiatives and their actions.

The Action Plan may be found within **Appendix C**.

The Action Plan includes 14 actions set aside for delivery within the first five (5) years of the Waste Strategy. A flexible, dynamic, and responsive approach to strategies encouraged by the NSW EPA has the remaining 11 actions are included within the Action Plan for use either:

- Post 2030, or conclusion of the first five (5) years of the Waste Strategy,
- If Council is able to successfully deliver the allotted actions before expiry of the first five
 (5) year period and has capacity with resources to deliver more, or
- If changes within the industry favour either taking on additional actions or swapping out some for others more relevant to changed conditions of operation.

Actions developed adhered to the SMART principle – that is, are Specific, Measurable, Achievable, Relevant and Time-Bound.

7.2 RESOURCING

The Action Plan includes financial resources to deliver the actions was assessed at a high level, dividing delivery into one of three cost ranges:

- Under \$10,000
- \$10,000 \$50,000
- Over \$50,000

Actual cost of delivery will depend on in-house capability and capacity, and the eventual required role of contractors.

7.3 TARGETS

Targets within the Action Plan are the first step in assessing the success of an action, and alerting Council to review the performance of each action in delivering positive change.

Each Action Area includes reference to the state's targets and an overall annual measurement of success for Council.

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APPENDIX A: POLICY CONTENT

National Framework

The Commonwealth Government has limited constitutional powers to engage directly in domestic waste management issues. This responsibility largely rests with State, territory, and local governments. The role of the Commonwealth Government has evolved in recent years as it has taken an increasingly strategic involvement in waste policy development.

National Waste Policy

The National Waste Policy – Less Waste, More Resources was released by the Department of the Environment and Energy in 2018 and provides a framework for collective action by businesses, governments, communities, and individuals until 2030.

The policy identifies five overarching principles underpinning waste management in a circular economy, including:

- Avoid waste.
- Improve resource recovery.
- Increase use of recycled material and build demand and markets for recycled products.
- Better manage material flows to benefit human health, the environment, and the
 economy.
- Improve information to support innovation, guide investment and enable informed consumer decisions.

The policy guides continuing collaboration between all Australian governments, businesses, and industry. It does not remove the need for governments, businesses, and industries to implement tailored solutions in response to local and regional circumstances.

National Plastics Plan

Australia's *National Plastics Plan*, released on 4th March 2021 aims to drive a closed loop supply chain on plastics and address plastic waste in a multi-pronged way, proposing wide-ranging initiatives such as plastic-free beaches, new labelling guidelines, eliminating expanded polystyrene consumer packaging fill and food and beverage containers, and greater consistency in kerbside bin collections.

Actions to achieve these goals under the plan will:

- Phase out the most problematic plastics between July and December 2022 and introduce National Packaging Targets by 2025.
- Work to make beaches and oceans free of plastic.
- Introduce legislation to ensure Australia takes responsibility for its plastic waste.
- Invest to increase recycling capacity.
- Research to find new recycling technologies and alternatives to unneeded plastic.
- Support the community to help Australia's recycling efforts.

Australian Packaging Covenant Organisation (APCO) – 2025 Targets

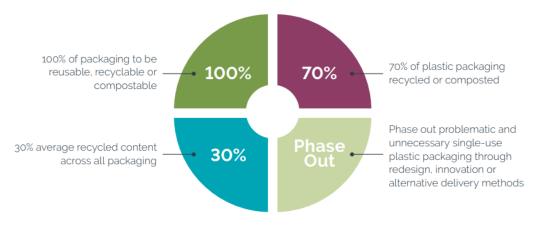
The Australian Packaging Covenant Organisation (APCO) is the entity in charge of managing and administering the Australian Packaging Covenant (the Covenant), which is a document that sets out how governments and businesses share responsibility for managing the environmental impacts of packaging in Australia.

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The Covenant is agreed between the APCO, representing industry participants in the packaging supply chain, and commonwealth, State, and territory governments, and endorsed by environment ministers.

In 2018 Australia established the 2025 National Packaging Targets. See **Error! Reference source n ot found.**. These targets have been established to create a new sustainable pathway for the way packaging is managed in Australia.



2025 National Packaging Targets

Australian Packaging Covenant - National Waste Policy (environment.gov.au)

These targets will require a complete and systematic change in the way we create, collect, and recover product packaging. Targets will apply to all packaging that is made, used, and sold in Australia and are in line with broader sustainable packaging shifts that are taking place globally. These shifts are aiming to reduce the volume of material entering landfill, improve recycling rates, and increase the use of recycled material in future packaging.

The Australian packaging consumption and recycling data 2018–19 report (APCO, 2021) shows improvements to packaging sustainability in a range of areas including a reduction in the volume of plastic (-6 percent) and an increase in the volume of recyclable packaging on market. Challenges continue to be the recycling rate of plastics, as whilst the recovery rate increased from 16 percent to 18 percent, considerable progress is still required to meet the 2025 target of 70 percent.

Emissions Reduction Fund

The Emissions Reduction Fund aims to reduce emissions by providing incentives for businesses, landowners, State and local governments, community organisations and individuals to adopt new practices and technologies. Legislation to implement the Emissions Reduction Fund came into effect on 13 December 2014.

There are many activities that are eligible to earn Australian Carbon Credit Units (ACCUs) under the scheme. One ACCU is earned for each tonne of carbon dioxide equivalent (tCO2-e) stored or avoided by a project. ACCUs can be sold to generate income, either to the Government through a carbon abatement contract, or on the secondary market. The potential waste management activities that may earn ACCUs include the introduction of a new or expanded purpose-built facility for processing solid waste that would have otherwise gone to landfill, to process commercial, industrial, construction, demolition and/or Class I or II municipal solid waste or use an enclosed composting facility. Councils and/or private industry that undertake these types of projects in accordance with the approved emissions reduction methods can then sell the resulting ACCUs to the Clean Energy Regulator or an alternate buyer on the secondary market. Council may consider the benefits of this approach within its longer-term strategic direction.

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Waste Export Ban

In March 2020, the Australian, State and territory governments, and the Australian Local Government Association agreed to regulate the export of waste glass, plastic, tyres, and paper while building Australia's capacity to generate high value recycled commodities and associated demand. The Recycling and Waste Reduction Act 2020 and new rules made under the Act set out the export controls for each type of regulated waste material. Exporters need to hold a waste export licence and declare each export in line with the phased implementation dates below:

- Regulated export of waste glass since 1 January 2021.
- Regulated the export of waste plastics since 1 July 2021.
- Regulated the export of waste tyres since 1 December 2021.
- Regulated the export of wastepaper and cardboard since 1 July 2024.

Waste glass, regulated since January 2021 is either that recovered from an industrial, commercial, or domestic activity or a by-product of an industrial, commercial, or domestic activity. Phase one of the plastic export's rules, operational since July 2021, limit the export of waste plastics to that sorted into single resin or polymer type or processed with other materials into processed engineered fuel. From 1 July 2022 you cannot export plastic that has only been sorted - all plastics will need to be sorted and processed.

State Framework

The NSW State framework provide the objectives, requirements, and directions for the management of waste. The legislation describes the requirements for transporting, storing, processing, managing, recovering, and disposing of waste and recyclable material.

NSW Waste and Sustainable Materials Strategy 2041

In June 2021, the NSW government released the *NSW Waste and Sustainable Materials Strategy* 2041: Stage 1 – 2021-2027 (WaSM) as the first stage in a 20-year plan that focuses on the environmental benefits and economic opportunities to reduce waste, improve its management, and increase material recycling. The NSW WaSM 2041 sets a long-term vision for managing waste, planning for infrastructure, reducing carbon emissions, and refocusing the way NSW produces, consumes, and recycles products and materials. The WaSM updates NSW's priorities for waste and resource recovery to reflect the *NSW Circular Economy Policy Statement*, the *Net Zero Plan Stage* 1:2020–2030 and the *National Waste Policy Action Plan*.

To compliment the first stage of WaSM, the government also released the NSW Plastics Action Plan which sets out how problematic plastic materials will be phased out and the NSW Waste and Sustainable Materials Strategy: A guide to future infrastructure needs which sets out the investment pathway required to meet future demand for residual waste management and recycling.

WaSM makes the case for change on the basis that NSW creates around one-third of Australia's total waste, and this is forecasted to grow from 21 million tonnes to nearly 37 million tonnes by 2041. At current rates of generation and recycling, the residual waste landfills servicing Greater Sydney are likely to reach capacity within the next 15 years. The non-residual landfills will reach capacity within the current decade. In some regional areas landfill capacity is also likely to expire this decade.

Demand for recycled materials, particularly from the household and commercial waste streams, has steadily contracted with the closure of export markets. This has led to an oversupply of recycled materials and a corresponding decline in value, particularly for poorly sorted or hard-to-recycle paper and plastic.

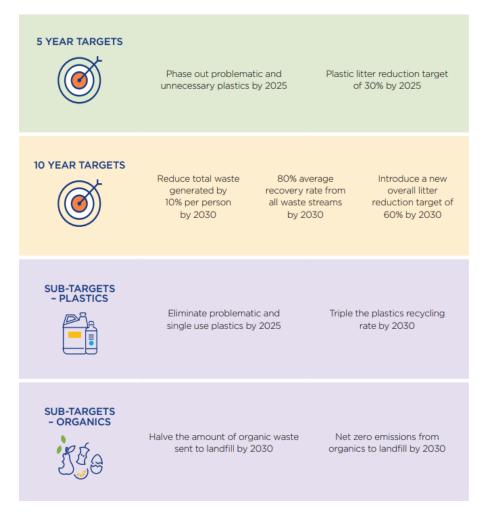
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In response to this the resource recovery industry has started to transition to more resilient business models, focused on value-adding and the production of high-quality, well-sorted recycled materials. As the prices for recycled material have declined but the cost of sorting and processing has increased, costs for councils, ratepayers and businesses are also under pressure.

In 2014, NSW set a target for landfill diversion of 75 percent of all waste by 2021. However, as of 2019/20, it had only reached 65 percent. Construction and demolition (C and D) recycling had performed the best at a rate close to 80 percent, followed by commercial and industrial recycling at 53 percent. Municipal solid waste diversion (mostly household waste) had plateaued at just over 46 percent (NSW EPA, 2020). WaSM was positioned as an opportunity to refocus efforts and target investment where it is most needed.

The WaSM aims to reduce waste generated and increase recycling through adoption of the Targets outlined in the below figure.



NSW WaSMS Targets (Source: NSW Waste and Sustainable Materials Strategy 2041: Stage 1 – 2021-2027)

The State government has also committed to:

- Developing an NSW regional litter prevention strategy before June 2023.
- Reporting annually on the progress towards meeting these targets prior to a review of WaSM in 2027.

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- Establishing new indicators to track the progress of infrastructure investment and cost of waste services.
- Developing a new measure of the emissions performance of waste and materials management which tracks performance across the lifecycle of materials.

Mandating FOGO separation for all households and some businesses

Both the WaSM and the accompanying infrastructure needs guide focus on better management of organic waste. In 2019 an estimated 2.5 million tonnes of organic waste (such as food organics, garden organics, timber, and textiles) was sent to landfill. Emissions from organic waste decomposing in landfill make up more than 2 percent of total net annual emissions in NSW. Methane emissions from the decomposition of organic material in landfills can last up to 25 years in the atmosphere. WaSM indicates that increased diversion of organics from landfill and processing technologies like composting and anaerobic digestion are an important first step towards reducing emissions from waste.

The amount of organic material going to landfill can be reduced by collecting it separately and processing it at specialised organic waste facilities. WaSM recognises that many councils already provide a separate bin to collect garden organics from households and some (less than a third) also collect food organics.

Other organic material, like textiles and timber, finds its way into household bins. Audits of residential kerbside residual waste bins in the waste levy grea in NSW show that:

- The proportion of food and garden organics waste overall was 41 percent in 2019; and
- Councils that provided a separate food and garden organics collection service had a
 far lower proportion of these materials in the residual waste bin (25 percent) compared
 to councils with only garden organics (41 percent) or no organics collection (54
 percent).

To achieve the WaSM targets of halving food waste to landfill and achieving net zero emissions from organics in landfill by 2030, the government will require the separate collection of:

- 1. Food and garden organics from all NSW households by 2030; and
- 2. Food waste from businesses that generate the highest volumes, including large supermarkets and hospitality businesses, by 2025.

The government has committed to consulting with councils, businesses, and service providers on the best way to transition to these new arrangements, including the need for phasing in new or grandfathering existing contracts, managing the unique needs of high-density housing, and working with service providers to ramp up processing capacity.

To help with the transition, the NSW Government will invest \$65 million over five years from 2023. The funding will support the rollout of new collection services, the development of more processing capacity and a state-wide education campaign that will help households adjust to the changes and improve their recycling habits.

Infrastructure Needs

The transition to the source-separated collection of food and garden organics from households and source-separated collection of food organics from selected businesses will significantly increase the volume of clean organics entering the recycling system. Accordingly, there needs to be a corresponding capacity to reprocess this material.

Based on an assessment of waste and circular economy infrastructure needs over the next decade and beyond the government has identified three key areas to focus on – residual waste, organics, and plastics.

Recovery and recycling infrastructure will need to keep pace with demand and to support this there will need to be investment in new and upgraded facilities from now to 2030 to prevent any shortfall in capacity.

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WaSM sets out three priority areas:

- 1. Meeting future infrastructure and service needs as waste volumes grow.
- 2. Reducing carbon emissions through better waste and materials management.
- 3. Building on work to protect the environment and human health from waste pollution.

Getting the right infrastructure in the right place will be critical to recover, reuse and extend the life of most materials. The WaSM Guide to Future Infrastructure Needs 2021 reviews the waste infrastructure requirements in NSW to underpin change.

While investment will largely be driven by industry, the NSW Government will play a role to help investment in the right place at the right time. WaSM indicates that, commencing in 2021 the Government will undertake feasibility assessments and engage with the community, local government and business about the infrastructure investment needed to meet the demands. It will undertake a coordination role to attract the right investment at the right time. The early priority will be to ensure there is a pipeline of residual waste management infrastructure, but it will also target complementary recycling and reprocessing infrastructure to help meet capacity gaps. This will involve coordinating functions across government, such as investment attraction, planning, environmental licensing, and grant funding.

Plastics Action Plan

The NSW Plastics Action Plan supports the NSW Waste and Sustainable Materials Strategy 2041. The NSW Plastics Action Plan outlines a variety of actions to address plastic across all elements of the plastic lifecycle (production, consumption, disposal, and recycling) including the following:



NSW Plastics Action Plan Actions

(Source: www.dpie.nsw.gov.au/our-work/environment-energy-and-science/plastics-action-plan)

There are four outcomes that will achieve better management of plastics, reduce the impacts on the environment and make the most of these resources, the outcomes are supported by six actions.

NSW Energy from Waste Infrastructure Plan

The NSW Waste and Sustainable Materials Strategy 2041 commits to the adoption of a strategic approach to the role of thermal energy recovery from waste to ensure it protects human health and the environment and supports the transition to a circular economy. The recently released NSW Energy from Waste Infrastructure Plan 2041 guides strategic planning for future thermal energy from waste facilities and outlines how the NSW Government will facilitate the

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establishment and operation of energy from waste infrastructure to manage genuine residual waste.

Waste can be thermally treated to recover the embodied energy in that material. The energy can be recovered as heat or as a solid, liquid, or gaseous fuel. These outputs can be used to generate electricity or used directly in machinery, vehicles, and industrial processes (NSW Government, 2021, pg. 2).

Energy proposals must represent the most efficient use of the resource, adequately manage the risks of harm to human health or the environment, and maximise the environmental, social, and economic benefits to communities.

'Eligible waste fuels' including biomass and residues are listed in Part 3 of the Policy Statement and defined in the Eligible Waste Fuels Guidelines. These are excluded from this Plan and continue to be permitted across NSW where they comply with planning and regulatory frameworks.

The plan aligns with the 20-Year Vision for Regional NSW. Thermal energy from waste facilities only be established, or permitted to operate, in key, identified priority infrastructure areas or by the exception listed as follows:

- West Lithgow Precinct.
- Parkes Special Activation Precinct.
- Richmond Valley Regional Jobs Precinct.
- Southern Goulburn Mulwaree Precinct; or
- At facilities that use waste, or waste-derived, feedstock to replace less environmentally sound fuels (including coal or petroleum-based fuels) thermally treated (or approved to be thermally treated) at the site, and the energy produced from the waste is used predominantly to power the industrial and manufacturing processes on-site, rather than exporting that energy to the grid.

The Parkes Special Activation Precinct and West Lithgow Precinct¹⁹ are located within the NetWaste region and may pose opportunities for the member councils.

Local Framework

Local Government Act 1993

The Local Government Act 1993 sets out the legal framework, governance, powers, and responsibilities of councils in New South Wales. Guiding principles for councils include:

- Conducting functions in a way that provides the best possible value for residents and ratepayers.
- Planning strategically for the provision of effective and efficient services to meet the diverse needs of the local community.
- Working co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Working with others to secure appropriate services for local community needs.

Councils may provide goods, services, and facilities, and conduct activities, appropriate to the current and future needs within their local community and of the wider public. The Act sets out the functions of councils, including its service functions such as, providing community health,

Waste and Sustainable Materials Strategy 2025-2035

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¹⁹ West Lithgow Precinct was removed from the gazetted map but remains a priority infrastructure area.

DRAFT ADOPTION OF THE WASTE AND SUSTAINABLE MATERIALS STRATEGY 2025-2035 AND SUSTAINABILITY STRATEGY 2025-2030

Attachment 2 Broken Hill Waste and Sustainable Materials Strategy 2025-2035

recreation, education and information services, environmental protection, and waste removal and disposal. A council must also levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

Waste and Sustainable Materials Strategy 2025-2035

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APPENDIX B: MCA

Multi-Criteria Analysis - Broken Hill Waste Strategy: Options

Strategic Objective / Assessment Criteria	Weighting
Reduce generation of waste	20
Increase sustainable recovery of resources from waste	15
Increase diversion of waste from landfill	25
Leverage commercial benefits of waste transformation locally	10
Limit the impact of waste management on the natural and built environment	10
Support development of regional collaboration for improved waste management planning and investment	10
Support development of innovative circular economy mechanisms and solutions	10

100

Assessed ability of each Option to deliver the Strategic Objective WRT Tonnage Impact

Broken Hill City Council

Multi-Criteria Analysis - Broken Hill Waste Strategy: Options									
	Waste reduction	Resource recovery	Waste diversion	Criteria / Strategic Objective Local waste transformation	Protection of the environment	Regional collaboration	Circular economy	-	
Action Area / Strategic Initiative / Options	Reduces generation of waste	Increases sustainable recovery of resources from waste	Increases diversion of waste from landfill	Leverages commercial benefits of waste transformation locally	Limits the impact of waste management on the natural and built environment	Supports regional collaboration for improved waste management planning	Supports innovative circular economy mechanisms and solutions	Weighted Score (Max. Score 3.0)	Weighted Score (%)
Weighted Contribution (%)	0.2	0.15	0.25	0.1	0.1	and investment	0.1		
Avoid and Reduce Waste	V.L	0.70	0.23			v. ,			
Develop waste awareness and education strategy									
Develop and deliver waste reduction and waste sorting programs for residential and business communities	2	2	2	1	2	1	1	1.7	57
2. Improve waste management planning and development approvals outcomes									
Develop policy and a waste management plan to incentivise commercial regional developers to source separate	3	3	3	3	2	1	1	2.5	83
construction and demolition waste (such as commercial and green energy developments)									
3. Support waste avoidance initiatives									
Support community-based waste reduction activities (such as buy/swap/sell initiatives, garage sales)	1	2	1	1	2	1	2	1.35	45 45
Support community reuse and repair initiatives (such as reduce barriers to buying second-hand and repaired products)	1	2	1	1	2	1	2	1.35	45
Increase Resource Recovery									
1. Increase resource recovery at the Waste Management Facility									
Investigate and deliver innovative management solutions for problem wastes (such as green energy wastes, E-Waste,		1	T					2.8	93
tyres, mattresses)	3	3	3	3	2	3	2		57
Investigate and deliver improved resource recovery management processes for organics which deliver a saleable product (such as FOGO, commercial FO dehydrator waste)	1	3	1	2	2	1	3	1.7	57
Support Lifeline to sustainably increase the range and number of items sold through its on-site store	1	1	1	1	1	1	2	1.1	37
Increase supervision of separation of self-haul mixed waste	2	3	3	2	3	1	1	2.3	77
Upgrade resource recovery services and receival infrastructure (such as tyres, mattresses, cardboard)	1	3	2	1	2	1	2	1.75	58
Plan and deliver receival and resource recovery infrastructure for waste received from major projects (such as large infrastructure deconstruction) or events (such as regional rail and road accidents)	3	3	3	2	2	2	2	2.6	87
Prepare a Disaster Waste Management Plan focussed on resource recovery outcomes (such as waste from fire and bush	2						2	2.3	77
fire events, and rail and road accidents)	2	3	3	2	2	1	2		
Investigate and implement urban drop-off locations for separated dry packaging recyclables using partnerships with community-based NIP and CSOs (such as paper, cardboard, recyclable plastics, metals)	1	1	1	3	2	1	1	1.3	43
Develop policy and supporting mechanisms to incentivise pre-delivery sorting of waste (such as residential, public event, commercial waste)	3	3	3	1	2	1	2	2.4	80
Investigate and assess viability of a regional resource recovery hub	1	2	1	3	1	1	1	1.35	45
2. Support development of a circular economy									
Develop a Circular Economy Strategy which encourages local innovation in transforming waste, and which supports regional employment and skills transfer	1	3	2	3	1	2	3	2.05	68
Develop and support local markets for recycled, recovered, and transformed clean waste (such as glass, concrete)	1	3	2	3	2	1	3	2.05	68
Sustainable Operations									
1. Support sustainable procurement									
Develop a procurement policy and guidelines for increasing waste-derived content within purchased goods	1	1	1	3	2	1	1	1.3	43
Improve waste data Audit kerbside bins for baseline composition and volumetric consumption to advise community education programs.								1.9	63
effectiveness of waste sorting policy and supporting mechanisms, and identify resource recovery improvements	2	2	2	2	2	1	2		
Improve waste data capture and assessment at the Waste Management Facility to support improved resource recovery service delivery outcomes	1	1	1	1	1	1	1	1	33
3. Improve operations									
investigate alternative landfil daily cover options to conserve landfil void space (such as moveable lids, spray-on cover)	1	1	2	1	1	1	1	1.25	42
4. Protect the environment									
Investigate viability of landfill gas capture and destruction/reuse/transformation at the Waste Management Facility	1	2	1	2	3	1	2	1.55	52
Develop and deliver a litter reduction education program	1	1	1	1	2	1	1	1.1	37
Improve prevention and prosecution of illegal dumping	1	1	1	1	2	1	1	1.1	37
Increase Resilience 1. Deliver new Waste Strategy									
Identify, evaluate, and engage resources required to deliver the new Waste Strategy	3	2	2	2	2	2	2	2.2	73
2. Ensure sustainability of waste operations	3	-	2	-	-	2	2		
Prepare a Long-Term Financial Plan for Waste Services	1	1	1	1	1	1	1	1	33
	· · · · · · · · · · · · · · · · · · ·	L'	1	1		L1	l		

BROKEN HILL

APPENDIX C: ACTION PLAN

BROKEN HILL CITY COUNCIL WASTE AND SUSTAINABLE MATERIALS STRATEGY ACTION PLAN (2025-2035)

For use by Broken Hill City Council as a tool for delivering the first five years of its *Waste and*Sustainable Materials Strategy (WaSMS) 2025 – 2035

Broken Hill City Council's WaSMS Strategic Objectives:

- 1. Reduce generation of waste.
- 2. Increase sustainable recovery of resources from waste.
- 3. Increase diversion of waste from landfill.
- 4. Leverage commercial benefits of waste transformation locally.
- 5. Limit the impact of waste management on the natural and built environment.
- 6. Support development of regional collaboration for improved waste management planning and investment.
- 7. Support development of innovative circular economy mechanisms and solutions.

ACTION AREA 1: AVOID AND REDUCE WASTE

State Target: 10% reduction of total waste generated per person by 2030.

<u>Overall Annual Measurement of Success:</u> Reduction in total waste generated per person with year-on-year improvement over 2025 baseline working towards the state's per capita waste reduction target (kg/person).

V	VaSMS	Theme			WaSMS Prior	ity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Assessment of Delivery
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and maferials management	Building on our work to profect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
Ü	Ü	Ü			Ü	Ü	1, 2, 3, 5	1.1 Develop a waste awareness and education strategy.	1.1.1 Develop and deliver waste reduction and waste sorting programs for residential and business communities.	2025 - 2030	\$\$	Assessment of reduction of waste-to- Waste Facility - Ongoing
Ü	Ü	Ü			Ü	Ü	2, 3, 4, 5,7	1.2 Improve waste management planning and	1.2.1 Develop policy and a waste management plan to incentivise	2025 - 2030	\$	Undertaken (Yes/No)

V	VaSMS	Theme			WaSMS Prior	ity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Assessment of Delivery
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meefing our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
								development approvals outcomes.	commercial regional developers to source separate construction and demolition waste (such as commercial and green energy developments).			
Ü	Ü						1, 3, 4, 5,7	1.3 Support waste avoidance initiatives.	1.3.1 Support community-based waste reduction activities (such as buy/swap/sell initiatives, garage sales).	Beyond 2030	\$	Assessment of reduction of waste-to- Waste Facility - Ongoing

V	VaSMS	Theme	•		WaSMS Prior	ity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Assessment of Delivery
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to profect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									1.3.2 Support community reuse and repair initiatives (such as reduce barriers to buying secondhand and repaired products).	Beyond 2030	\$	Undertaken (Yes/No)- Ongoing

ACTION AREA 2: INCREASE RESOURCE RECOVERY

<u>State Target</u>: 80% average recovery rate from all waste streams by 2030.

<u>State Target:</u> Phase out problematic and single-use plastics by 2025.

State Target: Triple the plastics recycling rate by 2030.

<u>Overall Annual Measurement of Success:</u> Improvement in average recovery rate across all waste streams with year-on-year improvement over 2025 baseline working towards the state's average recovery rate target (% Waste Recovered).

٧	WaSMS	Them	ıe	١	WaSMS Prio	ity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to profect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
C:	C:	C:		C:	Ü	Ü	2, 3, 4, 5, 6, 7	2.1 Increase resource recovery at the Waste Management Facility.	2.1.1 Investigate and deliver innovative management solutions for problem wastes (such as green energy wastes, E-Waste, tyres, mattresses).	2025 - 2030	\$\$	Undertaken (Yes/No)
									2.1.2 Investigate and deliver improved resource recovery	2025 - 2030	\$\$\$	Undertaken (Yes/No)

\	Wa\$M\$	Them	ie	V	VaSMS Prio	rity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									management processes for organics which deliver a saleable product (such as FOGO, commercial FO dehydrator waste).			
									2.1.3 Support Lifeline to sustainably increase the range and number of items sold through its onsite store.	Beyond 2030	\$	Undertaken (Yes/No) - Ongoing
									2.1.4 Increase supervision of separation of self- haul mixed waste.	2025 - 2030	\$\$\$	Undertaken (Yes/No)

	WaSM	S Them	ne	V	VaSMS Prio	rity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									2.1.5. Upgrade resource recovery services and receival infrastructure (such as tyres, mattresses, cardboard).	2025 - 2030	\$\$\$	Undertaken (Yes/No)
									2.1.6 Plan and deliver receival and resource recovery infrastructure for waste received from major projects (such as large infrastructure deconstruction) or events (such as regional rail and road accidents).	2025 - 2030	\$\$\$	Undertaken (Yes/No)

•	Wa\$M\$	S Them	ne	V	VaSMS Prio	rity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to profect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									2.1.7 Prepare a Disaster Waste Management Plan focussed on resource recovery outcomes (such as waste from bush fire events).	2025 - 2030	\$\$	Undertaken (Yes/No)
									2.1.8 Investigate and implement urban drop-off locations for separated dry packaging recyclables using partnerships with community based NfP and CSOs (such as paper, cardboard,	Beyond 2030	\$\$\$	Undertaken (Yes/No)

,	Wa\$M\$	S Them	ne	١	WaSMS Prio	rity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									recyclable plastics, metals). 2.1.9 Develop policy and supporting mechanisms to incentivise predelivery sorting of waste (such as residential, public	2025 - 2030	\$	Undertaken (Yes/No)
									event, commercial waste). 2.1.10 Investigate and assess viability of a regional resource recovery hub.	Beyond 2030	\$\$	Undertaken (Yes/No)
Ü	Ü	Ü	Ü	Ü	Ü	Ü	1, 2, 3, 4, 5, 6, 7		2.2.1 Develop a Circular Economy Strategy which	2025 - 2030	\$\$	Undertaken (Yes/No)

Broken Hill City Council

\	WaSMS	Them	ie	V	VaSMS Prio	rity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
								2.2 Support development of a circular economy.	encourages local innovation in transforming waste, and which supports regional employment and skills transfer.			
									2.2.2 Develop and support local markets for recycled, recovered, and transformed clean waste (such as glass, concrete).	2025 - 2030	\$\$	Undertaken (Yes/No) - Ongoing

ACTION AREA 3: SUSTAINABLE OPERATIONS

<u>State Target:</u> Significantly increase the use of recycled content by governments and industry.

State Target: Halve the amount of organic waste sent to landfill by 2030.

<u>State Target:</u> Establish new indicators to help track progress on infrastructure investment and the cost of waste services.

<u>State Target:</u> Develop a new measure of the emissions performance of waste and materials management.

<u>State Target:</u> Reduce plastic litter items by 30% by 2025.

<u>State Target:</u> Reduce overall litter by 60% by 2030.

Overall Annual Measurement of Success: Implementation of Action on time, on budget.

W	VaSMS [*]	Themo	е	W	aSMS Prior	ity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 - 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
	Ü	Ü	Ü		Ü		2, 3, 5, 7	3.1 Support sustainable procurement.	3.1.1 Develop a section of Council's procurement policy and supporting guidelines dedicated to increasing waste-derived	Beyond 2030	\$	Undertake n (Yes/No)

W	/aSMS	Them	Ф	Wo	aSMS Prior	ity	Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 – 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									content within purchased goods.			
Ü	Ü	Ü		Ü	Ü	Ü	2, 3, 5, 7	3.2 Improve waste data.	3.2.1 Audit kerbside bins for baseline composition and volumetric consumption to advise community education programs, effectiveness of waste sorting policy and supporting mechanisms, and identify resource recovery improvements.	2025 - 2030	\$\$	Undertake n (Yes/No)
									3.2.2 Improve waste data capture and assessment at the Waste Management Facility to support improved	Beyond 2030	\$\$	Undertake n (Yes/No)

W	WaSMS Theme			WaSMS Priority			Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to profect the environment and human health from waste pollution				2025 – 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									resource recovery service delivery outcomes.			
	Ü	Ü		Ü	Ü		5	3.3 Improve operations	3.3.1 Investigate alternative landfill daily cover options to conserve landfill void space (such as moveable lids, spray-on cover)	Beyond 2030	\$	Undertake n (Yes/No)
		Ü		Ü	Ü	Ü	2, 5	3.4 Protect the	3.4.1 Investigate viability of landfill gas capture and destruction/reuse/transform ation at the Waste Management Facility	2025 - 2030	\$\$\$	Undertake n (Yes/No)
		0		0	0	0	2, 3	environment	3.4.2 Develop and deliver a litter reduction education program.	Beyond 2030	\$	Undertake n (Yes/No) – Ongoing

W	WaSMS Theme			WaSMS Priority			Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 – 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
									3.4.3 Improve prevention and prosecution of illegal dumping.	Beyond 2030	\$\$	Undertake n (Yes/No) – Ongoing

ACTION AREA 4: INCREASE RESILIENCE

Overall Annual Measurement of Success: Implementation of Action on time, on budget

V	WaSMS Theme			WaSMS Priority			Strategic Objectives Met	Strategic Initiative	Action	Delivery Priority	Resources Required	Delivery Feedback
Avoid or reduce	Recover Resources	Protect the Environment	Strategic Collaboration	Meeting our future infrastructure and service needs	Reducing carbon emissions through better waste and materials management	Building on our work to protect the environment and human health from waste pollution				2025 – 2030 Beyond 2030	\$ <\$10k \$\$ \$10 - \$50k \$\$\$ >\$50k	Review Type and Period
Ü	Ü	C	Ü	C	C:	C	1, 2, 3, 4, 5, 6, 7	4.1 Deliver new Waste Strategy.	4.1.1 Identify, evaluate, and engage resources required to deliver the new Waste Strategy.	2025 - 2030	\$	Undertaken (Yes/No) – Ongoing
Ü	Ü	Ü	Ü	Ü	Ü	Ü	1, 2, 3, 4, 5, 6, 7	4.2 Ensure sustainability of waste operations.	4.2.1 Prepare a Long- Term Financial Plan for Waste Services.	Beyond 2030	\$\$	Undertaken (Yes/No)



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Broken Hill Sustainability Strategy 2025-2030

Please accept our feedback on the draft Sustainability Strategy and Implementation Plan 2025-2030.

Our feedback concerns the absence of the city-wide net zero target by 2030 – a significant deviation from the 2018-2023 Sustainability Strategy, developed after extensive community consultation.

Please publish this feedback, and appendices referenced, in council's papers.

Goal removed without community permission

100% renewable status - City of Broken Hill

The 2018-2023 Sustainability Strategy clearly committed Broken Hill to a goal of achieving 100% renewable energy status, that is, net zero, by 2030. For reference, here's the page 11 extract:

5.2 Renewable Energy Plan

Produce energy from renewable sources to reduce costs and greenhouse gas emissions







Initiative	Action	Timing	Who	Targets
100% Renewable Status – Broken Hill City Council (Cities Power Partnership Pledge)	Investigate opportunities for Council buildings and facilities to achieve 100% renewable status.	2022/2023	COO/CFO	100% renewable energy plan complete for Council buildings and facilities.
100% renewable status - City of Broken Hill by 2030 (Cities Power Partnership Pledge)	Set city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectation for local residents and businesses.	Ongoing	COO	Increased annual uptake of renewables by the community and businesses.

This was a pledge aligned with the "Cities Power Partnership" reflecting Broken Hill community's desire to lead regional Australia in renewable energy leadership and emissions reduction.

- 1. How is this "pledge" so easily dispensable, or was it just a pinkie pledge?
- 2. Why has council abandoned the goal?
- 3. Council supported Hydrostor's power station on the basis it was a renewable energy project see council's 19 November 2021 letter of support to Transgrid. What has changed?
- 4. Does council now finally realise that it supported a power station based on spin given to it by Hydrostor spin generated by the four registered lobbyists it engaged to make its greenwashing effective?
- 5. Does council now finally accept that the Hydrostor power station is fossil-fuel dependent?

Below, we outline what's clear to us.

- Council thought the Hydrostor power station was renewable.
- Council told Transgrid it supported the Hydrostor project based on its alignment with the 2018-2023 Sustainability Strategy.

- Council's letter to Transgrid, dated 19 November 2021, said: "Broken Hill City Council represents over 17,000 residents and is committed to a sustainable future and reduced carbon footprint via its adopted Sustainability Strategy and Renewable Energy Action Plan (REAP). Life extension of diesel-fired generation at odds with all levels of Australian Government policy and inconsistent with TransGrid's corporate vision We acknowledge with interest in the revised PADR that TransGrid identifies that "prolonging the use of fossil fuel technologies is inconsistent with Broken Hill's City Council's Sustainability Strategy and the general transition of the electricity sector to low emission technologies." [pg 7 revised PADR]. Whilst this reference to our local government policy position is most welcome, we would further point out that the proposal to extend the life of the existing diesel-fired generators as a long-term reliability solution is completely at odds with a raft of recent government policy... ... The retention of diesel-fired turbines is also at odds with Council's Renewable Energy Action Plan (REAP) which calls for Council to decrease its reliance on non-renewable energy, attract renewable energy business and innovation to the city, and play its part in mitigating climate change."
- Council wrote to Transgrid 19/11/21 supporting a well greenwashed power station at Hydrostor's request.
- Council has recently realised it can no longer claim Hydrostor's power station is green.
- Council has since learned the Hydrostor power station is "energy intensive and will represent an additional load on the existing electricity grid during operational years" (words of the NSW EPA, in the major projects portal).

In addition, the only others who supported the Hydrostor project also referenced the council's 2018-2023 Sustainability Strategy as follows:

Hydrostor said in its letter of support to Transgrid, dated 17 November 2021:

"As previously highlighted, it is incongruous for the AER to force TransGrid to purchase and operate diesel generators and even more so when **this is in direct contradiction to the Broken Hill City Council's Sustainability Strategy**. Moreover, the PADR states that Option 2, "inconsistent with the Sustainability Strategy of Broken Hill City Council and the general transition of the electricity sector to low emission technologies".

> Energy Estate said in its letter of support to Transgrid, dated 18 November 2021:

"TransGrid has noted its concerns in the revised PADR that "prolonging the use of fossil fuel technologies is inconsistent with Broken Hill's City Council's Sustainability Strategy and the general transition of the electricity sector to low emission technologies.

We believe that this concern does not reflect the reality of the current environment and the direction of energy markets in NSW and across Australia. It is inconsistent with NSW Government's Electricity Infrastructure Roadmap, NSW's Net Zero Plan, TransGrid's recently released vision, AER's commitment to the newly launched international Regulatory Energy Transition Accelerator and the Sustainability Strategy published by Broken Hill Council."

The letters of support from Broken Hill City Council, Hydrostor and Energy Estate – all interested parties to gain from the project – are appended in full for reference by interested members of the community.

Now, a few years later, it is clear that council is seeking to rewrite a strategy because it contradicts its past actions.

Council went well out of its way to condemn an option to refurbish the reliable diesel turbines in favour of the Hydrostor proposal that is likely dirtier than diesel in terms of greenhouse gas emissions (GHGs) – on account of its 50 years of operations 24/7 compared to the relatively brief dependence on the diesel turbines.

Reliability of the Hydrostor power station also remains to be proved. If the Hydrostor power station fails in the future, this region will be catastrophically impacted.

Summary

It is clear to us council is desperately seeking to erase the inconvenient goal of Broken Hill becoming 100% renewable by 2030 now that it realises the Hydrostor project has such a heavy GHG footprint.

It seems that council's 2021 support of the Hydrostor project was pursued against community wishes in the 2018-2023 strategy.

Council has not been transparent with the community on this issue.

Formal Request

We formally request that Broken Hill City Council:

- Publicly explain why the city-wide 100% renewable status goal was removed.
- Clarify why council supported a fossil-fuel dependent power station.
- Commit to transparent communication with the Broken Hill community about major strategy shifts going forward, avoiding pinkie promises and striving to work harder to understand projects, instead of blindly believing spin from developers.

Submitted by

Linda and Travis Nadge

Broken Hill City Council Ratepayers
Owners & Operators of Outback Astronomy

- Our tourism efforts of the last 10+ years have benefited the entire city of Broken Hill and the Far West NSW region.
- Our tourism efforts and those of many others will be ruined by the Hydrostor power station, located on greenfield Flying Doctor deposit.



Quote No L21/2881:11/161

DM

Telephone / Personal Enquiries Ask for Mr Jay Nankivell

19 November 2021

Please address all communications to:

The General Manager 240 Blende Street

PO Box 448 Broken Hill NSW 2880

Phone

Fax

Ms Kasia Kulbacka Executive Manager - Network Planning & Operations 180 Thomas Street, Sydney PO Box A1000 Sydney South NSW 1235 Australia

Submitted via email: regulatory.consultation@transgrid.com.au.

Dear Ms Kulbacka

PADR Response

On behalf of its public and private sector ratepayers and the broader community of Broken Hill, the Broken Hill City Council herein provides its response to TransGrid's RIT-T – Revised Project Assessment Draft Report (PADR) for Maintaining Reliable Supply to Broken Hill (published October 6, 2021).

Broken Hill City Council represents over 17,000 residents and is committed to a sustainable future and reduced carbon footprint via its adopted Sustainability Strategy and Renewable Energy Action Plan (REAP).

Life extension of diesel-fired generation at odds with all levels of Australian Government policy and inconsistent with TransGrid's corporate vision

We acknowledge with interest in the revised PADR that TransGrid identifies that "prolonging the use of fossil fuel technologies is inconsistent with Broken Hill's City Council's Sustainability Strategy and the general transition of the electricity sector to low emission technologies." [pg 7 revised PADR]. Whilst this reference to our local government policy position is most welcome, we would further point out that the proposal to extend the life of the existing diesel-fired generators as a long-term reliability solution is completely at odds with a raft of recent government policy, including:

- NSW Government's Electricity Infrastructure Roadmap, which seeks to transform its electricity system into one that is "cheap, clean and reliable" and includes a target of 2GW long duration storage.
- NSW Government target of 50% reduction by 2030 and net zero by 2050
- Commonwealth Government's net zero policy by 2050 and a 35% reduction in emissions by 2030.
- AER's commitment to the newly launched international Regulatory Energy Transition Accelerator.

Continued...

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Further to relevant Government Energy Policy, we struggle to understand how this proposed life-extension of the diesel-fired turbines supports TransGrid's own corporate vision of "A clean energy future for Australia", particularly given previous consultation with Council where reliability solutions that could support a renewable energy mini-grid were presented.

The retention of diesel-fired turbines is also at odds with Council's Renewable Energy Action Plan (REAP) which calls for Council to decrease its reliance on non-renewable energy, attract renewable energy business and innovation to the city, and play its part in mitigating climate change.

Life-extension of diesel-fired generation is inadequate to support the future growth of Broken Hill

The existing diesel-fired turbines are more than 40 years old and have been used by Essential Energy to support the transmission network at Broken Hill since the 1980's, they have provided backup power to the town but almost no backup to the existing mining operations. Whilst provision of backup power has proved problematic at times in the past, the life-extension of these assets we view as a risk to the economic prosperity or Broken Hill and a constraint to development in the region for the following reasons:

- The diesel-fired turbines have mostly provided backup power from one of the two units, since using both has not been dependable.
- Existing mining operations have been forced to provide their own onsite power generation at their own cost during periods of grid outage, instead of being adequately supported with reliable backup power, this has in the past caused major disruption and economic loss to the mines and to the town.
- Two new mines are currently in the latter stages of development and represent the future of the mining industry in the Broken Hill region (Cobalt Blue and Hawsons Iron), these mines cannot be adequately supported by the diesel-fired turbines and we believe this aspect of the PADR analysis has not been adequately considered.
- There is no detailed or convincing justification of the ability of the diesel-fired turbines to function successfully and reliably in the long-term in the PADR.
- The transmission line between Buronga and Broken Hill is ageing and requires a better backup power solution as it is more frequently shut down for maintenance or upgrade.

The reliability of power supply is crucial to the sustained economic activity of Broken Hill and to support future development, we suggest that this outcome is better supported by other solutions in the PADR than the life-extension of the diesel-fired turbines.

Other proposed reliability solutions

Unlike the diesel-fired turbines, Council seeks on its constituents' behalf, a more flexible, expandable, renewable reliability solution in keeping with the needs of policy at all levels of government and to meet the needs of new development. Through the PADR, direct consultation and media reporting we have learnt about the Advanced Compressed Air Energy Storage (A-CAES) alternative and acknowledge the many benefits this solution may be able to deliver, including:

- repurposing of an end of life mine located in Broken Hill.
- providing new employment and skills opportunities.
- supporting sustained economic growth with new sources of revenue.
- supporting more renewable energy generation in the region with better economic returns.

Continued...

L21/2881:11/161

Page 3

From the Council's perspective, a reliability solution that can deliver investment in the order of \$500M in the Broken Hill region, creating many direct and indirect jobs; and making a total contribution of more than \$1B to the local economy for 40+ years operational lifetime¹ means a great deal in terms of the local economy.

Conclusion

We encourage TransGrid to consider closely Council's position and question the viability of the life-extension of the diesel-fired turbines as the preferred reliability solution for Broken Hill. We do not believe this solution meets our reasonable expectations of what the minimum requirements for such a solution should be and it is apparent that there are much better solutions proposed in the PADR.

Yours faithfully,

JAY NANKIVELL GENERAL MANAGER

Broken Hill City Council Page 527

¹ ACIL Allen Report



+1 416-548-7880 365 Bay Street, Suite 300, Toronto, ON, M5H 2V1, Canada

Ms Kasia Kulbacka Executive Manager - Network Planning & Operations Transgrid 180 Thomas Street, Sydney PO Box A1000 Sydney South NSW 1235 Australia

Submitted via email: regulatory.consultation@transgrid.com.au.

November 17, 2021

Dear Ms Kulbacka

Project Assessment Draft Report Broken Hill reliability project

Hydrostor welcomes the opportunity to respond to TransGrid's RIT-T – Revised Project Assessment Draft Report (PADR) for Maintaining Reliable Supply to Broken Hill (published October 6, 2021).

Hydrostor is the world's leading developer of Advanced Compressed Air Energy long duration Storage (**A-CAES**) projects, enabling the transition to a cleaner, more affordable, and more flexible electricity grid. Hydrostor has a variety of projects in operation or under development, as well as a pipeline of large-scale A-CAES projects representing over 6 GW and 65+ GWh of deployment potential in the USA, Canada, Chile and Australia, with significant global project potential across many other markets.

Hydrostor Long Duration Storage solution

Hydrostor's A-CAES is a more flexible application of well-proven compressed air long duration storage technology. Long duration storage a critical missing piece of Australia's National Electricity Market's (**NEM**) transition to net zero emissions. A-CAES in particular provides reliable long duration storage capacity, for a 30-50 year+ period, as well as providing other grid benefits such as high levels of system inertia needed for ongoing voltage support in the NEM. Hydrostor's solution for maintaining a reliable supply to Broken Hill involves the repurposing of an economically end of life mine located in Broken Hill, providing additional benefits to the region in terms of jobs and economic growth. While not specifically in the scope of the RIT-T, but in line with consumer preferences the Hydrostor A-CAES solution for Broken Hill will result in an investment in the order of \$500m in the Broken Hill region creating at least 750 direct and indirect jobs during construction and ongoing contribution of more than \$10m to the local economy for 40+ years operational lifetime¹.

This long duration storage solution would, in effect, create a mini grid at Broken Hill that will operate connected to the grid and can meet TransGrid's identified need of reliability at Broken Hill over the long term. This is in addition to the A-CAES solution providing important services to the NEM in parallel, which are not achievable by the diesel gas turbines. The synchronous AC generation

hydrostor.ca

Broken Hill City Council

¹ Economic Impacts of the Broken Hill A-CAES ACIL Allen June 2021



system of A-CAES can provide all primary ancillary network services and black start, enhancing system strength and improving network operation. It is noted that the existing diesel generation cannot help to stabilise the local grid as it cannot run while the TransGrid system is connected at Broken Hill. The Hydrostor solution will be available to run any time and will reduce curtailment of renewable resources already operating in Broken Hill. Ancillary services available from Hydrostor will benefit all renewable generation in the southwest of NSW and it will enable more investment in renewables at Broken Hill and surrounding areas.

Hydrostor's proposal to TransGrid is to provide a staged long duration energy storage solution that incorporates 50MW and 250MWh dedicated in reserve at all times for reliability support services at Broken Hill. When not called upon to provide the reliability, the A-CAES asset, as well as additional stages of A-CAES capacity that would be paid for and used by Hydrostor's equity holders, will participate in and add liquidity to the NEM wholesale market.

ARENA has confirmed interest in funding support for the project and funding arrangements are being progressed via its Advancing Renewables Program (ARR).

Updated RIT-T guidelines

TransGrid issued its initial PADR in early August 2020 and concluded that Hydrostor's solution was expected to deliver the greatest net benefits of all options, across all three scenarios considered.

However, in late August 2020, as part of developing the guidelines to make the ISP actionable, the AER provided addition guidance regarding the treatment of non-network options in the RIT-T cost benefit assessment. TransGrid revisited the RIT-T assessment having regard to the new RIT-T guidelines and concluded that purchasing and refurbishing the existing old diesel turbines from Essential Energy (**Option 2**) is the option with the highest net benefit to meet Broken Hill's reliability corrective action. Hydrostor's solution (**Option 1A/5A (2)**) has the second highest benefits under this new approach.

The RIT-T guidelines are clear that a proponent should rely on the guidelines that were in effect when a RIT-T proponent initiated the RIT-T (i.e., the Project Specification Consultation Report or **PSCR**):

Each version of these RIT—T application guidelines will be effective from its effective date of issue, and RIT—T proponents should apply it as soon as practical. However, for compliance purposes concerning a RIT—T application, we will only have regard to the guidance that was in effect when a RIT—T proponent initiated the RIT—T in question. In this context, initiated means from the publication of a report. [Page 8 Application guidelines | Regulatory investment test

the December 2018 Application Guidelines for the Regulatory Investment Test for Transmission. It is unclear then, why the Australian Energy Regulator (AER) required TransGrid to adopt the 2020 is it has resulted in a different preferred option. An option that further reasons set out below.



Long term operation of fossil fuel generation inconsistent with Transgrid Vision and policies of Australian Government

While Option 2 (where TransGrid would purchase the existing turbines and undertake required refurbishment activities) exhibits the highest net benefit (between 9% and 12% higher Option 1A/5A (2)) TransGrid notes its concerns in the revised PADR that "prolonging the use of fossil fuel technologies is inconsistent with Broken Hill's City Council's Sustainability Strategy and the general transition of the electricity sector to low emission technologies." [page 7 PADR]

TransGrid's concern is an understatement. Simply put, option 2 should not even be considered as part of the RIT-T. The prolonged use of diesel generators is also inconsistent with:

- TransGrid's corporate vision of "A clean energy future for Australia" and a backward step in TransGrid's 5-star rating by the Global Real Estate Sustainability Benchmark (GRESB) 2020 ESG benchmarking report (and presumably TransGrid's upcoming corporate ESG Strategy to be released before the end of 2021)
- NSW Government's Electricity Infrastructure Roadmap seeking to transform its electricity system into one that is "cheap, clean and reliable" and includes a target of 2GW long duration storage.
- 3. NSW Government's target of 50% reduction in emissions by 2030 and net zero by 2050
- 4. Commonwealth Government's net zero policy by 2050 and a 35% reduction in emissions by 2030.
- AER's commitment to the newly launched international Regulatory Energy Transition Accelerator.
- 6. Prudent cost planning for long-term operations, given significant uncertainties with the long-term operational cost of these assets, which does not appear to be accounted for in the RIT-T.

In addition, the AER requires Network Service Providers to take into account feedback from the community and stakeholders. The feedback from the Broken Hill community and stakeholders is clear that TransGrid should not progress with the acquisition of the diesel generators and select the highest-ranking clean energy option in the PADR

It is incongruous with all the above for the AER to force TransGrid to purchase and operate diesel ible and necessary to have these diesel generators continuing to port solution (until the long-term solution will be constructed and CAES by 2025), it seems wholly unreasonable and imprudent to consider these near-end-of-life diesel generators as a long-term network support solution that will

consider these near-end-of-life diesel generators as a long-term network support solution that will both ensure reliability, meet policy objectives, and enable clear support from consumers and local stakeholders.



Including unregulated costs and derivative benefits into the RIT-T calculation

The cost benefit analysis in the revised PADR includes costs incurred by consumers through regulated revenues as well as the costs incurred by the equity participants in Hydrostor. We submit this is a misapplication of the RIT-T guidelines.

The purpose of the RIT-T is to mitigate the risk that consumers will pay for inefficient investments. As articulated by the COAG EC in its 2017 review into the RIT-T:

"The RIT-T is designed to identify the most efficient regulated investment in transmission infrastructure, whether intra- or inter-regional in scale, and ultimately protect consumers from paying more than necessary for their supply of electricity.

The role of the RIT-T is to avoid inefficient regulated investment in new transmission assets, including interconnectors, in the NEM. It recognises that network projects which are included in a transmission network business' regulated asset base must be paid for by energy consumers over the life of the asset—generally from 30 to 50 years; and that in some cases, a network investment is not the best option.

Simply put, the RIT-T plays the role of gate-keeper—ensuring that consumers only pay for investments that are economically efficient and optimal overall for the NEM. It aims to ensure that all credible options for addressing an identified need are considered, and that the relative merits of network and non-network options are considered on an equal footing

Importantly, the RIT-T only applies to investments that will benefit from regulated revenues; that is, regulated revenues recovered from electricity consumers. It does not apply to investments that are funded from other sources, for example augmentations paid for by generators, merchant interconnectors, or investments funded by governments." (COAG EC Review of the Regulatory Investment Test for Transmission RIT-T Review 6 February 2017)

Hydrostor's proposal is to provide a staged long duration energy storage solution that incorporates 50MW and 250MWh dedicated in reserve at all times for reliability support services at Broken Hill. When not called upon to provide the reliability, the A-CAES asset, as well as additional stages of A-CAES capacity that would be paid for and used by Hydrostor's equity holders, will participate in and add liquidity to the NEM wholesale market. It is the wholesale market participant's success (or failure) in the wholesale market that determines the extent of the market facing benefits. This is a risk to be borne the wholesale market participant, not consumers.

efits in the RIT-T calculation, for the unregulated capacity in the Aon the expected revenue streams from its operation in the market.

Ily provide greater consideration to near-term implementation of a
rarger-scale A-CAES solution (as contemplated in the PADR), and indeed would result in the truly
lowest costs to consumers.

It is the equity participants in Hydrostor who will take the risk in this investment (not consumers), the benefits (revenue streams) that should be considered. Afterall, the AER doesn't tell a solar or wind farm, battery or a gas-fired peaker whether they think it is going to be profitable or not.



Market Benefit Report out of date

TransGrid engaged EY to undertake market modelling to assess the wholesale market benefits, allowed under the RIT-T guidelines, expected to arise under each of the credible options. However, EY's market benefit report was not updated under the revised PADR. The report produced in August 2020 was based on the 2020 AEMO Integrated System Plan (ISP) central scenario.

Since the completion of the EY report the NSW Government has released its Energy Roadmap (November 2020) and AEMO will release the draft 2022 ISP in December 2021. Hydrostor submits that the combined impact of these changes will substantially change the market benefits and the report should be updated.

Inadequacy of diesel solution

The existing diesel fuelled gas turbines are approximately 40 years old and have been used by Essential Energy to support the transmission network at Broken Hill since the 1980's.

The diesel turbines, given the age and operating history, have not been adequately demonstrated to be reliable as a long-term solution. Moreover, with the aging nature of the transmission line between Buronga and Broken Hill it would seem logical that the reliability solution in Broken Hill will be called upon more frequently as more preventive and reactive maintenance on the line is performed. The PADR does not articulate what changes will be made to the existing diesel fuelled gas turbines to mitigate this situation and provide for potential increased operation in the future.

In the event of a transmission line outage mine operators in the region are currently instructed by Essential Energy to significantly curtail their demand as the existing diesel plant cannot reliably sustain the total demand on the Broken Hill distribution system. Apart from the significant financial impost this has on mining operations it also poses safety risks to their underground mining operations and has resulted in the need for manual evacuations in the past. As a major sources of demand on the Broken Hill distribution network mine operators should be offered the same level of reliability as all other customers so it can operate its operations in a safe and sustainable manner. The existing diesel fuelled gas turbine plant has not been able to achieve this in the past and the PADR does not detail how this will be resolved in the future.

Without clear independent verification of actual turbine condition, for example through an independent physical inspection report on the diesel turbines, it can only be assumed that the condition of the diesel turbines is commensurate with their age and that they would not be suited for an application requiring prolonged or regular operation. The PADR does not describe what xisting diesel turbines to mitigate their deteriorated condition to in the future.

New wining Loads in Broken Hill

TransGrid states in the PADR that, "Option 2 would not require any associated network investment (relating to switchbays or fault level upgrades)" and that" Acquiring the existing turbines does not enefits, as they are currently configured to operate only in islanded mode. When the Broken Hill network is islanded from the NEM the existing diesel turbines cannot support the total demand therefore, major mining loads are curtailed.



Hydrostor is aware of new mining loads being progressed in the region and these developments will be hindered by not having access of a long-term, cost effective, predictable, and reliable supply of electricity. The Cobalt Blue and Hawsons Iron mines together will have an estimated load of between 180mw to 190mw. Both mines will produce metals that are in demand for the transaction to clean energy and lower emission industry. As neither of these loads are currently committed TransGrid has not taken them onto account in the PADR conclusions. They are however, mentioned in the PADR sensitivity analysis.

For greater clarity, the Hydrostor A-CAES solution has significant flexibility to readily supply this important load growth, a fact that is specifically recognized in the PADR, but unfortunately is not factored into the basic economic assessment of the diesel generators compared to the A-CAES alternative.

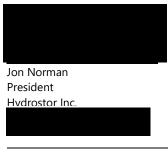
Hydrostor considers that these investments show more than just an intent to develop resources in this region and this needs to be taken into account the PADR load forecasts. The selection of an option in this PADR that is unable to meet reasonable Broken Hill future load requirements is not in the best interests of consumers in Broken Hill.

Investment in Broken Hill Region

As previously highlighted, it is incongruous for the AER to force TransGrid to purchase and operate diesel generators and even more so when this is in direct contradiction to the Broken Hill City Council's Sustainability Strategy. Moreover, the PADR states that Option 2, "inconsistent with the Sustainability Strategy of Broken Hill City Council and the general transition of the electricity sector to low emission technologies".

Based on an independent report by ACIL Allen² Hydrostor's PADR solution will provided significant economic benefits to NSW and the local community of Broken Hill. These benefits include: investment in the order of \$560m, with the majority of construction expenditures occurring in New South Wales and the community of Broken Hill; the creation of 260 full time equivalent construction jobs over three years, with a peak in the second year of 350 workers, many whom will be from the local Broken Hill region; and during to 40+ years of operation, roughly \$12m per annum of local expenditure.

Sincerely,



² ibid

Ms Kasia Kulbacka Executive Manager - Network Planning & Operations 180 Thomas Street, Sydney PO Box A1000 Sydney South NSW 1235 Australia

Submitted via email: regulatory.consultation@transgrid.com.au.

November 18, 2021

Dear Ms Kulbacka,

Project Assessment Draft Report Broken Hill reliability project

Energy Estate welcomes the opportunity to respond to TransGrid's RIT-T – Revised Project Assessment Draft Report (PADR) for Maintaining Reliable Supply to Broken Hill (published October 6, 2021).

Energy Estate is the co-developer of the Broken Hill Advanced Compressed Air Energy long duration storage project, in partnership with Hydrostor.

Background on Energy Estate

Energy Estate is a developer and accelerator and provides commercial, technical and strategic advisory services. Energy Estate's mission is to accelerate the transformation of the energy sector and decarbonisation of industry. We are an Australian based and owned company.

Our team has decades of experience and knowledge across the energy value chain coupled with broad and deep relationships globally with developers, traders, utilities, investors, contractors and suppliers, regulatory bodies, NGOs and other stakeholders. We have a particular focus on repurposing of industrial and mining sites such as the Muswellbrook coal mine in the Hunter Valley where we have partnered with Idemitsu to develop the Muswellbrook Energy, Training and Industrial Precinct.

We have successfully developed large scale renewable energy projects such as 120MW Bomen Solar Farm in NSW (in operation) and 300MW Rodds Bay Solar Farm in QLD (construction scheduled to commence Q4 2021).

Our pipeline of projects includes:

- Walcha Energy Project, NSW: The largest renewable energy project within the NEM which combines
 up to 4GW of wind and solar generation in the New England REZ with Dungowan PHES, large scale
 BESS and a private transmission line from Walcha to Liddell
- Central Queensland Power, NSW: A 3GW portfolio of wind, solar and storage projects located around the industrial hub of Gladstone in Queensland which is being co-developed with RES
- Hydrogen Hydrogen Network, NSW: Energy Estate is the developer of H2N, a large-scale hydrogen production, transportation and export project, developed in collaboration with key hydrogen users and exporters. Creating Australia's first Hydrogen Valley, its aim is to help unlock the renewable energy resources of the Central West, New England and Hunter Valley/Central Coast Renewable Energy Zones in New South Wales, to produce "green" hydrogen and associated green feedstock
- Abbot Point Clean Energy Hub, QLD: Abbot Point Clean Energy Hub is developed by Energy Estate
 and seeks to leverage the unique features of the Abbot Point Port to create a large hydrogen production
 and export project with extensive behind the meter solar PV and wind farm. This includes dedicated
 transmission from the wind and soalr farms to the hub
- Offshore wind: Energy Estate has partnered with BlueFloat Energy to develop a portfolio of offshore wind farms in NSW, Vic and SA and New Zealand.

We have a particular focus on the development of long duration storage, and we are currently developing and advising on PHES, saltwater PHES, iron flow BESS, CSP, other thermal storage options and hydorgen storage such as LAVO and cavern-based solutions. I was on the original expert working group for the first edition of the Integrated System Plan.

Broken Hill City Council Page 534

Broken Hill Long Duration Storage solution

Hydrostor's A-CAES technology is based on well-proven compressed air long duration storage technology. The viability of compressed air storage solutions has been validated by analysis by leading experts such as NREL and the Energy Estate technical team (x-Arup, KBR, John Holland) have undertaken our own extensive due diligence and assessment of the technology and its applicability to the Broken Hill site. Energy Estate has committed substantial resources to the development of the broken Hill A-CAES project after becoming comfortable that it is the right technology for the Broken Hill consumers.

Energy Estate strongly believes that long duration storage a critical missing piece of Australia's National Electricity Market's (NEM) transition to net zero emissions while maintaining energy security and affordability. This is why we are developing a range of different long duration options and accelerating different technologies. We like the A-CAES solution because it is simple and can reliable long duration energy with a long asset life. In addition, we believe that it is solution which is well suited to Broken Hill and other parts of regional Australia where PHES is not a feasible option because of water pressures and/or unsuitable topography or geology.

Our solution for maintaining a reliable supply to Broken Hill involves the repurposing of an economically end of life mine located in Broken Hill, providing additional benefits to the region in terms of jobs and economic growth. The analysis prepared by ACII Allen forecasts that the investment of ~\$500m in the Broken Hill region will create at least 750 direct and indirect jobs during construction and ongoing contribution of more than \$10m to the local economy for 40+ years operational lifetime. We seek to align all our projects to achievement of the Sustainable Development Goals and regional economic development. A key driver for Energy Estate is supporting the communities in which we operate and delivering enduring outcomes for all stakeholders including landowners, workers and indigenous/First Nations people. We believe in the reindustrialisation of industrial communities such as Broken Hill with low-carbon solutions and we are developing clean industrial precincts, manufacturing and green hydrogen/e-fuels projects in traditional industrial regions to support their diversification and resilience.

The Broken Hill A-CAES solution effectively establishes a large mini grid at Broken Hill that is connected to the NEM and can meet TransGrid's identified reliability concerns at Broken Hill over the long term. The technology chosen can provide services to the NEM which cannot be delivered by the existing diesel gas turbines. It is important to understand that the existing diesel generation cannot help to stabilise the local grid as it cannot run while the TransGrid system is connected at Broken Hill. The A-CAES solution will have a very significant positive impact on the well publicised MLF and curtailment issues facing the wind and solar farms currently operating in Broken Hill. The additional of a large-scale energy storage solution of this type at Broken Hill is also forecast to benefit many other generators in the West Murray Zone (and this was confirmed by analysis conducted for us by ACIL Allen). We are excited about the opportunities which will be unlocked to develop new renewable energy generation in Broken Hill due to the firming options which will be delivered by the A-CAES solution and deliver low-cost clean energy to new users such as Cobalt Blue and Hawson's Iron Ore.

Updated RIT-T guidelines

As highlighted in Hydrostor's submission, it is unclear to us why AER required TransGrid to adopt the 2020 RIT-T Guidelines when TransGrid released its PSCR in November 2019, especially as it has resulted in a different preferred option.

Long term operation of fossil fuel generation inconsistent with Transgrid Vision and all levels of Australian Government policy

TransGrid has noted its concerns in the revised PADR that "prolonging the use of fossil fuel technologies is inconsistent with Broken Hill's City Council's Sustainability Strategy and the general transition of the electricity sector to low emission technologies."

We believe that this concern does not reflect the reality of the current environment and the direction of energy markets in NSW and across Australia. It is inconsistent with NSW Government's Electricity Infrastructure Roadmap, NSW's Net Zero Plan, TransGrid's recently released vision, AER's commitment to the newly launched international Regulatory Energy Transition Accelerator and the Sustainability Strategy published by Broken Hill Council.

We agree that it is sensible that the diesel generators continue to provide an interim network support solution (until the long-term solution will be constructed and operational).

However, these diesel generators are near to the end of their life and we struggle to see how the right regulatory decision in this day and age is to incentivize their operation for decades to come when they will not be able to deliver the outcomes which are sought by consumers and investors let alone allow the Broken Hill region to grow and prosper in a net zero world.

EY Market Benefit Report out of date

EY undertook market modelling for TransGrid to assess the wholesale market benefits, allowed under the RITT guidelines, expected to arise under each of the credible options. The report was produced in August 2020 and was not updated for the revised PADR issued in October 2021.

Since the completion of the EY report there have been numerous material developments in the NEM which are likely to have impacted upon the market modelling. Energy Estate is an active participant in the Australian energy markets and we have received and reviewed updated market modelling from EY and other leading market modelling providers (such as ACIL Allen, Jacobs, Aurora and Baringa) since August 2020. These forecasts have changed materially to incorporate developments such as NSW's legislated Energy Roadmap and Queensland REZs. We have been actively engaged with the development of the 2022 ISP and together with Hydrostor made a submission on A-CAES as part of the IASR.

We expect the draft 2022 ISP to be released in December 2021 will include very material changes from the 2020 ISP and this has been heralded in the updated IASR and today AEMO mentioned in a Clean Energy Council presentation that significant additional volumes of long duration storage will be required in the coming years.

Diesel not a solution for consumers

The diesel-fired turbines in Broken Hill are 40 years old and we submit are not suitable to provide a long-term solution to consumers at the end of this line. Our reasons for this submission include:

- If the transmission line goes down mines are instructed by Essential Energy to reduce/curtail their demand as the old diesel plant cannot reliably meet total demand. This is clearly a sub-optimal outcome and undermines any opportunity to develop new loads in this region such as the proposed Cobalt Blue mine unless they install their own back-up generation. This in turn jeopardises a new mine's ability to raise funding from investors as it increases their capital costs and can result in them failing to meet their stated sustainability goals.
- We understand that the Aurecon report referred to in the revised PADR was conducted on a desktop basis and they were unable to inspect the turbines. We find it surprising that on the basis of a desktop analysis of 40-year-old turbines anyone is able to make an assertion that they will be able to continue operating for decades. In addition, the PADR has assumed that no material expenditure will be required or prudent in order to achieve this stated goal. Our team has decades of experience in relation to the operation of such diesel gensets in multiple markets here and globally. As the owners of such gensets we would not be comfortable making such assumptions and would include appropriate costs and contingencies if we were being required to ensure that such gensets remain available for years to come.

Lost opportunity for new investment - in storage, generation and regional growth

Energy Estate is delighted to have partnered with Hydrostor to bring their exciting technology to the Australian market. We are great believers in the efficacy of the A-CAES solution generally and the strong positive attributes of the Broken Hill site.

We have been working closely with key local stakeholders to understand their energy needs today and into the future. Traditional mining locations such as Broken Hill and Mt Isa need access to low cost reliable and **sustainable** energy sources to attract new investment into the opportunities which will sustain economic activity in such locations into the future. We are committed to developing a large-scale innovative project in Broken Hill. This project will deliver reliable affordable supply to Broken Hill for the long term and allow new economic activity such as additional large-scale wind and/or solar farms and new mines and processing facilities. It will also allow existing mines to transition away from their own back-up diesel generation and allow the Broken Hill community to

move to higher levels of electrification of transport over time. This is consistent with NSW's Net Zero vision and commitment.

Unfortunately, the other option which has now been preferred (on what we believe are questionable grounds) will not deliver any of these outcomes and risks leaving consumers with an uncertain and undesirable outcome.

We hope that this submission is helpful, and we would be happy to expand upon the points made in further detail.



Simon Currie Principal, Energy Estate

Codie Howard

From: Marisa Pickett

Sent: Thursday, 17 April 2025 1:26 PM

To: Linda Nadge

Cc: Broken Hill City Council

Subject:Feedback - draft Sustainability StrategyAttachments:2025-03-28 BHCC strategy feedback.pdf

Dear Linda and Travis,

Thank you for taking the time to share your thoughts on the draft Sustainability Strategy and Implementation Plan 2025-2030. We appreciate your passion for sustainability and your commitment to ensuring Broken Hill moves toward a cleaner, more sustainable future.

City-Wide Net Zero Target and Renewable Energy Commitment

We understand your concerns about the removal of the 100% city-wide renewable energy goal by 2030. To clarify, this change is not linked to the Hydrostor project. The original goal was tied closely to a proposed medium-scale solar array that would have significantly advanced the city's renewable capacity. Unfortunately, the Council has been unable to secure suitable land for this project, which makes the 2030 target unachievable under current circumstances.

As a result, the goal has been removed from the strategy to reflect what is realistically attainable at this point in time. However, this does not mean the ambition has been abandoned. Should land and funding become available in the future, the goal can be reinstated in future revisions of the strategy.

Importantly, the revised emissions targets in the current strategy remain strong and are aligned with broader State and Federal government policies. Specifically:

- The NSW Government has committed to a 50% reduction in emissions by 2030 and net zero by 2050.
- The Commonwealth Government aims for net zero by 2050 and a 35% reduction in emissions by 2030

Council's approach remains focused on meaningful action that is achievable, adaptive, and consistent with regional, state, and national efforts.

Hydrostor Power Station and Council's Position

Council continues to support Hydrostor's Power Station in alignment with its potential to contribute to the city's renewable energy transition. We acknowledge your concerns regarding the project's energy consumption and reliance on grid power. While we stand by our support for the project, we remain committed to engaging constructively and continuing to champion initiatives that promote genuine sustainability and reflect community values.

Transparency and Community Engagement

We understand the importance of clear and open communication when it comes to major strategy shifts. The feedback we've received will be documented and considered as part of the review process. Additionally, the appendices referenced in your submission will be made available in Council's meeting papers for public access.

Future Sustainability Direction

The 2025-2030 Sustainability Strategy is designed to build upon previous commitments while ensuring we make meaningful progress toward emissions reduction. We want to work closely with the community to refine our approach and explore opportunities that support renewable energy adoption while maintaining a practical and achievable path forward.

We appreciate your continued advocacy for a cleaner and more sustainable Broken Hill. Please feel free to reach out if you'd like to discuss this further.

Kind regards

Marisa Pickett

Waste and Sustainability Manager 240 Blende St PO Box 448 Broken Hill NSW 2880 **Phone** 08 8080 3177

Marisa.Pickett@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



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

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ORDINARY MEETING OF THE COUNCIL

April 23, 2025

ITEM 9

BROKEN HILL CITY COUNCIL REPORT NO. 73/25

AMENDMENT TO CONSTITUTION OF THE BROKEN HILL SUBJECT: D25/17878

HERITAGE COMMITTEE

Recommendation

1. That Broken Hill City Council Report No. 73/25 dated April 23, 2025, be received.

- 2. That Council rename the Broken Hill Heritage Committee, the Broken Hill Heritage Advisory Committee to align it to the S355 Advisory Committee Framework and Section 355 of the Local Government Act 1993
- 3. That Council endorse amendments to the constitutions as outlined in the below report.

Executive Summary:

The Broken Hill Heritage Committee is a Section 355 Advisory Committee established by Council under Section 355 of the Local Government Act 1993.

At the October 2025 Extra-Ordinary Council Meeting, Council deferred the re-establishment of the Broken Hill Heritage Committee, pending a review and update of the Constitution. The purpose of this report it to provide those updates for endorsement and commence the process to re-establish the Advisory Committee.

Report:

At the October 2025 Extra-Ordinary Council Meeting, Council deferred the re-establishment of the Broken Hill Heritage Committee, pending a review and update of the Constitution.

The review process has been undertaken to allow for better alignment for the role of an advisory committee to Council as well as incorporating best practice roles and objectives of Local Government Heritage Advisory Committees. The changes that have been made for endorsement are summarised in the table below:

Section	Original	Revised
Committee Name	Referred to as 'Broken Hill Heritage Committee'.	Updated to 'Broken Hill Heritage Advisory Committee' to reflect its strategic and advisory function.
Responsible Position	Chief Corporate and Community Officer is responsible for the Committee.	Responsibility shifted to Director Infrastructure & Environment, suggesting alignment with operational planning and environmental oversight.
Committee Role	Focused on assisting Council in identifying and promoting Broken Hill as	Expanded to include strategic heritage advice, promotion of best practice

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	Australia's First Heritage City, including input on strategy and events, with capacity to form Working Groups.	in conservation, community engagement, partnerships, and identifying heritage of state, national and world
Objectives	Emphasis on promoting Broken Hill's heritage, enhancing city branding, and encouraging public involvement.	significance. Retains original aims and adds a role as a conduit for community values, local history, identity, and cultural planning.
Delegation	Committee provides input to planning and supports programs/events. Subject to oversight and conditional limitations set by Council.	Clearly outlines advisory scope: making recommendations, initiating aligned projects, collaborating with officers, and stipulates that physical works/expenditure must have Council endorsement.
Structure and Membership	Minimum 12 members: 3 Councillors, 6 community reps with heritage/culture/planning experience, 2 Council staff (Events Coordinator, Executive Manager Planning), and 1 Heritage Advisor.	Maintains minimum 12 members but adds broader expertise criteria (including architecture and history), encourages diversity, updates staff roles (Community Development Coordinator, Manager Planning and Development), and affirms the advisory role of the Heritage Advisor.
Meetings	At least four meetings annually; frequency at Committee's discretion.	Formalised minimum as quarterly; permits hybrid/virtual attendance; establishes quorum (50% of voting members); and mandates compliance with the Model Code of Conduct and meeting protocols.
Reporting Requirements	Annual and Term Reports submitted to Council by third week in August.	Same schedule retained; language slightly clarified to ensure timely and complete reporting including financials where relevant.
Records	Proper records must be kept; minutes submitted within 14 days.	Same requirement maintained but emphasis placed on timely reporting and alignment with Council recordkeeping practices.
Framework & Compliance	Committee must comply with Section 355 & 377 of LG Act and Model Code of Conduct. Bound by	Same statutory and policy alignment retained, but broader emphasis placed on observance of relevant

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	Council's S355 Advisory Committee Framework.	rules, legal limitations, and framework integration.
Terminology & Emphasis	Language oriented toward administrative function and event support.	Terminology enhanced to reflect strategic advisory intent, inclusion, recognition of diverse heritage values, and alignment with broader planning and cultural objectives.

Community Engagement:

Nil

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.4	Our history, culture and diversity is embraced and celebrated
Strategy:	1.43	Promote the City as Australia's First Heritage Listed City

Relevant Legislation:

Section 355 Local Government Act 1993

Financial Implications:

Nil

Attachments

- 1. O:\Attachments\Open\2025\04-2025\D17 11038 Constitution of the Broken Hill
- Heritage Advisory Committee Draft Revision April 2025

JAY NANKIVELL GENERAL MANAGER



CONSTITUTION OF THE BROKEN HILL HERITAGE ADVISORY COMMITTEE

QUALITY CONTROL		
TRIM REFERENCES	D17/11038 – 15/87	
RESPONSIBLE POSITION	Director Infrastructure & Environment	
APPROVED BY	Council	
REVIEW DATE	March 2022	REVISION NUMBER 8
EFFECTIVE DATE	ACTION	MINUTE NUMBER
December 2013	Document Developed	N/A
18 December 2013	Adopted	44529
26 February 2014	Amendment to Schedule 1	44599
7 May 2014	Document Re-formatted	N/A
28 May 2015	Document Re-formatted and amended	N/A
29 March 2017	Adopted	45508
27 September 2017	Amended Membership Numbers	45630
26 September 2018	Amended Membership Numbers	45908
30 June 2021	Amended Objectives, Role and Membership. Deleting references to Facility Management	46576
30 March 2022	Adopted	46795
27 July 2022	Amended Membership Numbers	46910
31 March 2025	Document Re-formatted and terms of reference updated and amended	N/A
30 April 2025	Adopted	

Constitution of the Broken Hill Heritage CommitteePage

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AMENDMENT TO CONSTITUTION OF THE BROKEN HILL HERITAGE COMMITTEE

Attachment 1
O:\Attachments\Open\2025\042025\D17 11038 Constitution of the
Broken Hill Heritage Advisory
Committee - Draft Revision April
2025

1. INTRODUCTION

1.1. The Broken Hill Heritage Committee is a Section 355 Advisory Committee established by Council under Section 355 of the Local Government Act. The Committee's role is to strengthen heritage stewardship and facilitate meaningful community participation in the recognition, protection, and celebration of Broken Hill's heritage as Australia's First Heritage City.

2. COMMITTEE NAME

2.1. The Committee shall be called the Broken Hill Heritage Advisory Committee.

3. COMMITTEE ROLE

- **3.1.** The Committee will advise Council on strategic heritage matters and support initiatives that enhance Broken Hill's identity and community pride. It will:
 - Promote best practice in heritage conservation and education.
 - Encourage broad-based community involvement in heritage planning, events, and place-making.
 - Inform and contribute to the development of relevant Council policies, plans, and programs.
 - Strengthen partnerships between Council, stakeholders, and the wider community.
 - Identifies and provides advice and recommendations of significant sites of state, national and world heritage
- 3.2. The postal address of the Committee will be c/- PO Box 448, Broken Hill NSW 2880.

4. COMMITTEE OBJECTIVES

- **4.1.** The Committee is responsible for identifying opportunities and recommending to Council community activities that will grow the City's brand as Australia's First Heritage City and to encourage community participation in heritage activities.
- **4.2.** The Committee will also provide advice and guidance on the development of strategies, and identification of challenges and opportunities, in relation to heritage, cultural planning and local identity including local history, and community involvement which encourages a sense of belonging within the City of Broken Hill.
- **4.3.** Act as a conduit for local knowledge, values, and community aspirations relating to heritage.

5. COMMITTEE DELEGATION

- **5.1.** The Committee is an advisory body only. Its functions include:
 - Making recommendations to Council on heritage-related matters.
 - Initiating and supporting projects aligned with Council's adopted strategies and heritage priorities.
 - Collaborating with Council officers on relevant programs, exhibitions, or community events.
 - All actions or recommendations involving physical works or expenditure must be endorsed by Council.

Constitution of the Broken Hill Heritage Committee

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AMENDMENT TO CONSTITUTION OF THE BROKEN HILL HERITAGE COMMITTEE

Attachment 1
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2025

6. RESTRICTION OF DELEGATION

- **6.1.** Any works undertaken will be with the knowledge and approval of Council's Corporate Risk Coordinator.
- 6.2. The exercise by the Committee of its powers and functions will be subject to such limitations and conditions as may from time to time be imposed by law, specified by resolution of the Council or in writing by the General Manager to the Committee. The Committee will observe any rules and regulations made by Council, in relation to the facility/ function under its management and control.
- **6.3.** If at any time the Committee is deemed to be functioning outside the limits of its powers as described herein, all powers may be revoked by written notice to the Committee signed by the General Manager or his/her representative.

7. STRUCTURE AND MEMBERSHIP

- **7.1.** The Committee shall consist of a minimum of twelve (12) members to be appointed by resolution of the Council, such members to be nominated in the following manner:
- **7.2.** At least three (3) Councillor representatives.
- **7.3.** Minimum of six (6) community members with demonstrated experience in heritage, arts, culture, architecture, history and/or planning. Representatives of local heritage groups along with a diversity of age, gender, and backgrounds is encouraged.
- 1.1 Two (2) Council staff members, being the Community Development Coordinator and Manager Planning and Development as ex-officio (non-voting) members of the Committee, to provide technical support and advice.
- **7.4.** One (1) Broken Hill Heritage Advisor (ex-officio (non-voting) member) being a member of the Committee to resource our community-based Heritage Committee to drive recognition of Broken Hill as Australia's First Heritage City.
- **7.5.** The Council at the time of appointing the Committee will also confirm the Chairperson and Secretary.
- **7.6.** Council reserves the right to amend the number of Committee members and category of representation.

8. TERM OF APPOINTMENT

8.1. The term of a committee is the same term as the elected Council.

9. PRINCIPAL SPOKESPERSON

- **9.1.** The principal spokesperson for the committee shall be the Chairperson.
- **9.2.** The Chair may authorise other members to speak on behalf of the Committee, where deemed necessary and/or appropriate.

10. MEETINGS

- **10.1.** The Committee shall meet at least quarterly, with the option to convene more frequently as required.
- 10.2. Meetings may be in person, hybrid, or virtual, to support participation.
- **10.3.** A quorum requires 50% of voting members.

Constitution of the Broken Hill Heritage Committee

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AMENDMENT TO CONSTITUTION OF THE BROKEN HILL HERITAGE COMMITTEE

Attachment 1
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Broken Hill Heritage Advisory
Committee - Draft Revision April
2025

10.4. The Committee shall observe appropriate meeting protocols and the Model Code of Conduct.

11. REPORTING REQUIREMENTS

- **11.1.** Committees are to provide Council with an Annual Report inclusive of financial statements if applicable, by the third (3rd) week in August each year.
- **11.2.** A Term Report will be prepared by the outgoing Committee in a Local Government Election year, on the achievements of the Committee over its four-year term and forwarded to Council by the third (3rd) week in August.

12. RECORDS

- **12.1.** The Committee is required to keep all proper records.
- **12.2.** Minutes of each meeting shall be submitted to Council within fourteen (14) days of the meeting.

13. FRAMEWORK

- 13.1. The Committee will comply with all provisions of Section 355 Local Government Act 1993 (Committees), Section 377 Local Government Act 1993 (Delegations), and the Model Code of Conduct for all Councils in NSW.
- **13.2.** The Committee will comply with all provisions of Council's Section 355 Advisory Committee Framework.

14. REVIEW

14.1. Review of all Section 355 Committees, their structures, and Framework including Constitutions will be conducted by Council following each Local Government General Election, or by Council resolution, at the request of the Committee or at the discretion of the General Manager.

15. DEFINITIONS

"Council" shall mean Broken Hill City Council.

"Committee" shall mean the Broken Hill Heritage Committee.

Constitution of the Broken Hill Heritage Committee

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Ordinary Council 30 April 2025

ORDINARY MEETING OF THE COUNCIL

April 15, 2025

ITEM 10

BROKEN HILL CITY COUNCIL REPORT NO. 74/25

<u>SUBJECT:</u> <u>MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING</u> NO.456, HELD ON TUESDAY, 1 APRIL 2025 D25/16904

Recommendation

- 1. That Broken Hill City Council Report No. 74/25 dated April 15, 2025, be received.
- 2. That the minutes of the Local Traffic Committee Meeting No.456, held on Tuesday, 1 April 2025 be endorsed.
- 3. That Item No.456.10.2 recommendation be received:

That the Local Traffic Committee endorse the Traffic Control Plan for the Reconciliation Week March, including rolling closures.

- 4. That Item No.456.8.1 recommendations be received:
 - That Council change the first two angle parking bays to the right, adjacent to the Renal Unit entrance at the Far West Local Health District on Thomas Street, to '5-Minute' parking, to allow short-term parking to drop off and pick up patients undergoing dialysis treatment.
 - That the Committee review the '5-Minute' parking upon completion of construction works on the hospital grounds and road works on Thomas Street, to determine if the '5-Minute' parking bays will remain permanently.
- 5. That Item No.456.8.2 recommendation be received:

That Council contact the requester to seek further details and reasons for their request and to provide their response to the Local Traffic Committee for discussion at their May 2025 meeting.

6. That Item No.456.8.3 recommendation be received:

That correspondence be sent to the resident of Comstock Street, advising them Council inspected the area during school hours and did not identify there to be a problem with parking, therefore do not recommend parking restrictions at the front of the property.

7. That Item No.456.8.4 recommendation be received:

That correspondence be sent to the Alma Public School to arrange a meeting to discuss the parking arrangements and consideration for a 'Kiss and Drop' zone to be installed on Comstock Street, adjacent to the Alma Public School.

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Executive Summary:

Under Guidelines published in March 2009 by the Roads and Traffic Authority (now known as Transport for NSW), entitled 'A guide to the delegation to councils for the regulation of traffic states':

'The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the elected Council must be referred directly to Transport for NSW or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However, if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Transport for NSW and the NSW Police and wait 14 days before proceeding.'

Report:

This report is to provide Council with the minutes and action list of the Local Traffic Committee meeting, held on Tuesday, 1 April 2025 which details recommendations to Council for consideration or endorsement.

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:

- Road Transport (Safety and Traffic Management) Regulation 1999, and
- Road Rules 2008
- A guide to the delegation to councils for the regulation of traffic (guidelines)

Financial Implications:

Financial implications for any of the recommendations to Council will be detailed in the LTC minutes, it relevant.

Attachments

Minutes of the Local Traffic Committee - Meeting No.456, held on Tuesday, 1 April2025

<u>CODIE HOWARD</u> DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER

LOCAL TRAFFIC COMMITTEE

MINUTES OF MEETING No.456

Meeting held on Tuesday, 1 April 2025

Meeting commenced at 2pm

Location: Ground Floor Meeting Room, Council Administrative Centre

456.1 Acknowledgment of Country

Council's Manager Infrastructure Operations, Troy Johnson chaired the meeting and welcomed all representatives present and recited the 'Acknowledgement of Country.'

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

456.2 Present

Troy Johnson Manager Infrastructure Operations (Council Representative)

- Chairperson

Chris Gurney NSW Police (Representative)

Peter Beven Local Member Delegated Representative

Bob Algate Councillor Observer

Suranga Palihawadana Engineer (Council Observer)

Tanya Ralph Administrative Officer (Council – Secretariat)

Garon Dolan Administrative Officer (Council – Secretariat Observer)

456.3 Apologies

Codie Howard Director Infrastructure and Environment (Council Representative

- Chairperson)

Chris Wallace Inspector, NSW Police (Representative)

Jenene House Associate Community and Safety Partner – Far West Precinct, Transport

for NSW (TfNSW) (Representative)

456.4 Absent - Nil

456.5 Disclosure of Interest - Nil

Local Traffic Committee Minutes – Meeting No.456 – 1/04/2025

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456.6 Adoption of Previous Minutes

Minutes from previous meetings held on Tuesday, 4 March 2025 confirmed and approved.

All in favour Moved: David Vant Seconded: Troy Johnson

456.7 Council Resolutions

The following Committee recommendations were adopted by Council at its meeting held on **Wednesday**, **26 March 2025**.

MARCH 2025	, COMMINITIEE - N	MEETING NO.455, HELD ON TUESDAY, 4 D25/1183
RESOLUTION	TRe	esolved
<u>Minute No. [47816]</u> Councillor R Algate moved Councillor H Jewitt seconded) 1.	That Broken Hill City Council Report No. 52/25 dated March 13, 2025, be received.
	2.	That the minutes of the Local Traffic Committee – Meeting No.455, held on Tuesday, 4 March 2025 be endorsed.
	3.	That Item No.455.10.1 recommendations be received:
		That Council contact YMCA management to identify the size of the delivery trucks and to measure the 'Taxi Zone' parking bay to determine if this bay will accommodate a delivery truck.
		 That Council contact the Taxi company to determine if the 'Taxi Zone' is being utilised and see if they have any concerns with the proposal to change to either a 'Loading Zone' or a '15-Minute' parking.
	4.	That Item No.454.10.3 recommendation be received:
		 That correspondence be sent to the complainant, advising of the Local Traffic Committee's decision for both the angle parking on Argent Street and the 'Giveway' sign on Kaolin Street, at the Argent Street intersection, to remain unchanged.
	5.	That Item No.454.10.4 recommendation be received:
		That the Committee address this matter and review the parking arrangements on Chloride Street at the completion of Stage 3 of the Thomas Street Reconstruction, to determine if the angle parking will be removed or changed.
		CARRIED UNANIMOUSL

Local Traffic Committee Minutes – Meeting No.456 – 1/04/2025

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456.8 Correspondence In

Item No.	EDRMS No.	Details
456.8.1	D25/13580	Request for additional drop off and pick up bay on Thomas Street, adjacent to the Dialysis Unit – Far West Local Health District
456.8.2	D25/11598	Request for 'Bus Zone' on Gypsum Street, adjacent to the PCYC at 58 Gypsum Street
456.8.3	D25/10537	Resident Parking Concerns – Teachers and parents parking during School hours, affecting postal deliveries and waste collection at Comstock Street
456.8.4	D25/13198	Request to include a drop off and pick up bay for students on Comstock Street, adjacent to the Alma Public School

456.9 Correspondence Out

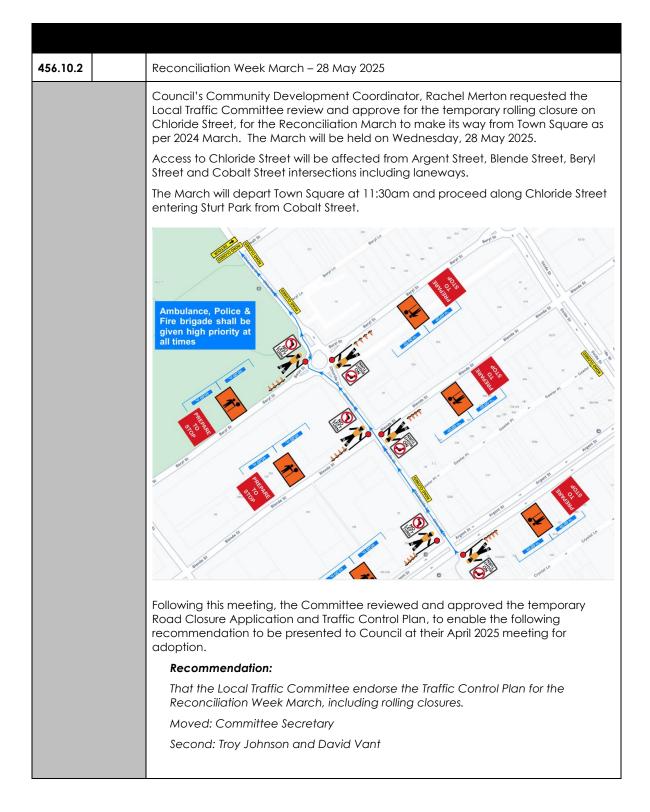
Item No.	EDRMS No.	Details
454.10.4	D25/9340	Council Resolution – Safety concerns at the Morgan and Chloride Street intersection, adjacent to Far West Local Health District
455.10.1	D25/14097	Council Resolution – Request for designated staff parking and to change the 'Taxi Zone', adjacent to the YMCA Regional Aquatic Centre at 336 McCulloch Street, to a 'Loading Zone' for deliveries – YMCA
454.10.3	D25/9342	Council Resolution – Request to change the 'Giveway' sign to a 'Stop' sign on Kaolin Street, at the Argent Street intersection

456.10 General Business

Item No.	EDRMS No.	
456.10.1	N/A	Additional NSW Police Representation for the Local Traffic Committee
		Relief NSW Police Representative, Chris Gurney informed the Committee arrangements have been made to include the NSW Police Highway Patrol Sergeant, Brodie Horrigan to attend future Local Traffic Committee meetings along with the NSW Police Committee Representative, Chris Wallace.
		This was determined by NSW Policy, following the increase with matters addressed by the Committee concerning traffic and parking infringements.
		It will be an advantage to have the Highway Patrol Sergeant present at meetings to follow up any concerns or complaints and to report directly with the Committee.
		This action was accepted by the Committee.

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456.11 Action Item List

Date	Item Details
April 2025	Request for additional drop off and pick up bay on Thomas Street, adjacent to the Dialysis Unit – Far West Local Health District
Item No.	456.8.1
EDRMS No.	D25/13580
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
April 2025	 That Council change the first two angle parking bays to the right, adjacent to the Renal Unit entrance at the Far West Local Health District on Thomas Street, to '5-Minute' parking, to allow short-term parking to drop off and pick up patients undergoing dialysis treatment. That the Committee review the '5-Minute' parking upon completion of construction works on the hospital grounds and road works on Thomas Street, to
	determine if the '5-Minute' parking bays will remain permanently.
Action Date	Running Actions
April 2025	The Committee received a request to install '15-Minute' parking spaces on Thomas Street, adjacent to the Rental Unit entrance at the Far West Local Health District, to allow short-term parking to drop patients off and pick up for treatment. Parking on Thomas Street is limited, due to reduced parking on the hospital ground for construction of the Mental Health Unit and the current road works on Thomas Street.

Local Traffic Committee Minutes – Meeting No.456 – 1/04/2025

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The Committee discussed the request and identified there is a '5-minute' drop off and pick up bay and disability parking spaces on Thomas Street, adjacent to the main entrance to the hospital.

The complainant outlined in their request, that it is difficult for a patient who has just gone through dialysis treatment, to walk a long distance. Short-term parking made available at Rental Units would be better for patients.

Prior to the meeting, Troy Johnson inspected the area and advised the Committee the 'No Stopping' zone in the area will need to be considered, if additional parking was to be introduced. The Committee will need to investigate to see if there are any stipulations or rules relating to the 'No Stopping' zone.



David Vant suggested that during construction work, two of the angle parking spaces to the right of the Renal Unit be changed temporarily to '5-Minute' parking and that the Committee review this upon completion of construction works, to determine if the parking spaces will be made permanent.

Recommendations:

- That Council change the first two angle parking bays to the right, adjacent to the Renal Unit entrance at the Far West Local Health District on Thomas Street, to '5-Minute' parking, to allow short-term parking to drop off and pick up patients undergoing dialysis treatment.
- That the Committee review the '5-Minute' parking upon completion of construction works on the hospital grounds and road works on Thomas Street, to determine if the '5-Minute' parking bays will remain permanently.

Move: Troy Johnson Second: Chris Gurney

All in favour

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Date	Item Details
April 2025	Request for 'Bus Zone' on Gypsum Street, adjacent to the PCYC at 58 Gypsum Street
Item No.	456.8.2
EDRMS No.	D25/11598
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
April 2025	That Council contact the requeter to seek further details and reason for their request and to provide their response to the Local Traffic Committee for discussion at their May 2025 meeting.
Action Date	Running Actions
April 2025	Correspondence received from the Children's Activity Officer for the Broken Hill Police Citizen Youth Club (PCYC), requesting the Committee consider the establishment of a dedicated a bus zone on Gypsum Street, adjacent to the PCYC at 58 Gypsum Street, to enable safe delivery and collection of children registered for the Fit for Life program and Out of School Hours program.
	The proposed bus zone would need to accommodate standard-sized buses and should be operational during the program hours.
	The requester outlined the following concerns and suggested benefits with the lack of designated parking for their bus service, as follows:
	Safety concerns for children entering and existing vehicles in an uncontrolled environment.

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- Traffic congestion during peak program times.
- Children having to walk long distances after getting off the bus due to the lack of parking during the peak times.
- Difficulty for parents and caregivers to safely park to collect their children.

The benefits of a dedicated bus zone include:

- Enhance safety for all program participants.
- Improved traffic flow around the facility.
- More organised and efficient drop off and collection process.
- Reduce stress for parents, staff and children.

The Committee determined there is sufficient parking on site for the PCYC bus.

Recommendation:

That Council contact the requester to seek further details and reason for their request and to provide their response to the Local Traffic Committee for discussion at their May 2025 meeting.

Moved: David Vant Second: Troy Johnson

All in favour

Date	Item Details
April 2025	Resident Parking Concerns – Teachers and parents parking during School hours, affecting postal deliveries and waste collection at 24 Comstock Street
Item No.	456.8.3
EDRMS No.	D25/10537
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
April 2025	That correspondence be sent to the resident of Comstock Street, advising them Council inspected the area during school hours and did not identify there to be a problem with parking, therefore do not recommend parking restrictions at the front of the property.

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Action Date	Running Actions
April 2025	The resident at Comstock Street raised concerns with vehicles parking at the front of their property from 7.30am to 4.30pm, during school hours, blocking access to their access pathway, parcel deliveries and waste collection.
	The resident requested the Committee to consider making the area adjacent to their property and the paved walkway 'No Parking', to prevent staff from the Alma Public School parking there.
	Troy Johnson informed the Committee that he inspected the area prior to the meeting, by driving past the property approximately seven (7) times, during which he had not witnessed any vehicles parking in front of the property at Comstock Street.
	Based on the results of the inspection, the Committee decided to reject the request for the area at the front of the property to be made no parking during school hours and resolved the following recommendation.
	Recommendation:
	That correspondence be sent to the resident of . Comstock Street, advising that Council inspected the area during school hours and did not identify there to be a problem with parking, therefore do not recommend parking restrictions at the front of the property.
	Moved: David Vant
	Second: Troy Johnson
	All in favour

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Date	Item Details			
April 2025	Request to include a drop off and pick up bay for students on Comstock Street, adjacent to the Alma Public School			
Item No.	456.8.4			
EDRMS No.	D25/13198			
CRM No.	N/A			
Responsible Officer	Director Infrastructure and Environment			
Current Status	Ongoing			
Date	Committee Recommendation/s			
April 2025	That correspondence be sent to the Alma Public School Principal to arrange a meeting to discuss the parking arrangements and consideration for a 'Kiss and Drop' zone to be installed on Comstock Street, adjacent to the Alma Public School.			
Action Date	Running Actions			
April 2025	The Committee received correspondence in response to the recent line marking on Comstock Street, adjacent to the Alma Public School, pointing out two parking spaces that have been painted in the 'No Parking' zone, despite the signage remaining the same.			
	The 'No Parking' zone for many years has been used by parents to drop off students in the mornings and now with the inclusion of the two additional parking bays, does not allow an area to drop off, forcing parents to double park. The complainant witnessed parents dropping their children off near the bus zone, posing safety concerns for students.			
	Following the meeting, Troy Johnson will arrange for the 'No Parking' signs to be removed.			
	David Vant advised the Committee parking is not permitted 20 meters on the approach and 10 metres on the departure for a pedestrian crossing and suggested the Committee review the option to reinstate a 'Kiss and Drop' zone in the area where the two additional parking spaces were line marked.			
	The School's Principal will need to be contacted to advise of the concern raised and to discuss the options for installation of a 'Kiss and Drop' zone on Comstock Street side of the school.			
	Recommendation:			
	That correspondence be sent to the Alma Public School Principal to arrange a meeting to discuss the parking arrangements and consideration for a 'Kiss and Drop' zone to be installed on Comstock Street, adjacent to the Alma Public School.			

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	Maria de Daniel Vand					
	Moved: David Vant Second: Troy, Johnson and Chris Gurney					
	Second: Troy Johnson and Chris Gurney					
	All in favour					
	David Vant informed the Committee that he will be in Broken Hill in the coming weeks and will complete an observation of the area and requested this matter be carried over for further discussion at the Committee May 2025 meeting.					
Date	Item Details					
March 2025	Request for designated staff parking and to change the 'Taxi Zone,' adjacent to the YMCA Regional Aquatic Centre at 336 McCulloch Street, to a 'Loading Zone' for deliveries.					
Item No.	455.10.1					
EDRMS No.	N/A					
CRM No.	N/A					
Responsible Officer	Director Infrastructure and Environment					
Current Status	Ongoing					
Date	Committee Recommendation/s					
March 2025	That Council contact YMCA management to identify the size of the delivery trucks and to measure the 'Taxi Zone' parking bay to determine if this bay will accommodate a delivery truck.					
	That Council contact the Taxi company to determine if the 'Taxi Zone' is being utilised and see if they have any concerns with the proposal to change to either a 'Loading Zone' or a '15-Minute' parking.					
Action Date	Running Actions					
April 2025	That this matter be deferred for discussion at the Committee's May 2025 meeting following the inspection being completed by Council.					
March 2025	The Committee received an email from YMCA Broken Hill management, requesting designated staff parking and to change the 'Taxi Zone,' adjacent to the YMCA Regional Aquatic Centre, 336 McCulloch Street, to a 'Loading Zone'.					
YMCA management believe the 'Taxi Zone' is not being utilised and w better used as a 'Loading Zone' for the facility.						
	It was noted the existing parking in the requested area, adjacent to the Regional Aquatic Centre entrance, consists of a 'No Stopping,' '5-Minute' parking bay, 'Taxi Zone' and a disability parking bay.					
	Chris Wallace suggested the 'Taxi Zone' could be changed to an additional '5-Minute' parking bay, to allow short-term parking for patrons being dropped off					

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and picked up at the Regional Aquatic Centre. Chris Wallace informed the Committee that he has a conflict of interest with this matter, as his wife works at the Centre. For this reason, Chris Wallace withdrew himself from voting on recommendations resolved by the Committee. This was accepted by the Committee.

The Committee agreed that consultation with the Taxi company is required, to determine if they require the 'Taxi Zone' at the Regional Aquatic Centre and check if they have any concerns with the request.

The Committee identified that the existing 'Taxi Zone' is a standard parking bay, and the size may not accommodate delivery trucks. Council will need to measure the parking bay to determine the size and contact YMCA Management to identify the size of their delivery trucks.

Troy Johnson advised the Committee that if the bay is changed to a 'Loading Zone,' Council's Ranger would need to be consulted regarding increasing patrols of the area and issuing of infringement notices.

The Committee determined there is sufficient parking at the Centre for the YMCA's staff and agreed to further discuss this matter at their April 2025 meeting, following inspection of the area by Council.

Recommendations:

- That Council contact YMCA management to identify the size of the delivery trucks and to measure the 'Taxi Zone' parking bay to determine if this bay will accommodate a delivery truck.
- That Council contact the Taxi company to determine if the 'Taxi Zone' is being utilised and see if they have any concerns with the proposal to change to either a 'Loading Zone' or a '15-Minute' parking.

Moved: Troy Johnson Second: David Vant

All in favour

Date	Item Details	
February 2025	Request to remove or cover 'School Zone Flashing Lights' on Murton Street, adjacent to the old Willyama High School site.	
Item No.	454.10.1	
EDRMS No.	N/A	
CRM No.	N/A	
Responsible Officer	ble Officer Director Infrastructure and Environment	
Current Status	Complete	

Local Traffic Committee Minutes – Meeting No.456 – 1/04/2025

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Date	Committee Recommendation/s		
Action Date	Running Actions		
April 2025	Troy John informed the Committee the covers have been placed over the School Zone Flashing Lights on Murton Street, adjacent to the old site for the Willyama High School.		
	The covers will be removed when the school is operational. No further action required by the Committee.		
March 2025	David Vant stated, notification from the Department of Education has not yet been received by Transport for NSW, advising the declassification of the site as a school zone, due to relocation of Willyama High School to the Broken Hill High School site.		
	Troy Johnson will notify Codie Howard of this update and ask him to request the Department of Education, to notify Transport for NSW, that the old Willyama High School site in Murton Street has been temporarily declassified as a school zone and to request the installation of temporary School Zone Flashing Lights at the current Willyama High School site.		
	David Vant explained that Council can bag or cover the School Zone Flashing Lights on Murton Street at the old Willyama High School site. As advised, Council will be going ahead and covering the 40km/h speed zone signs around the old Willyama High School site, pending notification from the Department of Education.		
	The Committee agreed to defer this matter for future discussion at the April 2025 meeting.		
February 2025	The Committee was informed motorists are being fined when they exceed 40km/h travelling on Murton Street, adjacent to the old Willyama High School site, when the 'School Zone Lights' are flashing, although this area is not presently a school zone.		
	Codie Howard asked David Vant, if it would be possible to either remove or cover these flashing lights, while the Willyama High School is situated at the Broken Hill High School site and for Transport for NSW to consider installing temporary 'School Zone Flashing Lights' at the school current site, on either the Wolfram Street or Kaolin Street sides.		
	David Vant advised the Committee that if the 'School Zone Flashing Lights' are removed on Murton Street at the old Willyama High School site, then it will be much harder to get them reinstalled later on.		
	For the 'School Zone Flashing Lights to be removed or covered, this would have to be directed by the Department of Education and for them to declassifying the area as a school zone. David Vant informed the Committee that no such notification has been received by Transport for the NSW.		
	David Vant will follow up this matter with Jenene House from Transport for NSW, who is looking after the matter relating to school zones and will provide the Committee an update at the March 2025 meeting.		
	David Vant informed the Committee that School Zone Flashing Lights at school were Government funded to be installed at the frontage of schools and for the		

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installation of an addition flashing light in the area for the Willyama High School's
current site, would require a case study to be completed by Transport for NSW,
looking at how the school and buses operate in the area. As to the position of
the 'School Zone Flashing Lights' on Wolfram Street or Kaolin Street will depend on
the case study and its findings.

Codie Howard advised he will contact the Department of Education and ask them to inform Transport for NSW that the area is not currently a school zone and for the flashing lights in this area to be removed or covered and for them to request the installation of an additional 'School Zone Flashing Lights' at the current site for the Willyama High School.

David Vant estimated the cost of each unit is approximately \$30,000 and explained each unit has a battery backup and are linked back to the Sydney office.

David Vant informed the Committee he will inspect the current site for the Willyama High School, following this meeting while he is in Broken Hill.

Date	Item Details			
December 2024	Traffic Management Plan for development of Truck Stop on Barrier Highway			
Item No.	453.10.2			
EDRMS No.	D24/59013			
CRM No.	N/A			
Responsible Officer	Director Infrastructure and Environment			
Current Status	Ongoing			
Date	Committee Recommendation/s			
December 2024	That the Local Traffic Committee review the Traffic Management Plan for the Development Application following consultation between Transport for NSW, Council and the developer.			
Action Date	Running Actions			
April 2025	David Vant informed the Committee, a Development Application has been lodged with Transport for NSW for review and approval.			
	David Vant is on the investigation team and all information he provides to the Committee will be for information only and will provide the Committee an update at the May 2025 meeting.			
March 2025 David Vant did not receive any comments for the Traffic Management Plan the proposed truck stop and will follow up an update and provide this to the Committee for review, prior to the April 2025 meeting.				

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February 2025

Codie Howard informed the Committee, he met with Council's Manager Planning and Development following the December 2024 meeting to seek clarification of their request. The Planning and Development Manager explained this Development Application does not need to be presented to Transport for NSW for approval. Their request was for the Local Traffic Committee to review and provide comments in relation to the proposed parking arrangement for the development of truck stop on the Barrier Highway, displayed in the plans that were provided to the Committee prior to the December 2024 meeting.

David Vant explained the Development Application is for a new development, will therefore require a Section 138 Approval under the *Road Act* (1993), Transport for NSW (TfNSW) and Local Government are the road authorities of the classified road reserve and have the responsibility to review and consent to the proposed work and states the following:

Consent under Section 138 of the Roads Act 1993 is required for any works or activities in a public reserve, public road way or footpath (nature strip or verge).

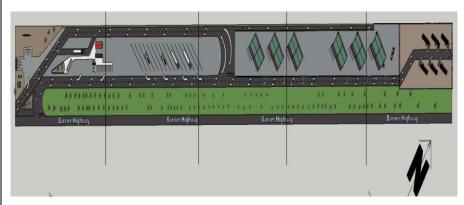
For all unclassified roads and many classified roads Local Government is the consent authority with the Roads and Maritime Service giving concurrence or consent on classified roads.

David Vant advised Council can make a decision for the development without being reviewed by Transport for NSW. However, Council will be liable for future matters or instances.

A copy of the Development Application plans to be provided to David Vant following this meeting to review and to provide his comments at the March 2025 meeting.

December 2024

Council's Manager Planning and Development has referred the Development Application for a Truck Stop and accommodation on the Barrier Highway to the Committee for consideration and advice on vehicle access and movements.



David Vant informed the Committee that Transport for NSW (TfNSW) cannot provide comments on this type of development, until the Development Application has been referred to them by Council for review of the arrangement of the traffic management plan, in accordance with Section 138 – Works and Structures of the Road Act.

This requires that all work or activities undertaken within a road reserve must have the Road Authorities' consent prior to commencement, as stated:

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138 Works and Structures

- (1) A person must not—
 - (a) erect a structure or carry out a work in, on or over a public road, or
 - (b) dig up or disturb the surface of a public road, or
 - (c) remove or interfere with a structure, work or tree on a public road, or
 - (d) pump water into a public road from any land adjoining the road, or
 - (e) connect a road (whether public or private) to a classified road, otherwise, than with the consent of the appropriate roads authority. Maximum penalty—10 penalty units.
- (2) A consent may not be given with respect to a classified road except with the concurrence of TfNSW.
- (3) If the applicant is a public authority, the roads authority and, in the case of a classified road, TfNSW must consult with the applicant before deciding whether or not to grant consent or concurrence.
- (4) This section applies to a roads authority and to any employee of a roads authority in the same way as it applies to any other person.
- (5) This section applies despite the provisions of any other Act or law to the contrary, but does not apply to anything done under the provisions of the Pipelines Act 1967 or under any other provision of an Act that expressly excludes the operation of this section.

Recommendation:

That the Local Traffic Committee review the Traffic Management Plan for the Development Application following consultation between Transport for NSW, Council and the developer.

Move: David Vant

Second: Troy Johnson and Chis Wallace

All in favour

455.12 Next Meeting Date: Tuesday, 6 May 2025

455.13 Meeting Close: 2.40 pm

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Ordinary Council 30 April 2025

ORDINARY MEETING OF THE COUNCIL

April 15, 2025

ITEM 11

BROKEN HILL CITY COUNCIL REPORT NO. 75/25

SUBJECT: ACTION LIST REPORT D25/16857

Recommendation

1. That Broken Hill City Council Report No. 75/25 dated April 15, 2025, be received.

Executive Summary:

The purpose of this report is to ensure that Council and the community are informed on the status of actions required by previous Council resolutions.

Report:

A new format Action List was presented to the June 2017 Council Meeting to provide Councillors with a clearer way of reporting on the progress of outstanding Council resolutions. As per Minute No. 45570, the Action List has been produced in the new colour coded format and shows the progress of Council' outstanding decisions (Green – completed, Yellow – in progress and Red – not yet commenced).

The Action List attached to this report covers decisions at Ordinary Council Meetings, is for information only and will be provided to Council on a monthly basis.

Discussions have been held with staff regarding the long outstanding items on the Action List, most of which are leasing/licencing matters. Staff will be working to finalise these items as a priority and/or request Council to rescind resolutions where circumstances have changed.

Community Engagement:

Nil.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993

Financial Implications:

Nil

Ordinary Council 30 April 2025

Attachments

1. 4 Action List Update - April 2025

LEISA BARTLETT EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

Division: Date From: 1/04/2019 For Action Committee: Ordinary Council **Date To:** 22/04/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 22 April 2025 10:29:38 AM

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/07/2020	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE OF PART LOT 7315 DP 1183447 TO BROKEN HILL SPEEDWAY CLUB

Resolved

- 1. That Broken Hill City Council Report No. 105/20 dated July 1, 2020, be received.
- 2. That Council (as Trust Manager for the Willyama Common Trust) lease Part Lot 7315 in Deposited Plan 1183447 to the Broken Hill Speedway Club for the purpose of a motocross track extension and associated access.
- That the lease term be 25 years and the annual rental be the minimum Crown Lands rental.
- 4. That the Mayor and General Manager be authorised to sign and execute any documents under the Common Seal of Council, the absence of a Trust Seal.

CARRIED UNANIMOUSLY

12 Aug 2020 10:00am Bartlett, Leisa

Solicitors are drawing up the licence agreement.

17 Sep 2020 3:09pm Bartlett, Leisa

Draft lease being finalised.

16 Oct 2020 9:20am Bartlett, Leisa

Draft lease with Solicitors.

10 Nov 2020 4:26pm Bartlett, Leisa

Licence is with the Broken Hill Speedway Club for signature.

30 Nov 2020 2:11pm Bartlett, Leisa

Licence with Speedway Club for signature.

12 Feb 2021 10:04am Bartlett, Leisa

Licence signed by all parties and is now with the Minister for approval.

18 Mar 2021 4:40pm Bartlett, Leisa

In progress.

16 Apr 2021 10:42am Bartlett, Leisa

In progress.

12 May 2021 12:14pm Bartlett, Leisa

In progress.

17 Jun 2021 4:55pm Bartlett, Leisa

Waiting on response from Local Aboriginal Land Council.

15 Jul 2021 12:15pm Bartlett, Leisa

Solicitor is awaiting a response from the Local Aboriginal Land Council. 12 Aug 2021 3:04pm Bartlett, Leisa

Council's Solicitor is awaiting a response from the Local Aboriginal Land Council.

15 Sep 2021 9:06am Bartlett, Leisa

Council staff following up with Local Aboriginal Land Council. 14 Oct 2021 4:12pm Bartlett, Leisa

Awaiting response from Local Aboriginal Land Council.

11 Nov 2021 9:02am Bartlett, Leisa

Awaiting response from the Local Aboriginal Land Council.

16 Dec 2021 11:51am Bartlett, Leisa

Awaiting response from Local Aboriginal Land Council.

18 Jan 2022 2:55pm Butcher, Lacey

Awaiting response from Aboriginal Land Council

15 Feb 2022 10:58am Bartlett, Leisa

Awaiting response from Aboriginal Land Council.

23 Mar 2022 2:42pm Bartlett, Leisa

No change in status.

19 May 2022 11:23am Bartlett, Leisa

No change in status.

22 Jun 2022 11:04am Guerin, Emily

No change in status

18 Jul 2022 3:07pm Guerin, Emily

No change in status

24 Aug 2022 3:28pm Bartlett, Leisa

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Division: Date From: 1/04/2019 For Action Committee: Ordinary Council **Date To:** 22/04/2025

Officer:

Action Sheets Report Further Report Required: Including Further Reports Printed: Tuesday, 22 April 2025 10:29:38 AM

No change in status.

07 Sep 2022 3:24pm Guerin, Emily - Reallocation

Action reassigned to Mason, Michael by Guerin, Emily

20 Sep 2022 12:16pm Guerin, Emily

No change in status

18 Oct 2022 9:36am Guerin, Emily

Still awaiting response from Aboriginal Land Council. Further follow up with LALC to again occur.

16 Nov 2022 8:25am Guerin, Emily

No change in status

13 Dec 2022 8:56am Guerin, Emily

No change in status

17 Jan 2023 11:16am Guerin, Emily

No change in status

13 Feb 2023 11:43am Guerin, Emily

No change in status

21 Mar 2023 1:29pm Guerin, Emily

No change in status

18 Apr 2023 11:20am Guerin, Emily

No change in status

23 May 2023 8:48am Butcher, Lacey

No change in status

14 Jun 2023 11:34am Guerin, Emily - Reallocation

Action reassigned to Howard, Codie by Guerin, Emily

20 Jun 2023 8:49am Butcher, Lacey

No change in status

22 Aug 2023 10:50am Falkner, Georgina

No change in status

20 Sep 2023 10:31am Howard, Codie

No change in status.

11 Oct 2023 1:14pm Falkner, Georgina

No change in status.

21 Nov 2023 2:24pm Falkner, Georgina

No change in status

07 Dec 2023 10:40am Falkner, Georgina

No change in status.

19 Jan 2024 1:44pm Falkner, Georgina

No change in status. Follow up correspondence sent.

21 Feb 2024 9:19am Butcher, Lacey

No change in status

20 Mar 2024 10:04am Falkner, Georgina

No change in status

17 Apr 2024 10:22am Butcher, Lacey No change in status

21 May 2024 3:16pm Falkner, Georgina

No change in status.

18 Jun 2024 3:13pm Falkner, Georgina

No change in status. Further follow up correspondence sent.

22 Jul 2024 1:13pm Murray, Jessica

No change in status 21 Aug 2024 10:02am Falkner, Georgina

No change in status.

17 Oct 2024 12:08pm Murray, Jessica No change in status

19 Nov 2024 2:02pm Guerin, Emily

No change in status

10 Dec 2024 1:26pm Murray, Jessica

No change in status

08 Jan 2025 10:30am Guerin, Emily

No change in status

18 Feb 2025 1:29pm Guerin, Emily

No change in status 18 Mar 2025 11:18am Guerin, Emily

No change in status

09 Apr 2025 2:46pm Guerin, Emily

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Division: Date From: 1/04/2019 For Action Committee: Ordinary Council **Date To:** 22/04/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 22 April 2025 10:29:38 AM

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 23/02/2022	Nankivell, Jay Nankivell, Jay	Confidential Matters	LEGAL EXPENDITURE - CIVIC CENTRE OMBUDSMAN'S REPORT

Resolved

- That Broken Hill City Council Report No. 54/22 dated February 15, 2022, be received.
- 2. That the General Manager be invited to contact the Auditor General to investigate the legality of the expenditure to defend the Ombudsman's report in the absence of Council's approval to do so.

CARRIED UNANIMOUSLY

24 Mar 2022 5:35pm Bartlett, Leisa

Communication initiated with the Audit Office to commence the investigation and the best course of action.

19 May 2022 11:47am Bartlett, Leisa

No change in status

20 Jul 2022 4:05pm Guerin, Emily

No change in status

24 Aug 2022 4:05pm Butcher, Lacey Awaiting advice from Audit Office

19 Sep 2022 11:32am Guerin, Emily No change in status

21 Nov 2022 2:29pm Guerin, Emily

No change in status

07 Dec 2022 9:37am Guerin, Emily

Ongoing

17 Jan 2023 11:22am Guerin, Emily Nothing further

14 Feb 2023 1:43pm Guerin, Emily

Ongoing

21 Mar 2023 1:50pm Guerin, Emily Ongoing

18 Apr 2023 2:09pm Guerin, Emily

23 May 2023 3:19pm Butcher, Lacey Ongoing

21 Jun 2023 4:39pm Butcher, Lacey

Ongoing

19 Jul 2023 9:24am Guerin, Emily No change in status

22 Aug 2023 3:45pm Butcher, Lacey

Ongoing 18 Jan 2024 8:41am Butcher, Lacey

Ongoing

08 Feb 2024 4:45pm Butcher, Lacey

Ongoing

11 Mar 2024 11:49am Butcher, Lacey

Ongoing

16 Apr 2024 1:56pm Butcher, Lacey

Ongoing

20 May 2024 4:08pm Butcher, Lacey

Ongoing

18 Jun 2024 3:05pm Murray, Jessica

Ongoing

23 Jul 2024 1:00pm Murray, Jessica

Ongoing

21 Aug 2024 9:32am Murray, Jessica

Ongoing

17 Oct 2024 12:08pm Murray, Jessica

19 Nov 2024 12:11pm Murray, Jessica Referring to OLG

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For Action Committee: Ordinary Council Date To: 22/04/2025

Officer:
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10 Dec 2024 1:28pm Murray, Jessica

No change in status

15 Jan 2025 9:41am Guerin, Emily

No change in status

21 Feb 2025 8:49am Bartlett, Leisa

No change in status

18 Mar 2025 2:38pm Guerin, Emily

No change in status

15 Apr 2025 11:29am Guerin, Emily

Ongoing

Meeting	Officer/Dire ctor	Section	Subject
	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LEASE TO SILVER CITY ARCHERS

Resolved

- 1. That Broken Hill City Council Report No. 167/22 dated June 22, 2022, be received.
- 2. That Council (as the Willyama Common Trust) enter into a new 20 year lease agreement with Silver City Archers, for lease of their existing site on the Willyama Common (Part Lot 7388 Deposited Plan 1200953).
- 3. That the rent remain \$250 per annum.
- 4. That in the absence of a Trust Seal, the lease documents be executed by the Mayor and General Manager under the Common Seal of Council.

CARRIED UNANIMOUSLY

25 Aug 2022 1:02pm Butcher, Lacey

Council's solicitors are preparing the draft lease

20 Sep 2022 11:29am Guerin, Emily

Continuing use as currently arranged while new template is being reviewed.

18 Oct 2022 9:35am Guerin, Emily

Template being reviewed. Current lease ongoing

16 Nov 2022 8:26am Guerin, Emily

Lease under review

13 Dec 2022 8:56am Guerin, Emily

Draft lease sent to Silver City Archers for review

17 Jan 2023 11:17am Guerin, Emily

No change in status

13 Feb 2023 11:44am Guerin, Emily

No change in status

21 Mar 2023 1:30pm Guerin, Emily

Solicitors are making minor amendments to lease document

18 Apr 2023 11:23am Guerin, Emily

Amendments made and lease to be sent to Silver City Archers for review and signing

22 May 2023 3:50pm Butcher, Lacey

lease is now with Council for signing

14 Jun 2023 11:33am Guerin, Emily - Reallocation

Action reassigned to Howard, Codie by Guerin, Emily

20 Jun 2023 8:48am Butcher, Lacey

lease with Silver City Archers for signing

22 Aug 2023 10:52am Falkner, Georgina

Lease signed by Council and Silver City Archers. Lease has been sent to Crown Lands for Ministerial consent.

20 Sep 2023 10:40am Howard, Codie

No change in status.

11 Oct 2023 1:19pm Falkner, Georgina

Awaiting Ministerial consent.

21 Nov 2023 2:25pm Falkner, Georgina

Discussions ongoing with Crown Lands.

07 Dec 2023 10:41am Falkner, Georgina

Discussions ongoing

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Division: Date From: 1/04/2019 For Action Committee: Ordinary Council **Date To:** 22/04/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 22 April 2025 10:29:38 AM

19 Jan 2024 1:45pm Falkner, Georgina

No change in status

21 Feb 2024 9:25am Butcher, Lacey

No change in status

20 Mar 2024 10:05am Falkner, Georgina

Potential amendments being discussed with Crown Lands

17 Apr 2024 10:23am Butcher, Lacey

No change in status

21 May 2024 3:19pm Falkner, Georgina

No change in status

18 Jun 2024 3:18pm Falkner, Georgina

Crown Lands have since advised that a licence would be preferable as opposed to a lease due to Native Title. Potential amendments being discussed.

22 Jul 2024 1:14pm Murray, Jessica

No change in status

21 Aug 2024 10:02am Falkner, Georgina

Working through details of proposed changes.

17 Oct 2024 12:11pm Murray, Jessica

No change in status

19 Nov 2024 2:02pm Guerin, Emily

No change in status

10 Dec 2024 1:27pm Murray, Jessica

Referred back to solicitors

08 Jan 2025 10:29am Guerin, Emily

No change in status

18 Feb 2025 1:28pm Guerin, Emily

New draft licence issued

18 Mar 2025 11:17am Guerin, Emily

Awaiting Silver City Archers to sign document

09 Apr 2025 2:47pm Guerin, Emily

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/09/2022	Howard, Codie Nankivell, Jay	Works Committee Reports	UPDATE FOR THE ESTABLISHMENT OF A COMMUNITY GARDEN AT THE FORMER ALMA POOL SITE

Resolved

- 1. That Broken Hill City Council Report No. 202/22 dated September 9, 2022, be received.
- That Council formulate a Community Gardens Policy with associated Guidelines for presentation to the community for input and consultation.

CARRIED UNANIMOUSLY

18 Oct 2022 9:31am Guerin, Emily

No change in status

21 Nov 2022 2:51pm Guerin, Emily

No change in status

13 Dec 2022 11:52am Guerin, Emily

Policy currently being created.

16 Jan 2023 2:24pm Guerin, Emily

No change in status

13 Feb 2023 2:08pm Guerin, Emily No change in status

23 Mar 2023 9:50am Guerin, Emily

No change in status 19 Apr 2023 11:25am Guerin, Emily

No change in status 23 May 2023 3:24pm Butcher, Lacey

No change in status

21 Jun 2023 3:46pm Butcher, Lacey

No change in status

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For Action Committee: Ordinary Council Date To: 22/04/2025

Officer:

Action Sheets Report Further Report Required: Including Further Reports Printed: Tuesday, 22 April 2025
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23 Aug 2023 11:52am Howard, Codie No change in status 20 Sep 2023 10:40am Howard, Codie No change in status. 18 Oct 2023 8:43am Howard, Codie Draft Policy currently being prepared. 21 Nov 2023 12:04pm Howard, Codie Draft Policy preparation is on-going 12 Dec 2023 2:29pm Howard, Codie No change in Status 23 Jan 2024 2:05pm Howard, Codie No change in status. 20 Feb 2024 12:04pm Butcher, Lacey No change in status 20 Mar 2024 11:41am Butcher, Lacey No change in status 17 Apr 2024 10:23am Butcher, Lacey No change in status 06 May 2024 10:26am Butcher, Lacey No change in status 18 Jun 2024 11:51am Howard, Codie No change in status 24 Jul 2024 10:31am Murray, Jessica No change in status 21 Aug 2024 10:41am Murray, Jessica No change in status 17 Oct 2024 12:13pm Murray, Jessica No change in status 19 Nov 2024 2:02pm Guerin, Emily No change in status 10 Dec 2024 1:28pm Murray, Jessica No change in status 15 Jan 2025 4:47pm Butcher, Lacey No change in status 18 Feb 2025 1:55pm Guerin, Emily No change in status 15 Apr 2025 11:54am Guerin, Emily Draft policy being reviewed

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/03/2023	Nankivell, Jay Nankivell, Jay	Policy And General Reports	ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION

Resolved

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

CARRIED UNANIMOUSLY

19 Apr 2023 9:49am Guerin, Emily
Proposal being drafted
23 May 2023 3:08pm Butcher, Lacey
No change in status
23 May 2023 3:09pm Butcher, Lacey - Reallocation
Action reassigned to Nankivell, Jay by Butcher, Lacey
21 Jun 2023 4:47pm Butcher, Lacey

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10:29:38 AM

ongoing

19 Jul 2023 9:20am Guerin, Emily

No change in status

22 Aug 2023 3:46pm Butcher, Lacey

No change in status

12 Dec 2023 2:50pm Butcher, Lacey

No change in status

18 Jan 2024 8:42am Butcher, Lacey

No change in status

07 Feb 2024 10:10am Butcher, Lacey

No change in status

11 Mar 2024 11:50am Butcher, Lacey

No change in status

16 Apr 2024 1:56pm Butcher, Lacey

No change in status

20 May 2024 4:09pm Butcher, Lacey

No change in status

18 Jun 2024 3:33pm Murray, Jessica

No change in status

22 Jul 2024 11:33am Murray, Jessica

Ongoing

22 Aug 2024 10:35am Murray, Jessica

Incorporated into Council's VIC Service Review, letter to Minister being drafted.

18 Oct 2024 2:13pm Murray, Jessica

No change in status

19 Nov 2024 12:11pm Murray, Jessica

No change in status

11 Dec 2024 9:27am Murray, Jessica

No change in status

15 Jan 2025 9:37am Guerin, Emily

No change in status

18 Feb 2025 3:23pm Guerin, Emily

No change in status

19 Mar 2025 9:45am Guerin, Emily

No change in status

15 Apr 2025 11:19am Guerin, Emily

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 27/09/2023	Nu'man, Razija Nankivell, Jay	Further Reports	RE-ESTABLISHMENT OF ALCOHOL-FREE ZONES

Resolved

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

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10:29:38 AM

That Council refer the Proposals for comment in accordance with the provisions of the Local Government Act 1993 and Ministerial Guidelines (2009) to any known organisation representing or able to speak on behalf of an identifiable Aboriginal or culturally and linguistically diverse group within the local area and all affected licensed premises and registered clubs that border on, adjoin or are adjacent to the proposed alcohol free zone, for response within thirty days of public notice.

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

CARRIED UNANIMOUSLY

03 Oct 2023 12:08pm Brealey, Jodie

Item 6 - Proposals forwarded to all stakeholders - COMPLETE, Item 7 - Proposals advertised in Barrier Truth - COMPLETE, Item 8 - Public exhibition underway consultation outcome report to Council to go to October Ordinary meeting - COMPLETE, Item 9 - Possible exemption for Norm Fox Sporting Grounds changeroom prohibition from alcohol prohibited area under investigation - Progressing

16 Oct 2023 5:10pm Brealey, Jodie

Item 9 - Possible exemption to the prohibition of alcohol consumption at the Norm Fox Sporting Grounds changeroom under investigation - Norm Fox Sporting Complex Alcohol Prohibited Area research underway to gather background information for discussion with Police. Dir Corporate and Community visited Norm Fox changeroom and met with Peter Johnston to discuss area to be considered during discussions with Police. Meeting with Police to be arranged to determine best outcome.

17 Nov 2023 4:26pm Brealey, Jodie

Investigation still in progress

13 Dec 2023 9:24am Butcher, Lacev

No change in status

18 Jan 2024 3:31pm Butcher, Lacey

In progress - discussions held with Licensing Sergeant in December 2023, with face to face meeting to be arranged to discuss options in 2024

21 Feb 2024 10:58am Brealey, Jodie

Face to face meeting to be scheduled with Licensing Sergeant

19 Mar 2024 11:03am Brealey, Jodie No change in status

11 Apr 2024 9:27am Brealey, Jodie

No change in status

13 May 2024 1:47pm Brealey, Jodie

No change in status

18 Jun 2024 4:52pm Murray, Jessica

Meeting to be followed up and rescheduled.

16 Jul 2024 11:22am Brealey, Jodie

Contact made with Barrier Police District - Awaiting response from Licencing Officer

20 Aug 2024 2:53pm Brealey, Jodie

Contact made with Barrier Police District - Awaiting response from Licencing Officer

17 Oct 2024 1:53pm Brealey, Jodie

Mapping and background information forwarded to Barrier Police District with request for feedback and preferred meeting dates/time - Awaiting response

19 Nov 2024 9:25am Brealey, Jodie

Awaiting response to additional request forwarded to police for meeting to discuss

29 Nov 2024 11:17am Brealey, Jodie

No change - Still awaiting response from police regarding request for meeting to discuss

06 Dec 2024 11:37am Brealey, Jodie

Contact received from Barrier Police Licencing Officer 05/12/2024 - Meeting scheduled for 08/01/2025 to further discuss options provided in mapping and background information previously forwarded to Police

14 Jan 2025 10:47am Brealey, Jodie

08/01/2025 - Meeting held with Barrier Police Licensing Officer to discuss proposal for exemption of the changerooms from the alcohol prohibited area at Norm Fox Sporting Complex - Outcome of proposal discussion has been forwarded to Barrier Police Commander for formal feedback. Proposal inclusive of Police feedback will then be provided to Council for consideration.

04 Feb 2025 4:04pm Brealey, Jodie

Awaiting formal feedback from Barrier Police Commander regarding exemption of changerooms from Alcohol Prohibited Area at Norm Fox Sporting Complex.

10 Mar 2025 2:03pm Brealey, Jodie

No change - Awaiting response from Barrier Police District

15 Apr 2025 10:26am Guerin, Emily

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No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/05/2024	Howard, Codie Nankivell, Jay	Health and Building Committee Reports	PLANNING PORTAL WORKSHOP

Resolved

- 1. That Motions of Which Notice has been Given No. 1/24 dated May 16, 2024, be received.
- That the Health & Building Committee invite the General Manager to arrange a series of workshop evenings with local builders and other interested parties to discuss the lodgement of Development Applications (DA) and Construction Certificates (CC).

CARRIED UNANIMOUSLY

18 Jun 2024 4:39pm Murray, Jessica

In Progress

22 Jul 2024 1:16pm Murray, Jessica

Draft EOI in progress and staff preparing workshop content.

21 Aug 2024 11:24am Murray, Jessica

Consultations sessions with stakeholders underway

17 Oct 2024 1:33pm Murray, Jessica

In progress

19 Nov 2024 2:05pm Guerin, Emily

No change in status

05 Dec 2024 10:04am Stephens, Tracy

No change in status. Information being gathered to ascertain suitable content for workshop.

15 Jan 2025 2:59pm Guerin, Emily

No change in status

18 Feb 2025 1:56pm Guerin, Emily

No change in status

18 Mar 2025 11:17am Guerin, Emily

No change in status

09 Apr 2025 2:45pm Guerin, Emily

No change in status

Meeting	Officer/Dire ctor	Section	Subject
30/10/2024	Howard, Codie Nankivell, Jay	ner Reports	PROPOSED COMPULSORY ACQUISITION OF LOT 4444 IN DEPOSITED PLAN 757298 (123 BAGOT STREET)

Resolved

- 1. That Broken Hill City Council Report No. 166/24 dated October 16, 2024, be received.
- That Council approve the compulsory acquisition of approximately 4048 square metres being Lot 4444 on DP 757298, known as 123 Bagot Street, Broken Hill, pursuant to the *Local Government Act 1993*, and upon acquisition, classify the land as operational land.
- 3. That Council register acquisition plans against Lot 4444 DP 757298.
- That Council approve the making of an application to the Minister for Local Government to issue a Proposed Acquisition Notice under the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) for Council to compulsorily acquire Lot 4444 DP 757298.
- That Council approve the making of an application to the Governor of NSW for the publication of an Acquisition Notice in the NSW Government Gazette under the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) for Council to compulsorily acquire Lot 4444 DP 757298.

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Division: Date From: 1/04/2019 For Action Committee: Ordinary Council **Date To:** 22/04/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 22 April 2025 10:29:38 AM

- That Council delegate to the General Manager the power to negotiate, finalise and execute any applications, 6. notices, documents and compensation claims required to be executed as part of the process for Council to compulsorily acquire Lot 4444 DP 757298.
- 7. That any documents which may not be executed by the General Manager under delegation be executed under the Common Seal of Council.
- That all documentation in relation to this matter remain confidential to Council.

CARRIED UNANIMOUSLY

19 Nov 2024 2:09pm Guerin, Emily Written to the Minister

10 Dec 2024 1:27pm Murray, Jessica No change in status

15 Jan 2025 4:45pm Butcher, Lacey

No change in status

18 Feb 2025 1:27pm Guerin, Emily

Seeking further advice

18 Mar 2025 11:17am Guerin, Emily

Awaiting legal advice

15 Apr 2025 10:21am Guerin, Emily

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 18/12/2024	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE AND EASEMENT TO ESSENTIAL ENERGY

Resolved

- 1. That Broken Hill City Council Report No. 211/24 dated December 4, 2024, be received.
- That Council (as the Willyama Common Trust) consent to a licence over Lot 7302 DP 1181129 to Essential Energy, for the purpose of construction, operation, and maintenance of underground powerlines.
- Council (as the Willyama Common Trust) consent to an easement for electricity infrastructure being registered over Lot 7302 DP 1181129.
- 4. That the annual rent be set at \$1,230 per annum.
- 5. That the General Manager be delegated to finalise the terms and conditions of the licence and easement.
- That the Mayor and General Manager be authorised to sign and execute any documents related to the licence and easement under the Common Seal of Council.

CARRIED UNANIMOUSLY

08 Jan 2025 10:29am Guerin, Emily In progress of finalising documents 18 Feb 2025 1:28pm Guerin, Emily Draft documents being reviewed 18 Mar 2025 11:16am Guerin, Emily Documents with Essential Energy for signing

09 Apr 2025 2:47pm Guerin, Emily

Documents have been signed by Council and are now awaiting Crown Lands approval

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Action Sheets Report	Further Report Required: Including Further Reports	Printed: Tuesday, 22 April 2025 10:29:38 AM

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/01/2025	Howard, Codie	Further Reports	PROPOSED COMPULSORY ACQUISITION OF LOT 1378 IN DEPOSITED PLAN 757298 AND LOT 1373 IN DEPOSITED PLAN 757298
	Nankivell, Jay		

- 1. That Broken Hill City Council Report No. 13/25 dated January 20, 2025, be received.
- 2. That Council compulsorily acquire Lot 1378 in Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298, and upon acquisition, classify the land as operational land.
- 3. That the acquisition be undertaken in accordance with the Land Acquisition (Just Terms Compensation) Act 1991 and Section 186 of the Local Government Act 1993, with the purpose of the proposed acquisition being the provision of affordable housing and worker accommodation facilities.
- 4. That Council approve the making of an application to the Minister for Local Government to issue a Proposed Acquisition Notice under the *Land Acquisition (Just Terms Compensation) Act 1991 (NSW)* for Council to compulsorily acquire Lot 1378 in Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298.
- 5. That Council approve the making of an application to the Governor of NSW for the publication of an Acquisition Notice in the NSW Government Gazette under the *Land Acquisition (Just Terms Compensation) Act 1991 (NSW)* for Council to compulsorily acquire Lot 1378 in Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298.
- That Council register acquisition plans against Lot 1378 in Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298.
- That Council delegate to the General Manager the power to negotiate, finalise and execute any applications, notices, documents and compensation claims required to be executed as part of the process for Council to compulsorily acquire Lot 1378 Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298.

CARRIED UNANIMOUSLY

18 Feb 2025 1:27pm Guerin, Emily Preparing documentation 18 Mar 2025 11:16am Guerin, Emily Application to Minister being finalised 15 Apr 2025 10:20am Guerin, Emily Application submitted

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/01/2025	Brown, Simon Nankivell, Jay	Further Reports	DRAFT PROPOSED LICENCE OF ALMA INSTITUTE

Resolved

- 1. That Broken Hill City Council Report No. 8/25 dated January 17, 2025, be received.
- 2. That Council notes that the proposed use of the Alma Institute was placed on public exhibition for a 28 days period during which time Council received nil submissions from the public.
- 3. That Council grants a 12-month license (terms and conditions as per the standard Crown Lands Licence) for use the Alma Institute to the Broken Hill Country Women's Association, with the view to obtaining Ministerial Consent for a longer-term lease, to allow for the expansion of Playtime Preschool into the Fred Jobson Community Centre.
- 4. That the Mayor and General Manager be authorised to sign and execute the licence documents under the Common Seal of Council.

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CARRIED UNANIMOUSLY

19 Feb 2025 12:45pm Guerin, Emily Licence documents being prepared 19 Mar 2025 9:06am Guerin, Emily No change in status 15 Apr 2025 10:40am Guerin, Emily

No change status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/01/2025	Brown, Simon Nankivell, Jay	Further Reports	BROKEN HILL REGIONAL AQUATIC CENTRE - PROFIT SHARE REINVESTMENT PROPOSAL

Resolved

- 1. That Broken Hill City Council Report No. 10/25 dated January 22, 2025, be received.
- That Council approve the allocation of \$102,000 funding held by the Y NSW from the profit share arrangement of the Broken Hill Regional Aquatic Centre Management Agreement for the purposes of the proposal in this report, with the exception of funding of the Maari Ma Health Program (of \$43,000) which is deferred until the Memorandum of Understanding between the YMCA and Maari Ma is viewed and approved by Council.

CARRIED UNANIMOUSLY

19 Feb 2025 12:41pm Guerin, Emily Documents being reviewed 19 Mar 2025 9:05am Guerin, Emily No change in status 15 Apr 2025 10:40am Guerin, Emily MOU finalised - COMPLETED

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/01/2025	Howard, Codie Nankivell, Jay	Further Reports	ACTION LIST REPORT

Resolved

- 1. That Broken Hill City Council Report No. 17/25 dated January 7, 2025, be received.
- 2. That Council installs linemarking on the western side of Oxide Street between Cobalt Lane and Lane Street to delineate parking spaces, as part of the trial parking arrangements in the area.

CARRIED UNANIMOUSLY

18 Feb 2025 1:53pm Guerin, Emily Quote received via contractor, works to be scheduled 19 Mar 2025 10:00am Guerin, Emily Works scheduled to be completed by the end of the month 09 Apr 2025 2:31pm Guerin, Emily Linemarking completed

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Meeting	Officer/Dire ctor	Section	Subject
26/02/2025 C	Howard, Further Codie Further Nankivell, Jay	Reports	FOOD ORGANICS AND GARDEN ORGANICS (FOGO) LEGISLATION

- That Broken Hill City Council Report No. 32/25 dated February 18, 2025, be received.
- 2. That NSW EPA proposal paper on Food and Garden Organics legislation mandates, be received and noted.
- 3. That Council's feedback submission dated 5 July 2024 to the NSW Environment Protection Authority, be received and noted.
- 4. That correspondence dated 12 February from the Local Member for Barwon, Mr Roy Butler MP regarding the Food Organics and Garden Organics (FOGO) legislation, be received and noted.
- 5. That correspondence is sent to the relevant Minister advising that Council has been conducting bi-weekly collection of green waste for many years, and that Councils should be able to meet the FOGO legislation without it being a weekly requirement or a large financial impact to Councils (cost for additional staff and fleet), especially if there is no opportunity for the end use of this material by a specific Council.

CARRIED UNANIMOUSLY

18 Mar 2025 11:19am Guerin, Emily Correspondence being drafted 15 Apr 2025 11:50am Guerin, Emily Correspondence sent to Minister - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/02/2025	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.454, HELD ON THURSDAY, 13 FEBRUARY 2025

Resolved

- 1. That Broken Hill City Council Report No. 34/25 dated February 19, 2025, be received.
- That the minutes of the Local Traffic Committee Meeting No.454, held on Thursday, 13 February 2025 be endorsed.
- 3. That Item No.454.10.3 recommendation be received:
 - That correspondence be sent to the respondent, acknowledging receipt of their request and advise the matter will be discussed by the Local Traffic Committee at their next scheduled meeting in March 2025, following an inspection of the area by Council.
- 4. That Item No.454.8.1 recommendation be received:
 - That correspondence be sent to the respondent, acknowledging receipt of their concerns and advise the Local Traffic Committee will review the temporary angle parking on Chloride Street at their next scheduled meeting in March 2025, following completion of the Thomas Street redevelopment project.
- 5. That Item No.452.10.1 recommendations be received:
 - That the Local Traffic Committee's recommendation adopted at the November 2024 Council meeting remain unchanged, being the following:
 - That the parking arrangements on Oxide Street, between Argent Street and Gawler Place, adjacent to the ANZ Bank be changed to allow two 2-hour parking spaces, two 15-minute spaces and designated

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parking spaces for Uber/Ride Share and taxi use.

• That correspondence be sent to the business owner, advising of the Committee's decision.

CARRIED UNANIMOUSLY

18 Mar 2025 11:27am Guerin, Emily

Items being actioned

16 Apr 2025 9:07am Guerin, Emily

454.10.3 - correspondence being drafted, 454.8.1 - correspondence being drafted, 452.10.1 - correspondence being drafted - signs have been updated.

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/02/2025	Howard, Codie Nankivell.	Infrastructure and Environment Committee Reports	DRAFT WASTE AND SUSTAINABLE MATERIALS STRATEGY 2025- 2035 AND SUSTAINABILITY STRATEGY 2025-2030 FOR PUBLIC EXHIBITION
	Jay		

Resolved

- 1. That Broken Hill City Council Report No. 20/25 dated February 10, 2025, be received.
- 2. That Council endorses the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 for the purpose of public exhibition.
- 3. That the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030 be placed on public exhibition for submissions to be received for a period of 28 days.
- 4. That whilst the draft Strategies are on public exhibition, Council staff include pop-up community consultation sessions on the draft Strategies to community members during the Community Strategic Plan Consultation.
- 4. That Council receives a further report at the conclusion of the exhibition period, detailing submission and recommend changes arising, with a view to adopting the Waste and Sustainable Materials Strategy 2025-2035 and Sustainability Strategy 2025-2030.

CARRIED UNANIMOUSLY

18 Mar 2025 11:09am Guerin, Emily
Strategies placed on public exhibition closing 29 March 2025
09 Apr 2025 2:44pm Guerin, Emily
Report provided to April Council Meeting - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/02/2025	Howard, Codie Nankivell, Jay	Infrastructure and Environment Committee Reports	TOWN SQUARE - LOCATION OF THE WOMEN'S MINING MEMORIAL

Resolved

- 1. That Broken Hill City Council Report No. 18/25 dated February 10, 2025, be received.
- That Council consider the results of the public survey, advertised from 30 January 2025 to 10 February 2025, relating to the preferred location of the Women's Mining Memorial.
- That Council approve the result of the public survey and re-establish the Women's Mining Memorial in the preferred location of Option 1, on the Northeastern Corner of Town Square.

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CARRIED UNANIMOUSLY

19 Mar 2025 9:41am Guerin, Emily Awaiting footing design from consultant 15 Apr 2025 11:53am Guerin, Emily No change in status

Meeting	Officer/Dire ctor	Section	Subject
26/03/2025	Bartlett, Mayora Leisa Nankivell, Jay	al Minute	WILLYAMA HIGH SCHOOL REBUILD

Resolved

- 1. That Mayoral Minute No. 1/25 dated March 20, 2025, be received.
- 2. That correspondence be sent to the Premier of NSW, The Hon Chris Minns MP; the Leader of the Opposition, The Hon Mark Speakman MP; the Minister for Education and Early Learning, The Hon Prue Car MP; The Shadow Minister for Education and Early Learning, The Hon Sarah Mitchell MLC; and the Member for Barwon, Mr Roy Butler MP regarding the concerns outlined in this Mayor Minute regarding the design of the new Willyama High School being based on the Department of Education's "Extra Small" design model for secondary schools.
- 3. That Council seeks an urgent meeting with The Hon Prue Car MP, Minister for Education and Early Learning to discuss the design of the new Willyama High School.
- 3. That Deputy Mayor Hickey be appointed as Council's Delegate to the Department of Education Willyama High School Redevelopment Reference Group (from the date of Council's resolution and ending September 2026), and Council's correspondence to the Minister for Education and Early Learning also advises of Council's Delegate.
- 4. That Council hold a public meeting, following the Department of Education's Drop-in Information Sessions for the Willyama High School rebuild, for all residents especially parents and students from all schools to voice their concerns and provide feedback on the design and the affects it will have on the future education of students in Broken Hill; so that a united voice can be presented to Government.

CARRIED UNANIMOUSLY

16 Apr 2025 9:53am Guerin, Emily

Items actioned - due to further correspondence received (report to April Council) a public consultation session is not required at this time - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
26/03/2025 F	Nu'man, Further R Razija Further R Nankivell, Jay	eports	PRO HART MURAL (BROKEN HILL AIRPORT TERMINAL) - NON-COMPLIANT GLASS REMOVAL

Resolved

- 1. That Broken Hill City Council Report No. 51/25 dated March 19, 2025, be received.
- 2. That Council proceed with the removal of the glass panels to permit the contractors, Delta Conservation, to access the painting and undertake rectification and remedial works.
- That assessment is undertaken of alternative options to secure the artwork from interference once remedial works are completed.

CARRIED UNANIMOUSLY

15 Apr 2025 11:07am Guerin, Emily

Still investigating costing and best removal process

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Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.455, HELD ON TUESDAY, 4 MARCH 2025

- 1. That Broken Hill City Council Report No. 52/25 dated March 13, 2025, be received.
- That the minutes of the Local Traffic Committee Meeting No.455, held on Tuesday, 4 March 2025 be endorsed.
- 3. That Item No.455.10.1 recommendations be received:
 - That Council contact YMCA management to identify the size of the delivery trucks and to measure the 'Taxi Zone' parking bay to determine if this bay will accommodate a delivery truck.
 - That Council contact the Taxi company to determine if the 'Taxi Zone' is being utilised and see if they
 have any concerns with the proposal to change to either a 'Loading Zone' or a '15-Minute' parking.
- 4. That Item No.454.10.3 recommendation be received:
 - That correspondence be sent to the complainant, advising of the Local Traffic Committee's decision for both the angle parking on Argent Street and the 'Giveway' sign on Kaolin Street, at the Argent Street intersection, to remain unchanged.
- 5. That Item No.454.10.4 recommendation be received:

That the Committee address this matter and review the parking arrangements on Chloride Street at the completion of Stage 3 of the Thomas Street Reconstruction, to determine if the angle parking will be removed or changed.

CARRIED UNANIMOUSLY

16 Apr 2025 9:09am Guerin, Emily

455.10.1 - Inspection/measuring being arranged , 454.10.3 - Correspondence being drafted, 454.10.4 - Noted

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Nu'man, Razija Nankivell, Jay	Further Reports	DRAFT AGENCY INFORMATION GUIDE

Resolved

- 1. That Broken Hill City Council Report No. 50/25 dated March 18, 2025, be received.
- 2. That Council adopt the Draft Agency Information Guide.

CARRIED UNANIMOUSLY

15 Apr 2025 10:25am Guerin, Emily

Completed adoption process and guide placed on website

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For Action	Division: Committee: Ordinary Council Officer:	Date From: 1/04/2019 Date To: 22/04/2025
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Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie Nankivell, Jay	Infrastructure and Environment Committee Reports	PARKS AND OPEN SPACES SERVICE REVIEW

- 1. That Broken Hill City Council Report No. 37/25 dated February 20, 2025, be received.
- 2. That Council note the outcome of the Parks and Open Spaces Service Review.
- 3. That Council develop a strategy/policy to implement an incentivised/subsidised nature strip enhancement program to reduce the growth and spread of noxious weeds throughout residential and commercial areas.

CARRIED UNANIMOUSLY

15 Apr 2025 11:52am Guerin, Emily Policy being drafted

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie	Infrastructure and Environment Committee Reports	DEVELOPMENT APPLICATION 108/2024 - SUBDIVISION OF LAND OF 1 LOT TO 15 LOTS AND ASSOCIATED EARTHWORKS AND UTILITY SERVICE INSTALLATION - 1 HYNES STREET, BROKEN HILL
	Nankivell, Jay		· · · ·

Resolved

- 1. That Broken Hill City Council Report No. 36/25 dated March 5, 2025, be received.
- 2. That Development Application 108/2024 for subdivision of land of 1 lot into 15 lots and associated earthworks and utility service installation, at 1 Hynes Street, Broken Hill, be approved subject to conditions (as attached to this report).

CARRIED UNANIMOUSLY

09 Apr 2025 2:39pm Guerin, EmilyApproval paperwork issued to applicant - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie	Confidential Matters	MULGA CREEK WETLANDS LICENCE WITH DEPARTMENT OF CLIMATE CHANGE, ENERGY, THE ENVIRONMENT AND WATER FOR CONDUCTING DUST MONITORING
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 38/25 dated February 20, 2025, be received.
- 2. That Council enter into a new licence agreement with the NSW Department of Climate Change, Energy, The Environment and Water to place monitoring equipment with the Mulga Creek Wetlands.
- 3. That the licence duration be three (3) years.
- 4. That the Mayor and General Manager be authorised to sign and execute the licence documents under the Common Seal of Council.

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CARRIED UNANIMOUSLY

15 Apr 2025 11:51am Guerin, Emily MOU signed - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Nu'man, Razija Nankivell, Jay	Community Development Reports	NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMITTEES

Resolved

- 1. That Broken Hill City Council Report No. 45/25 dated February 25, 2025, be received.
- 2. That Council review and consider the nomination of Phil Neal for appointment as community representative on the Alma Oval Community Committee.
- 3. That Council review and consider the nomination of Jody Whitehair for appointment as community representative on the Memorial Oval Community Committee.
- 4. That Council review and consider the nomination of Colin Casey for appointment as community representative on the Norm Fox Sporting Complex Community Committee.
- 5. That the community representatives be advised of their appointment.
- 6. That the Alma Oval Community Committee be formally reestablished and commence meetings through a transition period, during which Council and the Committee will collaborate to assess the Committees capacity to fulfill its duties as outlined in the Constitution of the Alma Oval Community Committee.
- 7. That Council notes that the current round of advertising closes on 31 March 2025 and a further report will be presented to the March Council Meeting with further nominations received.

CARRIED UNANIMOUSLY

03 Apr 2025 12:02pm Blunden, Lauren Correspondence sent to recipients - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Bartlett, Leisa Nankivell, Jay	Community Development Reports	DRAFT FOOTWAY RESTAURANT SETTINGS POLICY FOR PUBLIC EXHIBITION

Resolved

- 1. That Broken Hill City Council Report No. 44/25 dated March 6, 2025, be received.
- 2. That Council endorses the draft revised Footway Restaurant Settings Policy for the purpose of public exhibition.
- That the draft revised Footway Restaurant Settings Policy be placed on public exhibition for submissions to be received for a period of 28 days.
- 4. That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the draft revised Footway Restaurant Settings Policy.

CARRIED UNANIMOUSLY

09 Apr 2025 2:40pm Guerin, Emily

Placed on public exhibition closing 26/04/2025 - report to be provided to May 2025 Council Meeting

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For Action	Division: Committee: Ordinary Council Officer:	Date From: 1/04/2019 Date To: 22/04/2025
Action Sheets Report	Further Report Required: Including Further Reports	Printed: Tuesday, 22 April 2025 10:29:38 AM

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Bartlett, Leisa Nankivell, Jay	Finance and Governance Reports	ADOPTION OF THE DRAFT INFORMATION AND COMMUNICATIONS TECHNOLOGY POLICY

- 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

09 Apr 2025 2:32pm Guerin, Emily Adoption process completed

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Bartlett, Leisa Nankivell, Jay	Finance and Governance Reports	ALTERATION TO SCHEDULED STANDING COMMITTEE MEETING DATES FOR APRIL 2025 DUE TO EASTER PUBLIC HOLIDAYS

Resolved

- 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

09 Apr 2025 2:32pm Guerin, Emily

Date alterations advertised on Council Website and local paper - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	- /	Finance and Governance Reports	DISPOSAL OF SURPLUS EQUIPMENT - TIERED SEATING

Resolved

- 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.
- That the General Manager be authorised to seek expressions of interest from local charity or community groups for donation of the tiered seating; or if this fails, negotiate sale of item by auction, expression of interest or private treaty.

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4. That the General Manager be authorised to dispose of the item for scrap value if no willing purchaser can be found, or if no charity or community group expresses an interest in the tiered seating.

CARRIED UNANIMOUSLY

15 Apr 2025 10:40am Guerin, Emily EOI being drafted

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QUESTIONS TAKEN ON NOTICE FROM THE PREVIOUS COUNCIL MEETINGS

- 2. QUESTIONS ON NOTICE NO. 5/25 DATED APRIL 22, 2025 COUNCILLOR QUESTION ON NOTICE TAKEN AT THE MARCH 2025 COUNCIL MEETINGS (D25/14082)......590

ORDINARY MEETING OF THE COUNCIL

April 21, 2025

ITEM 1

QUESTIONS ON NOTICE NO. 4/25

SUBJECT: PUBLIC FORUM QUESTIONS ON NOTICE FROM THE MARCH

2025 COUNCIL MEETING D25/14080

Summary

This report is presented to Council to provide responses to questions raised by members of the public which the Mayor or General Manager took on notice at the Council Meeting held 26 March 2025.

Recommendation

1. That Questions On Notice No. 4/25 dated April 21, 2025, be received.

Background

Following are the responses to questions raised by members of the public which the Mayor or General Manager took on notice at the Council Meeting held 26 March 2025:

Ordinary Council Meeting held 26 March 2025

Question:

Cornish Street stormwater issues

Mr Dave Wood of Cornish Street raised concerns regarding the flooding of footpaths, back yards and the laneway in Cornish Street during rain events and that this flooding is significantly worse since the redevelopment of the Gypsum Street road pavement and the Gypsum Street/Cornish Street intersection. There is also constant water in the laneway which is apparently coming from Westside Plaza. Mr Wood advised that he has reported the stormwater matter to Council on various occasions but the stormwater issues still persist. He referred to his 90 year old neighbour who cannot go outside his front gate during rain events due to flooding on the footpath. Mr Wood advised that he has planted lawn on his footpath which has helped a little bit with the stormwater issues. He also referred to other parts of town where footpaths have been concreted and urged Council to rectify the stormwater issues in Cornish Street.

The Mayor advised that Council had commissioned a Flood Study to be undertaken for Broken Hill and that once the consultants have provided Council with the report, a copy will be made public. The study will look at historical data and will also look into areas of town where stormwater issues have been raised by residents. The Flood Study report will provide information on how to mitigate stormwater issues.

The Mayor advised that, in the meantime, Council will investigate the stormwater issues in the Cornish Street area to ascertain if any short term measures can be put in place to mitigate the stormwater issues.

Response:	Council are currently in discussion with our Road and Stormwater designer about the issues raised in Cornish street and possibly works to rectify. We have asked for an investigation to be completed into the design and asconstructed works at the intersection of Cornish and Gypsum Streets to determine an outcome that will alleviate the issues raised.
Question:	Cornish Street/Rowe Lane water issues Mr Steve Pascoe of Cornish Street, echoed Mr Wood's concern regarding flooding of Rowe Lane which has persisted for many years. This matter was brought to Council's attention when Ron Page was first Mayor and water has continuously been running into the laneway ever since. Residents have been told various reasons for where the water is coming from such as defrosting fridges at Woolworths; or it is coming from the Silver City Car Wash; or from Ron Fraser's business; or from frost off Woolworths roof in summer; or something else at Woolworths that needs to be repaired. Even during the drought, the water still continuously ran down the laneway. The water runs down to the Perilya lease and is a terrible waste of water. The Mayor confirmed that this is a separate issue to the stormwater issues in Cornish Street and advised that the matter of water running continuously into Rowe Lane would be investigated.
Response:	Through site inspections and speaking with management at the Westside Plaza, they have indicated to us that the source of the water leak coming from their premises was due to an issue with their fire system and water tanks. They have informed Council that this has been repaired and through ad-hoc inspections Council has not noticed any further leaking coming from this location.

Attachments

There are no attachments for this report

LEISA BARTLETT
EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

ORDINARY MEETING OF THE COUNCIL

April 22, 2025

ITEM 2

QUESTIONS ON NOTICE NO. 5/25

SUBJECT: COUNCILLOR QUESTION ON NOTICE TAKEN AT THE MARCH

2025 COUNCIL MEETINGS

D25/14082

Summary

This report provides a response to a question raised by a Councillor during the Council Meeting held 26 March 2025 which was taken on notice.

Recommendation

1. That Questions On Notice No. 5/25 dated April 22, 2025, be received.

Background

Following is the response to a question raised by a Councillor which the Mayor or General Manager took on notice at the Council Meeting held 26 March 2025.

Ordinary Council Meeting held 26 March 2025			
Question:	Picnic Train Replica in Hynes Street		
	Councillor Turley referred to the state of the replica Picnic Train in Hynes Street and asked if Council could carryout an inspection of its condition to ascertain what restoration/maintenance works are required to prevent the picnic train from deteriorating into a state beyond repair.		
	The Mayor took the question on notice advising that the matter will be investigated.		
Response:	Council's Gallery and Museum Manager advised that the Picnic Train is a replica but it is also on the State Heritage Register. Advice has been sought from Council's Museum Adviser, a local historian and a conservation company.		
	The Museum Adviser stated that she does not have any background information regarding the site but stated that it would have to be assessed - significance wise and would need to be researched noting that 'the whole (current) telling of this story is problematic in that it is quite 'one-sided'		
	A local historian has advised that it is actually a NSW Rail carriage and put there to represent the attack. As was the site. The area had been built over by the time the suggestion was made to recognise the attack with a memorial of some kind, so the assumption is made that the area chosen was the		

closest unoccupied land area.

Advice has been received from a conservation company who are currently in town working on the Public Art Restoration works, that they have inspected the site and provided a quote on works to include an in-depth condition assessment of the current condition of the replica, cleaning of the surfaces, consolidation and protective coating for long-term preservation of all the surfaces. The quote is \$49,918.

Attachments

There are no attachments for this report

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

CONFIDENTIAL MATTERS

1. BROKEN HILL CITY COUNCIL REPORT NO. 56/25 - DATED APRIL 10, 2025 - WILLYAMA COMMON TRUST PROPOSED LICENCE TO A-CAES AUSTRALIA NSW PTY LTD - CONFIDENTIAL

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

2. BROKEN HILL CITY COUNCIL REPORT NO. 57/25 - DATED APRIL 14, 2025 - QUOTATION NO. Q25/3 - RECONSTRUCTION OF KANANDAH ROAD (PHASE 1) - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers quotation and is deemed confidential under Section 10A(2) (c) (d) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).



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