

6.30pm

AUSTRALIA'S FIRST HERITAGE LISTED CITY Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that an Ordinary Meeting of the Broken Hill City Council will be held in the Council Chambers on **Wednesday 30 June 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 Monday, June 16, 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 of the Ordina	ry Meeting of the Cou	uncil meeting held W	/ednesday, May 28,	2025.

Meeting commenced at 6:30pm.

PRESENT: Councillor T. Kennedy (Mayor) Councillors B. Algate, M. Boland, A. Byrne,

A. Chandler, E. Gillett, H. Jewitt, R. Page and D. Turley.

General Manager, Director Corporate and Community, Director Finance and

Commercial, Director Infrastructure and Environment, Manager

Communications and Marketing, Executive Officer and Executive Assistant.

Media (2), Members of the Public (6).

APOLOGIES: Nil.

LEAVE OF ABSENCE

APPLICATIONS: Deputy Mayor Hickey submitted a Leave of Absence Application for this

meeting for a prescribed reason.

RESOLUTION Resolved

Minute No. 47854 - Procedural Motion

Councillor R Algate moved
Councillor A Chandler seconded

That the application be accepted and a Leave of Absence for this meeting be granted to Deputy Mayor Hickey.

CARRIED UNANIMOUSLY

PASSING OF MR CARL HOLZBERGER

The Mayor advised of the passing of a former Council employee, Mr Carl Holzberger. Mr Holzberger first commenced at Council in the role of Community Worker on 30 April 1984, he later progressed to the role of Social Services Coordinator where he was instrumental in the development of the Council managed Shorty O'Neill Village in Blende Street, Broken Hill.

Mr Holzberger retired from the role of Social Services Coordinator on 9 July 1997.

His son Mr Rowan Holzberger, who had two stints in Broken Hill was elected to the Federal Parliament as the Labour Member for Forde at the May 2025 Election.

The Mayor requested that a condolences card be sent to the Holzberger family.

PRAYER

Councillor Boland delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Byrne delivered the Acknowledgment of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

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

PUBLIC FORUM

Pending Closure of Social Futures - Clubhouse Broken Hill

Dr Peter Hill (retired Physicist) spoke about the pending closure of Clubhouse Broken Hill and that it has 23 indigenous students out of the 78 young people who are registered with the organisation, which shows the reach of the Clubhouse's programs. Dr Hill stated that the general feeling in the local community is that families and students want STEM education in schools and the importance of introducing STEM pipeline education for students as young as 8-10 years old.

Dr Hill advised that he had recently embarked on a mammoth long-distance walk to Canberra to raise funds on behalf of Clubhouse Broken Hill, but that he had unfortunately had to turn back after reaching Ivanhoe.

The Mayor thanked Dr Hill for his efforts in raising money for Clubhouse Broken Hill and advised that Council will continue to advocate for the continuation of this service, and hoped that if Council is unsuccessful in its advocacy efforts to keep Clubhouse Broken Hill open, then it is hoped that the program equipment and resources can be transferred to another local organisation so that the Clubhouse programs can continue.

Pending Closure of Social Futures - Clubhouse Broken Hill

Ms Deanne Morrison, Programs Officer at Clubhouse Broken Hill, thanked Council for their advocacy to the relevant State Ministers to try and keep Clubhouse Broken Hill open. Unfortunately they have been advised that Thursday 19 June 2025 will be their last day of operation for the 78 young people registered with their organisation.

The Mayor advised that Council will continue to advocate to at least retain the Clubhouse's equipment and resources in Broken Hill and transferred to another organisation in the hope to keep these children engaged in the Clubhouse's programs.

MINUTES FOR CONFIRMATION

RESOLUTION

Minute No. 47855
Councillor D Turley moved
Councillor H Jewitt seconded

Resolved

That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held April 30, 2025 be confirmed with an amendment to the attendance list to remove Councillor Boland as he was granted a Leave of Absence for the meeting.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil.

MAYORAL MINUTES

Nil.

NOTICES OF MOTION

Nil.

REPORTS FROM DELEGATES

Nil.

COMMITTEE REPORTS

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 79/25 - DATED MAY 12, 2025 - DRAFT **VOLUNTARY PLANNING AGREEMENT POLICY** D25/20835

RESOLUTION Resolved Minute No. 47856 Councillor R Page moved 1. That Broken Hill City Council Report No. 79/25 dated May 12, 2025, be received. Councillor D Turley seconded 2. That the Voluntary Planning Agreement

Policy be adopted as a Policy of Council and will supersede the previous Voluntary Planning Agreement Policy adopted in 2019.

CARRIED UNANIMOUSLY

FINANCE AND GOVERNANCE COMMITTEE

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 80/25 - DATED MAY 02, 2025 -QUARTERLY BUDGET REVIEW STATEMENT FOR THE PERIOD ENDED 31 MARCH 2025 D25/19537

RESOLUTION Resolved Minute No. 47857 Councillor M Boland moved 1. That Broken Hill City Council Report No. Councillor R Algate seconded 80/25 dated May 2, 2025, be received. 2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted. 3. That Council note the projected 2024/25 operating surplus (before capital) of \$19,000. 4. That Council note the 2024/25 projected net capital budget expenditure of \$37,189,000.

CARRIED UNANIMOUSLY

ITEM 3 - BROKEN HILL CITY COUNT INVESTMENT REPORT FOR APRIL		T NC	D. 82/25 - DATED MAY 08, 2025 - D25/20458
RESOLUTION	2020	Re	solved
Minute No. 47858 Councillor M Boland moved Councillor R Algate seconded)		That Broken Hill City Council Report No. 82/25 dated May 8, 2025, be received.
			CARRIED UNANIMOUSLY
ITEM 4 - BROKEN HILL CITY COUND NOMINATION FOR THE APPOINTM COMMITTEE			
RESOLUTION Minute No. 47859		Re	<u>solved</u>
Councillor R Algate moved Councillor D Turley seconded)	1.	That Broken Hill City Council Report No. 81/25 dated May 9, 2025, be received.
		2.	That Council review and consider the nomination of Kevin Stacey for appointment as community representative on the Picton Sportsground Community Committee.
		3.	That the community representative nominee be advised of Council's determination.
			CARRIED UNANIMOUSLY
F	URTHER	RE	PORTS
			88-DAYS AUSTRALIA PROGRAM FOR
RURAL/REMOTE AREAS RESOLUTION		D	D25/11229 esolved
Minute No. 47860		<u>K</u>	<u> 3501veu</u>
Councillor R Algate moved Councillor R Page seconded)	1.	That Broken Hill City Council Report No. 83/25 dated March 11, 2025, be received.
		2.	That reply correspondence dated 15 May 2025 from the Department of Home Affairs on behalf of the Minister for Immigration and Multicultural Affairs be received and noted.
		3.	That correspondence be sent to the Local Federal Member, The Hon Jamie Chaffey MP, seeking advocacy on behalf of Council for the townships in the Far West NSW region who share either Broken Hill's postcode or Wentworth's postcode, which therefore does not truly reflect their remoteness, in order that they be included in the 88-Days Australia Program for rural/remote areas

CARRIED UNANIMOUSLY

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 84/25 - DATED DECEMBER 06, 2024 - CORRESPONDENCE REPORT - SACRED HEART PARISH PRIMARY SCHOOL EXCLUDED FROM PSSA CARNIVALS AND GALA DAYS

D24/59404

FROM PSSA CARNIVALS AND GALA DAYS	D24/5
RESOLUTION	Resolved
Minute No. 47861	
Councillor R Algate moved)	1. That Broken Hill City Council Report No
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)

Councillor A Byrne seconded

2. That correspondence dated 6 December 2024 from the Federal Member for Parkes, The Hon Mark Coulton MP be received.

84/25 dated December 6, 2024, be received.

- 3. That correspondence dated 19 May 2025 from the Deputy Premier of NSW and Minister for Education and Early Learning, The Hon Prue Car MP, be received and noted; and that Council sends reply correspondence notifying the Deputy Premier that Sacred Heart Parish School students are not being included in the local regularly occurring gala days, and that the advice she has received to the contrary is incorrect.
- 4. That Council notes its disappointment that Sacred Heart Parish School students are not included in all local PSSA gala days; and that Council sends correspondence to the Barrier PSSA and to the Deputy Premier, Minister for Education and Early Learning The Hon Prue Car MP, seeking the reintroduction of the weekly cross school sporting competition in Broken Hill and that the correspondence also highlights the affect on the health, fitness and well-being of Sacred Heart Parish School students due to not being included in the regularly occurring sport gala days as well as the impact to all school children due to weekly competition ceasing many years ago.

CARRIED UNANIMOUSLY

<u>ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 85/25 - DATED MARCH 13, 2025 - CORRESPONDENCE REPORT - QUARANTINE OF FUNDS FOR COBALT BLUE HOLDINGS LTD TRANSITION TO CRITICAL MINERALS BATTERY RECYCLING PROJECT D25/11784</u>

RESOLUTION

Minute No. 47862
Councillor E Gillett moved
Councillor H Jewitt seconded

2. That reply correspondence dated 8 May 2025 from the Minister for Regional NSW, The Hon Tara Moriarty MLC, be received and noted.

 That Council sends correspondence to the Minister for Regional NSW and the Minister for Environment and Clean Energy reaffirming Council's position regarding the

importance of funding for Cobalt Blue's shovel-ready project to transition its demonstration plant into a Critical Minerals Battery Recycling Centre; and outlining the potential that this project has to employment options in the region and the environmental importance of this project to be able to recycle black mass batteries to extract minerals for industry supply chains.

CARRIED UNANIMOUSLY

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 86/25 - DATED MAY 06, 2025 CORRESPONDENCE REPORT - FUNDING FOR THE BROKEN HILL REGIONAL AIRPORT
D25/20036

RESOLUTION

Minute No. 47863

Councillor H Jewitt moved)

Councillor R Algate seconded)

Resolved

- 1. That Broken Hill City Council Report No. 86/25 dated May 6, 2025, be received.
- That reply correspondence from the Department of Infrastructure, Transport and Regional Development, in response to Council correspondence seeking feedback on Council's application for funding to upgrade the Broken Hill Airport, be received and noted.
- 3. That the Mayoral correspondence that was sent to the Federal Minister for Infrastructure, Transport, Regional Development and Local Government whilst the Government was in the election caretaker period, be resent.

CARRIED UNANIMOUSLY

<u>ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 87/25 - DATED MAY 12, 2025 - CORRESPONDENCE REPORT - FUNDING FOR UPGRADES TO THE BROKEN HILL REGIONAL AIRPORT TO SUPPORT LARGER AIRCRAFT DURING TIMES OF EMERGENCY D25/20881</u>

RESOLUTION

Minute No. 47864

Councillor M Boland moved) 1. That E
Councillor H Jewitt seconded) 87/25

- 1. That Broken Hill City Council Report No. 87/25 dated May 12, 2025, be received.
- 2. That correspondence from The Hon Jenny Aitchison MP, addressed to Mr Roy Butler MP (forwarded to Council by Mr Roy Butler MP) providing advice to Council regarding future funding opportunities for a grant to upgrade the Broken Hill Regional Airport runway and taxiways, and the ACCC monitoring of domestic airfares until the end of 2026 with the Productivity Commission Inquiry to review regional airfares.
- That Council writes to the former Minister for Emergency Management, Senator The Hon Jenny McAllister MP thanking her for her

assistance in her former Ministry during the power disruptions to the Far West Region in October 2024; and thanking her for advocacy for Broken Hill and for providing Council with information regarding various funding opportunities for upgrades to the Broken Hill Regional Airport.

4. That Council invites The Hon Kristy McBain MP, Minister for Emergency Management and Local Government to visit Broken Hill for a tour of the City and the Broken Hill Regional Airport.

CARRIED

ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 88/25 - DATED MAY 21, 2025 - ANNUAL

FEES - MAYOR AND COUNCILLORS D25/22570 **RESOLUTION** Resolved Minute No. 47865 Councillor H Jewitt moved 1. That Broken Hill City Council Report No.

Councillor A Chandler seconded

2. That Council notes that the Local Government Remuneration Tribunal determined that there be a 3% per annum increase to the minimum and maximum fees applicable to all NSW Mayors and Councillors in each existing category for the financial

88/25 dated May 21, 2025, be received.

3. That Council also notes that the current annual fees paid to Broken Hill City Council's Mayor and Councillors is below the maximum fees determined for the category of "Regional Rural".

year commencing 1 July 2025.

- 4. That a 3% increase be applied to the current fees for the Mayor and Councillors for the 2025/2026 financial year, in line with the determination of the Local Government Remuneration Tribunal.
- 5. That allocation of a fee for the Deputy Mayor when acting in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed.

CARRIED UNANIMOUSLY

ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 89/25 - DATED MAY 14, 2025 -APPOINTMENT OF COUNCILLOR DELEGATES TO THE \$355 BROKEN HILL HERITAGE ADVISORY COMMITTEE D25/20666

RESOLUTION Resolved Minute No. 47866 Councillor R Algate moved That Broken Hill City Council Report No. Councillor A Byrne seconded 89/25 dated May 14, 2025, be received.)

2. That Councillors Chandler, Gillett and Turley be appointed as Council's Delegates to the Broken Hill Heritage Advisory Committee as per Council's adoption of the revised Constitution of the Broken Hill Heritage Advisory Committee at the Council Meeting held 30 April 2025.

2. That Council notes that nil submissions were received during the public exhibition of the draft Footway Restaurant Settings Policy.

CARRIED UNANIMOUSLY

ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 90/25 - DATED MAY 20, 2025 -AMENDMENT TO THE CODE OF MEETING PRACTICE - CHANGE OF NAME OF STANDING

COMMITTEE D25/22298 RESOLUTION Resolved Minute No. 47867 Councillor H Jewitt moved 1. That Broken Hill City Council Report No. Councillor D Turley seconded 90/25 dated May 20, 2025, be received. 2. That Council adopts amendments to the Code of Meeting Practice Policy at clauses 8.1 and 20.5a to rename the Community Development Committee to be called the Corporate and Community Development Committee. CARRIED UNANIMOUSLY ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 91/25 - DATED MAY 21, 2025 - CHANGE TO SCHEDULED DATE OF THE JUNE 2025 ORDINARY COUNCIL MEETING D25/22583 RESOLUTION Resolved Minute No. 47868 Councillor A Byrne moved 1. That Broken Hill City Council Report No. Councillor E Gillett seconded) 91/25 dated May 21, 2025, be received. 2. That the June Ordinary Council Meeting be postponed from the scheduled date of Wednesday 25 June 2025 and be held on Monday 30 June 2025 commencing at 6:30pm in the Council Chambers. 3. That Council notes that the dates for the Standing Committee Meetings for June remain unchanged. CARRIED UNANIMOUSLY ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 76/25 - DATED MAY 05, 2025 - DRAFT FOOTWAY RESTAURANT SETTINGS POLICY FOR ADOPTION D25/19857 **RESOLUTION** Resolved Minute No. 47869 Councillor R Algate moved) 1. That Broken Hill City Council Report No. Councillor A Byrne seconded 76/25 dated May 5, 2025, be received.

 That Council adopts the draft Footway Restaurant Settings Policy as a Policy of Council.

CARRIED UNANIMOUSLY

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 77/25 - DATED MAY 05, 2025 - DRAFT
BROKEN HILL CITY ART GALLERY STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC
EXHIBITION
D25/14227

		,
RESOLUTION Minute No. 47870		Resolved
Councillor A Chandler moved Councillor D Turley seconded)	 That Broken Hill City Council Report No. 77/25 dated May 5, 2025, be received.
		 That the matter be deferred pending a Councillor Workshop being held on the Draft Broken Hill City Art Gallery Strategic Business Plan 2025-2028.
		CARRIED UNANIMOUSLY
		T NO. 78/25 - DATED MAY 09, 2025 - DRAFT EUM STRATEGIC BUSINESS PLAN 2025-2028 D25/14328
RESOLUTION		Resolved
Minute No. 47871 Councillor A Byrne moved Councillor H Jewitt seconded)	 That Broken Hill City Council Report No. 78/25 dated May 9, 2025, be received.
		 That the matter be deferred pending a Councillor Workshop being held on the Draft Albert Kersten Mining and Minerals Museum Strategic Business Plan 2025-2028.
		CARRIED UNANIMOUSLY
TEM 17 - BROKEN HILL CITY COUNCIL F		
COMMUNITY ASSISTANCE GRANTS AWA		
RECOMMENDED AMENDMENTS TO THE	: COMIV	D25/22437
During the discussion of Item 17, Councillor	Turley	declared a non-pecuniary conflict of interest in the

RESOLUTION Resolved Minute No. 47872

Councillor R Algate moved)
Councillor H Jewitt seconded)

exercised her vote on the matter.

- 1. That Broken Hill City Council Report No. 92/25 dated May 21, 2025, be received.
- That Council notes the Community
 Assistance Grants awarded for Round One of 2025/2026 which were recommended by the

Broken Hill Repertory Society as she is a patron and remained in the Council Chambers and

Panel on 21 May 2025, and approved by the General Manager under delegation on 21 May 2025.

- That Council notes that the Community
 Assistance Grants budget for Round One is
 not fully expended with \$1,307.10 remaining
 unspent which will be rolled over to Round
 Two of 2025/2026.
- 4. That as per the Grant Panel recommendations, the Community Assistance Grants Policy and associated Grants program literature be amended as follows, to give the opportunity for more local not-for-profit organisations to acquire a grant from Council:
 - 1) include a clause to cap the amount of grants awarded to \$5,000.00 for successful organisations for each round of funding.
 - 2) include a clause that limits an eligible organisation from receiving a Community Assistance Grant to once biennially in the financial year (rather than once every financial year) with the exception of In One Accord to be eligible to apply once every financial year for a grant towards the annual Carols by Candlelight event.
 - 3) include an eligibility clause that prevents organisations who receive government funding from applying for a Community Assistance Grant.
 - 4) that Council enters a Memorandum of Understanding agreement with the Broken Hill Repertory Society (who historically receives a grant for rates relief every financial year) for an ongoing annual financial assistance grant for a 100% rates relief commencing from the 2026/2027 financial year.

CARRIED UNANIMOUSLY

ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 93/25 - DATED MAY 21, 2025 - MINUTES
OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.457, HELD ON WEDESDAY, 14 MAY 2025
D25/22601

Councillor Jewitt left the Council Chamber at 7:32pm during the discussion of Item 18 and returned to the Council Chamber at 7:33pm prior to the vote on Item 18.

RESOLUTION

Minute No. 47873

Councillor R Algate moved

1. That B

Councillor H Jewitt seconded

1. That Broken Hill City Council Report No. 93/25 dated May 21, 2025, be received.

- That the minutes of the Local Traffic Committee – Meeting No.457, held on Wednesday, 14 May 2025 be endorsed.
- That Item No.457.10.2 recommendations be received:
 - Council consult the PCYC to explore options for onsite disability parking.
 - Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area before a decision can be made.
- 4. That Item No.457.8.1 recommendations be received:
 - That the correspondence be forwarded to Council's Rangers, to monitor the area for illegal parking and addressed as appropriate.
 - That the complainant be advised of the Committee's decision.
- That Item No.457.8.2 recommendation be received:
 - That this request be referred to Transport for NSW to decide and the complainant be advised of the Local Traffic Committee's resolution.
- 6. That Item No.456.8.4 recommendations be received:
 - That Council reinstate the 'Kiss and Drop' zone on Comstock Street, adjacent to the Alma Public School.
 - That the complainant be advised of the Local Traffic Committee's decision.
- That Item No.454.10.4 recommendations be received:
 - That Council removed the line marking for the first four angel parking spaces on Chloride Street at the entrance to allow a clear line of sight for motorist exiting the Far West Local health district.
 - That correspondence be sent to the complainant advising of the Committee's decision.

CARRIED UNANIMOUSLY

ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 94/25 - DATED MAY 20, 2025 - ACTION LIST REPORT RESOLUTION Minute No. 47874 Councillor E Gillett moved Councillor A Byrne seconded D25/22124 Resolved 1. That Broken Hill City Council Report No. 94/25 dated May 20, 2025, be received. CARRIED UNANIMOUSLY

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

Nil.

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

Installation of Tourist Directional Signage to the Patton Street Shopping Village

Councillor Byrne requested an update on the installation of Tourist Directional Signage to the Patton Street Shopping Village which was a previous resolution of Council.

The General Manager took the question on notice.

Terms of Reference of the Reconciliation Action Group

Councillor Byrne referred to National Reconciliation Week and asked if the Terms of Reference of the Reconciliation Action Group could be reviewed and presented to Council.

The General Manager advised that the Draft Terms of Reference and invitations to the Committee's Councillor delegates and past members of the Reconciliation Action Working Group are being sent tomorrow.

MATTER OF URGENCY

RESOLUTION		Resolved
Minute No. 47875 - Procedural Motion Councillor A Byrne moved Councillor D Turley seconded)	That a matter of urgency be heard at this Council Meeting regarding the redundancy of administration staff at Southern Cross Care Broken Hill.

CARRIED

ITEM 20 - GENERAL BUSINESS NO. /25 - DATED MAY 29, 2025 - MATTER OF URGENCY D25/23475

Councillor Jewitt left the Council Chambers at 7:38pm during discussion and voting of the matter of urgency and returned to the Council Chambers at 7:40pm

Councillor Jewitt was not present for voting on the matter.

RESOLUTION Minute No. 47876 Councillor A Byrne moved Councillor D Turley seconded

Resolved

- 1. That General Business No. /25 dated May 29, 2025, be received.
- That correspondence be sent to Southern Cross Care Queensland seeking clarification on the sudden redundancy of 17 local administration positions at Southern Cross Care Broken Hill, and in particular seeking clarification on the following:
 - was proper consultation with staff and the relevant Trade Unions carried out prior to the notices of redundancies being provided to staff?
 - were the skill sets of staff properly assessed and considered?

and that the correspondence also strongly advocates for Council to have input into the Board of Southern Cross Care Queensland.

 That Council sends correspondence to the relevant Trade Unions seeking clarification as to why they have not issued a statement regarding the sudden redundancies at Southern Cross Care Broken Hill.

CARRIED UNANIMOUSLY

PUBLIC FORUM SESSION

Opening of the new Netball Courts at EP O'Neill Park

Ms Ros O'Connor commented on the successful redevelopment of the EP O'Neill Park Netball Courts and thanked Council for undertaking this project. Ms O'Connor advised that the opening of the Netball Courts will be held on Sunday 29 June 2025 and encouraged everyone to attend.

CONFIDENTIAL MATTERS

Nil.

CONCLUSION OF THE MEETING

There being no further business for Council to consider, the Mayor closed the meeting at 7:55 p.m.

THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON MONDAY 30 JUNE 2025.)))
	CHAIRPERSON

RECOMMENDATIONS OF THE INFRASTRUCTURE AND ENVIRONMENT COMMITTEE MEETING HELD MONDAY, 16 JUNE 2025

1.	BROKEN HILL CITY COUNCIL REPORT NO. 103/25 - DATED JUNE 10, 2025 -
	BROKEN HILL LIBRARY PROJECT - JUNE 2025 CONSTRUCTION UPDATE
	(D25/25645)

Recommendation

- 1. That Broken Hill City Council Report No. 103/25 dated June 10, 2025, be received.
- 2. That Council notes the latest updates of the Broken Hill Library Project as of June 2025.
- 3. That Council commend all involved in the Broken Hill Library Project.

Recommendation

- 1. That Broken Hill City Council Report No. 104/25 dated June 4, 2025, be received.
- 2. That Council adopts the draft Terms of Reference of the Tidy Towns Working Group and invites the individuals who regularly carryout work at the Broken Hill Cemetery to identify unmarked graves to join the Tidy Towns Working Group to undertake the Historical Unmarked Graves Project.
- 3. That an Infrastructure and Environment budget of \$10,000.00 be established for the Historical Unmarked Graves Project (installation of name plaques on historical unmarked graves at the Broken Hill Cemetery) for the 2025/2026 financial year and included in the Delivery Program 2025-2029 and Operational Plan 2025/2026; and that the project be considered for funding in future years as part of the annual budget review.

- 4. That Option 2 in the Council Report (a 150mm x 150mm bronze plaque (with up to 8 lines of writing) attached to a concrete sloper on a concrete base be Council's preferred option with a view to further investigate the cost of a blue metal stone sloper.

Recommendation

- 1. That Broken Hill City Council Report No. 105/25 dated May 21, 2025, be received.
- 2. That the minutes of the Project Consultative Group Project Steering Group from 22 August 2024, 15 January 2025 and 12 May 2025 be noted.
- 3. That the PowerPoint Presentation of the Project Consultative Group Project Steering Group from 22 August 2024, 15 January 2025 and 12 May 2025 be noted.
- 4. That the Project Consultative Group Steering Group be commended on their work.

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

June 10, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 103/25

<u>SUBJECT:</u>
<u>BROKEN HILL LIBRARY PROJECT - JUNE 2025 CONSTRUCTION</u>
<u>UPDATE</u>
<u>D25/25645</u>

Recommendation

- 1. That Broken Hill City Council Report No. 103/25 dated June 10, 2025, be received.
- 2. That Council notes the latest updates of the Broken Hill Library Project as of June 2025.
- 3. That Council notes O'Connor Marsden's Broken Hill City Council Project Governance Health Check (Council Library Project) Report June 2025.

Executive Summary:

This reported is aimed at providing Council with an update on the library project as of 31 May 2024 and follows on from the updates noted by Council at the Ordinary Council Meeting held on 28 February 2024 (Minute No. 47477) along with quarterly Project Reference Group Meetings.

Since 28 February 2024, all design works has been completed and statutory approvals received. Construction started on 29 May 2024 with completion estimated in October 2025.

On 31 May 2025, the project is 60% complete, with an expenditure of \$9,536,719 ex GST.

Report:

The updates under this report include:

- Construction progress
- Financial summary as of 31 May 2024
- Potential project risks

A construction contract was signed between Council and North Construction & Building Pty Ltd (Principal Contractor) on 29 May 2024 with Neeson Murcutt Architects Pty Ltd retained as the Principal Consultant during the construction stage of the project.

Construction progress

North Construction & Building Pty Ltd (North Construction) commenced construction works on site on 29 May 2024 with demolition, earthworks, detailed concrete foundations and below ground water proofing primarily completed by December 2024.

From January 2025 to May 2025, the construction works have focused on the erection of the precast concrete wall and beam panels with several ground floor slab areas completed. Structural steel works commenced in May 2025, with roof modules assembly and installation being the most significant trade on site this month.



Progress up to 31 May 2025

From June 2025, the project will focus on above ground works including the commencement of fit out activities with the following chronology of upcoming works:

- June 2025 roof framing and structural steel, completion of final ground floor slabs
- July 2025 windows and roof cladding, including wall cladding
- August 2025 fit out and internal works, walls, glazing and bathroom works
- September/October 2025 painting, final fit outs, landscaping works, commissioning, occupation certificate and handover process

The new library carpark designs have been completed with works underway to obtain the final construction certificate in June 2025. Construction will commence in August 2025 and is estimated to be completed in September 2025. The works will be primarily carried out by Council's staff.

Financial summary as of 31 May 2025

The following table shows the overall budget of the library redevelopment project.

Item	Description	Qty	Unit	Budget	Actual - 31/5/25
1	Library Redevelopment		Item	\$14,500,000	\$9,536,719
2	Library AV Equipment	1	Item	\$219,860	\$0
3	3 Library Furniture		Item	\$590,366	\$0
4	Library Landscaping	1	item	\$346,587	\$6,640
5	Library Carpark	1	item	\$843,870	\$40,888
6	PLIG2425010 - Grant Funding	1	Item	\$437,243	\$62,673
7	Total costs (ex GST)	1	Item	\$16,937,926	\$9,646,920

Funding sources include both federal and state government grants worth up to a total value of \$12,216,843 (no GST). All grants have been paid out to council up to 31 May 2025.

The project's total expenditure up to 31 May 2025 is \$9,646,920 excluding GST.

Potential project risks

This section outlines two key risk areas associated with the delivery of the project: timeline risks and cost risks.

Timeline Risk(s)

The project commenced on 29 May 2024 under a contract program of 60 weeks, with an original contractual completion date of 23 July 2025. Since commencement, the contractor, North Construction, have encountered several program delays. These include both: uncontrollable external delays, and Contractor-claimed delays due to latent (unforeseen physical) site conditions.

In response, a revised contract program was mutually agreed upon in May 2025, establishing a new contractual completion date of 12 September 2025.

Further complexity has arisen from additional scope items introduced after the contract's commencement, such as hard landscaping works initiated by North Construction. Concurrently, Broken Hill City Council is undertaking separate works for a new carpark adjacent to the site. However, these works are contingent on handover of the carpark site by North Construction, currently scheduled for early August 2025, which may impact the carpark construction schedule.

Cost Risk(s)

As of 31 May 2025, the project's cost risk is assessed as low and manageable.

A total of \$661,368 (excluding GST) in cost variations has been claimed to date. These variations primarily relate to latent conditions and approved scope adjustments. The current variation amount results in the project being \$15,147 (or approximately 0.1%) over the combined approved budget, as outlined in the financial summary section of this report.

Council is requested to note the above timeline and cost risks and continue to support proactive engagement with both state and federal funding bodies. This will ensure ongoing compliance with grant reporting requirements and help maintain transparency and accountability throughout the delivery phase.

Project Governance Health Check (Council Library Project)

Council's internal Auditors, O'Connor Marsden have undertaken an internal audit of the project management of the Library Project, during construction up until May 2025, as part of their annual Internal Audit Plan for Broken Hill City Council.

Attached to this report is O'Connor Marsden's Broken Hill City Council Project Governance Health Check (Council Library Project) Report - June 2025 which was received by Council on Monday 16 June 2025 and was tabled at the Infrastructure and Environment Committee Meeting to be considered in conjunction with this report; and is now attached for Council's consideration.

Community Engagement:

Not required under this council report.

Strategic Direction:

Key Direction:	1	Our community	
Objective: 1.5 Our built environment supports our quality of life			
Strategy: 1.5.2		Manage delivery of infrastructure projects associated with the	
		Library and Archives project	

Relevant Legislation:

Local Government Act 1993 Local Government (General) Regulation 2022

Financial Implications:

This report does not have any financial implication(s).

Attachments

1. U O'Connor Marsden - BHCC Project Governance Health Check (Library Project)

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER



Broken Hill City Council

Project Governance Health Check (Council Library Project)

June 2025

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1 Executive Summary

1.1 Introduction

As part of the 2024/25 Internal Audit Plan provided to Broken Hill City Council (the Council), OCM has undertaken Project Governance Health Check of the Council Library Project.

Further information in relation to the extent of the procedures performed and the scope of our engagement is detailed in **Appendix A** and the "Inherent Limitations and Restrictions of Use Statement" in **Appendix E**.

1.2 Background & Overview

The library and archives facility is a significant asset of the Council, serving not only the Broken Hill community but also residents of the unincorporated Far West New South Wales and parts of north-eastern South Australia. Over the past decade, a clear need emerged to revitalise the library into a modern, inclusive space that caters to all demographic groups within the city and surrounding regions. The current library building and site have seen minimal upgrades in the last 30 years.

The project is derived from the Broken Hill 2030 Community Strategic Plan with the objective to "revitalise the existing library facility into a welcoming, modern public compound for all demographic groups in Broken Hill and Far West NSW."

The Library Project received Council approval on 26 April 2023. Although the initial public tender process for construction did not progress due to a lack of competitive bids and a funding shortfall, the Council adopted a value engineering and staged delivery approach. This led to direct negotiations with a preferred supplier under an approved total budget of \$14.5 million.

Council engaged North Construction Pty Ltd through an Early Contractor Involvement (ECI) agreement to collaborate with Council and design consultants during the preconstruction phase, ensuring the final contract price remained within budget. In May 2024, a General Conditions (GC21) Contract was executed with North Construction & Building Pty Ltd to begin the construction phase.

The project is jointly funded by the Federal Government's Building Better Regions program, the NSW State Government's Resources for Regions program, and Council contributions.

The Library Project forms part of a broader community initiative, incorporating a cultural precinct that includes a modern library and archive. The development creatively reuses parts of the former Library, Town Hall front, and Police Station to create a state-of-the-art library and cultural hub.

Completion of the Library Project is anticipated in September 2025.

1.3 Positive Findings

Positive Findings

Project Governance



Council has established a comprehensive and up-to-date Project Management Framework that aligns with the requirements of the *NSW Local Government Act 1993*. This Framework is supported by a suite of tools, templates, processes, and procedures designed to guide effective project delivery.

The Library Project's Project Management Plan is aligned with this Framework and complies with all prescribed governance guidelines. It also includes an integrated Risk Management Plan, which identifies potential financial risks and outlines appropriate mitigation strategies and controls.

Positive Findings

Monitoring and Reporting

Project oversight is maintained through a Project Control Group, which meets monthly to provide progress and financial updates to relevant Council stakeholders.



In addition, weekly meetings are held by the Project Team, comprising Council staff and representatives from the construction contractor. These meetings are used to review site progress, monitor cost performance, assess any impact to the timeline, and proactively manage emerging risks.

Council has adhered to all periodic reporting obligations associated with the NSW Resources for Regions and Commonwealth Building Better Regions funding programs.

A structured reporting framework is also in place, encompassing monthly, weekly, and ad hoc project and financial reporting tailored to the information needs of both internal and external stakeholders



Communication

Council has maintained ongoing community engagement throughout all phases of the Library Project's design and construction.

1.4 Summary of Findings

The internal audit did not identify areas that require improvement/management attention. Observations are detailed against each of the objectives in the Terms of Reference are outlined in <u>Section 2 - Detailed</u> Observations.

1.5 Acknowledgement & Consultation

We wish to take this opportunity to thank the Council personnel who participated in this review for their cooperation and assistance.

The contents of this report were discussed and agreed with the following members of staff at the exit interview:

Name		Name	Designation
	1	Anne Johansson	Leader Innovation and Business Improvement
2 Asad Nizan		Asad Nizamani	Projects Engineer

1.6 Conclusion

After conducting this audit, it has been identified that the project is being well managed and is on track to deliver the intended outcome as per the review objectives outlined in <u>Appendix A</u>.

Broken Hill City Council

2 Detailed Observations

The following table details the findings against each objective outlined in the Terms of Reference (Appendix A)

Objective	Risks	Observations
A. Policies and Procedures		
Policies and procedures include an adequate level of internal control for the project management process and that personnel responsible are aware of and complying with these policies and procedures.	Financial and reputational risk from employees who do not understand their obligations resulting in failure to comply with government regulations, financial penalties and loss of reputation.	A project management framework provides a structured and standardised approach to planning, executing, and completing projects effectively and efficiently. Council's Project Management Framework was originally developed in November 2021, with a scheduled review date of May 2023. The review was conducted on 3 May 2023 and subsequently endorsed by the Executive Leadership Team and the Audit Risk Improvement Committee. This comprehensive framework is supported by a suite of tools, templates, processes, and procedures. Key features include: • Clearly defined roles, responsibilities, and accountabilities • Established financial delegations and segregation of duties • Inclusion of five key project phases: initiation, planning, delivery, closure, and transition review • Comprehensive documentation covering project plans, risk assessments, communication strategies, progress reports, variation logs, and closure reports • A central project register for documentation • A stakeholder identification and engagement strategy • Detailed budgeting and financial management, including documentation of budgets, funding sources, and cash flow tracking All project management documents are stored in and accessible through Content Manager (CM), the Council's electronic records management system.
B. Approval and Budgeting		

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Objective		Risks	Observations		
a)	Approval of the Council Library project via the Council's annual budget meeting.	Financial, operational and reputational risk from unauthorised project execution	The Library Project received formal approval through a Council Resolution on 26 April 2023. The funding sources for the project are as follows:		
b)	Project has appropriate approved	unauthorised project execution resulting in excessive cost,	Funding source	Amount	
	Business Plan, Capital Plan and a	incomplete implementation and	Commonwealth Government Building Better Regions Round 5	\$8,767,891	
	Budget.	reputational damage.	New South Wales Government Resources for Regions Round 8	\$2,948,952	
c)	Establishment and management of a project contingency budget		Broken Hill City Council	\$2,783,157	
	and approval processes for budget overruns.	Initially, the construction contract for the Library Project was released for public tender. However, the process did not result in a viable outcome due to a lack of competitive submissions and a funding shortfall. In response, Council undertook value engineering and project staging to manage costs more effectively. Subsequently, it resolved to enter into direct negotiations with a preferred contractor, operating within an approved project budget of \$14.5 million.			
			This approach aligns with Section 55(3)(i) of the <i>Local Government Act 1993</i> , which permits councils to forego public tendering when:		
		"a contract where, because of extenuating circumstances, re unavailability of competitive or reliable tenderers, a council a states the reasons for the decision) that a satisfactory resultinviting tenders;"	lecides by resolution (which		
			It also complies with Division 4, Section 178(3)(e) of the <i>Local Government (General)</i> Regulation 2021, allowing a council to:		
			"by resolution of the council, enter into negotiations with any person was a tenderer) with a view to entering into a contra matter of the tender."		
		Following an Early Contractor Involvement Agreement to secure approved budget, a General Conditions (GC21) Contract was signe & Building Pty Ltd in May 2024" for the construction phase.			
		A comprehensive budget breakdown and cashflow projection we Library Project Plan.	ere documented within the		
			To ensure ongoing financial oversight, monthly reports are pre- expenditure and percentage completion. These reports compare against the funding requirements of the Building Better Regions F reporting compares monthly forecasts and progress across indiv	actual and projected costs Fund (Round 5). Additional	

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Objective	Risks	Observations	
		estimated by the Council. Cumulative expenditure figures also include allocations for project management. As of February 2025, project expenditure is over budget but remains within the accepted tolerance of three per cent.	
C. Project Management process			
controls exist for the following: a) The Council's Library project activities are conducted in compliance with the project management policies and procedures. b) Appropriate and timely allocation of project tasks c) Effective processes are in place to identify and manage the risks relating to projects (including those related to contractor management). d) Existence and completeness of task data supporting critical	inancial risk from nauthorised project recution resulting in recessive cost. inancial, operational and eputational risk due to naccessary delays in project completion resulting in additional cost and loss of eputation. neffective monitoring and eporting could lead to nancial, operational and eputational risks. absence of an appropriate system of control could result in fraud risk.	 A robust project management process serves as an effective control to reduce the financial and reputational risks to Council associated with major construction developments, such as the Library Project. Key observations from this audit include: The Project Management Plan for the Library Project aligns with Council's overarching Project Management Framework. Roles and responsibilities for Council and key stakeholders are clearly defined within the Project Plan and the project manager is accountable for all reporting. A Risk Management Plan is integrated into the Project Plan, providing a thorough risk assessment related to financial loss, along with adequate controls to mitigate identified risks. The Plan includes a well-structured and detailed communication framework, specifying communication channels, timing, and responsibilities. Community engagement is a core component, with regular updates planned to keep the public informed. Project monitoring is managed through two key mechanisms:	

Objective	Risks	Observations
 h) Existence, availability and communication of project management methodology i) Resource utilisation and effort tracking. j) Effective system controls exist in addressing the risks relating to segregation of duties. k) Obtain insights on how the Council monitors and reports on effectiveness of its projects. l) Appropriate insurances are obtained and asset included on insurance schedule. 		 Project reporting: Under the NSW Resources for Regions grant, Council is obligated to submit activity progress reports every six months. These have been submitted as required, except for the final report, which will be completed upon project completion. Progress and expenditure reporting to the Commonwealth under the Building Better Regions grant has been undertaken up to January 2025. A monthly project status report is prepared by the project manager for the project sponsor and executive leadership team. A weekly status and finance report is also prepared for the project sponsor, executive leadership, and finance team. In addition, ad hoc reports are prepared as needed to keep elected Council officials updated on the project's status. Reports reviewed during the audit confirmed compliance with all reporting obligations. Budget tracking is conducted through monthly progress reports. Eight reports were reviewed, each detailing planned versus actual costs, project completion percentage, and budget utilisation. Testing of a sample of invoices confirmed that financial delegations were correctly followed in line with Council's policy. Timeline extensions for both the Resources for Regions and Building Better Regions funding agreements were formally requested and approved, adjusting the project completion date from July 2025 to September 2025.

Appendix A: Terms of Reference

Objectives and Scope

The objective of the health check was to review the adequacy, effectiveness, efficiency, and economy of the Council Library Project.

To achieve this objective the review addressed the following specific objectives and associated risks:

Objectives	Risks		
A. <u>Policies and Procedures</u> Policies and procedures include an adequate level of internal control for the project management process and that personnel responsible are aware of and complying with these policies and procedures.	Financial and reputational risk from employees who do not understand their obligations resulting in failure to comply with government regulations, financial penalties and loss of reputation.		
B. Approval and Budgeting a) Approval of the Council Library project via the Council's annual budget meeting. b) Project has appropriate approved Business Plan, Capital Plan and a Budget. c) Establishment and management of a project contingency budget and approval processes for budget overruns.	Financial, operational and reputational risk from unauthorised project execution resulting in excessive cost, incomplete implementation and reputational damage.		
C. Project Management process To assess whether adequate internal controls exist for the following: a) The Council's Library project activities are conducted in compliance with the project management policies and procedures. b) Appropriate and timely allocation of project tasks. c) Effective processes are in place to identify and manage the risks relating to projects (including those related to contractor management). d) Existence and completeness of task data supporting critical steps/phases/quality gates. e) Availability of contract bonds or performance guarantees. f) Existence and oversight of a Project Committee, including level of reporting on budgets, milestones delivery and time. g) Controls over and reporting of 'Cost to Complete' and 'Accrual of project	 Financial risk from unauthorised project execution resulting in excessive cost. Financial, operational and reputational risk due to unnecessary delays in project completion resulting in additional cost and loss of reputation Ineffective monitoring and reporting could lead to financial, operational and reputational risks. Absence of an appropriate system of control could result in fraud risk. 		

	Objectives	Risks
	costs' including the use of commitments.	
h)	Existence, availability and communication of project management methodology.	
i)	Resource utilisation and effort tracking.	
j)	Effective system controls exist in addressing the risks relating to segregation of duties.	
k)	Obtain insights on how the Council monitors and reports on effectiveness of its projects.	
1)	Appropriate insurances are obtained and asset included on insurance schedule.	

Appendix B: Personnel who assisted the review

We wish to take this opportunity to thank the following personnel for their co-operation and assistance during the course of our review:

Name Desi		Name	Designation	
	1.	Anne Johansson	Leader Innovation and Business Improvement	
Ī	2.	Asad Nizamani	Projects Engineer	

Appendix C: Key Documents Reviewed

Document Details
Broken Hill City Council Project Management Framework
Broken Hill City Council Procurement Guidelines
Broken Hill City Council Preliminary Business Case Library Project
Broken Hill Cultural Framework and Synopsis Report
Library Project Evaluation Probity Plan
Library Project Management Plan
Library Project Communication Management Plan
Library Project Risk Management Plan
Library Project Expenditure Ledger
Monthly Project Status Report
Project Control Group Meeting Notes
Weekly Project Team Meeting Notes
Building Better Regions Fund Grants Portal Progress Reports
Expenditure and Forecast Reports
Department of Industry, Science, Energy and Resources Grant Agreement
Resources for Regions Project Variation Request
Broken Hill City Council 2022-2026 Delivery Program – Final KPI Progress Report ending 30 June 2024
Delegations Function Register

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Appendix D: The Council's Risk Matrix

Risk Matrix

Consequence Likelihood	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC
ALMOST CERTAIN	LOW	LOW	MODERATE	EXTREME	EXTREME
LIKELY	LOW	LOW	MODERATE	HIGH	EXTREME
POSSIBLE	LOW	LOW	MODERATE	HIGH	HIGH
UNLIKELY	LOW	LOW	LOW	MODERATE	HIGH
RARE	LOW	LOW	LOW	MODERATE	HIGH

Risk Likelihood

DESCRIPTOR	DETAILED DESCRIPTION	OPERATIONAL FREQUENCY	
ALMOST CERTAIN	The event is expected to occur in most circumstances	More than once per year or incident is clearly imminent	
LIKELY	The event will probably occur in most circumstances	At least year once per year	
POSSIBLE	The event should occur at some time	At least once in 3 years	
UNLIKELY	The event may occur at some time	At least once in 10 years	
RARE	The event may only occur in exceptional circumstances	Less than once in 15 years	

Appendix E: Inherent Limitations & Restrictions on Use

This Internal Audit has been completed in accordance with Global Internal Audit Standards for Internal Auditors.

The matters raised in our report came to our attention as a result of testing performed during the course of our internal audit. Testing is conducted on a sample basis, over a specific period of time, and our report therefore provides assurance regarding the operating effectiveness of the actual controls tested. The possibility therefore exists that our report may not have identified all weaknesses which relate to controls not tested as part of this internal audit.

Our internal audit is not a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities. Management should therefore not rely solely on our report to identify all weaknesses that may exist.

Our comments should be read in the context of the scope of our work as detailed in the terms of reference. Where possible, management representations are independently verified, though some findings in this report may have been prepared on the basis of management representations which have not been independently tested.

Suggestions for improvement should be assessed by management for their full commercial impact before they are implemented. This report has been prepared solely for the use of management and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose.

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

June 4, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 104/25

<u>SUBJECT:</u> <u>DRAFT TERMS OF REFERENCE - TIDY TOWNS WORKING</u>

GROUP AND HISTORICAL UNMARKED GRAVES PROJECT

D25/24862

Recommendation

- 1. That Broken Hill City Council Report No. 104/25 dated June 4, 2025, be received.
- That Council adopts the draft Terms of Reference of the Tidy Towns Working Group and invites the individuals who regularly carryout work at the Broken Hill Cemetery to identify unmarked graves to join the Tidy Towns Working Group to undertake the Historical Unmarked Graves Project.
- 3. That an Infrastructure and Environment budget of \$10,000.00 be established for the Historical Unmarked Graves Project (installation of name plaques on historical unmarked graves at the Broken Hill Cemetery) for the 2025/2026 financial year and included in the Delivery Program 2025-2029 and Operational Plan 2025/2026; and that the project be considered for funding in future years as part of the annual budget review.
- 4. That Council choses the materials to be used for the name plaques from the three (3) options provided in the report.

Executive Summary:

The Terms of Reference for the Tidy Towns Working Group has been updated to reference the working bees at the Broken Hill Cemetery that are conducted by the Tidy Towns Working Group and to also include recommendations from the Working Group towards a project to place signs on the historical unmarked graves at the Cemetery, as requested by the Mayor at the Finance and Governance Committee Meeting held 21 May 2025.

Report:

During discussion of a report for the appointment of community representatives on a Council S355 Committee at the Finance and Governance Committee Meeting held 21 May 2025, the General Manager took a question on notice from the Mayor regarding the Tidy Towns Working Group, as follows:

The General Manager took a question on notice from the Mayor requesting that an Infrastructure and Environment budget be created for signs to be placed on unmarked graves at the Broken Hill Cemetery, and that the Tidy Towns Working Group makes recommendations to the Director Infrastructure and Environment regarding the wording and placement of these signs. Also, that the two ladies who regularly carryout work at the Cemetery to identify unmarked graves be invited to join the Tidy Towns Working Group to assist with this project.

As such, the Terms of Reference of the Tidy Towns Working Group has been amended to include reference to the working bees that are carried out at the Broken Hill Cemetery by Tidy Towns volunteers and the Cemetery project to place signs (name plaques) on the historical unmarked graves at the Cemetery, and the two ladies who are carrying out work to identify the unmarked graves at the Cemetery will be invited to join the Tidy Towns Working Group if Council approves the proposed changes to the Tidy Towns Working Group Terms of Reference and a budget allocation for the Unmarked Graves Project.

The Tidy Towns Working Group will make recommendations to the Director Infrastructure Environment for the wording and placement of name plaques on historical unmarked graves at the Broken Hill Cemetery and a budget of \$10,000.00 is recommended for the 2025/2026 financial year.

Unmarked Graves Cemetery Project

The Cemetery Coordinator has provided some options on the types of name plaques for Council to consider using for the unmarked graves. These options, with current costs provided, have been suggested as the more robust options to withstand our harsh climatic conditions, and include:



Option 1 above – A 150mm x 150mm bronze plaque (with up to 8 line of writing) attached to a concrete sloper will cost \$649.00 each, which equates to the installation of 15 of these plaques and slopers with a budget of \$10,000.00.



Option 2 above – A 150mm x 150mm bronze plaque (with up to 8 lines of writing) attached to a concrete sloper on a concrete base will cost \$800.00 each, which equates to the installation of 12 of these plaques, slopers and bases with a budget of \$10,000.00.



Option 3 above – A bronze plaque (with up to 8 lines of writing) attached to a granite sloper will cost \$833.00 each, which equates to the installation of 12 of these plaques and slopers with a budget of \$10,000.00.

<u>Note</u>: The use of timber crosses is not recommended as they deteriorate and rot quite quickly in our weather conditions. Concrete is more cost effective than granite but over time will eventually deteriorate and crumble (Options 1 and 2), whereas natural granite (Option 3) is the most robust.

It is recommended that an Infrastructure and Environment budget of \$10,000.00 be established for the 2025/2026 financial year for the Historical Unmarked Graves Project, this budget has been included in the Draft Delivery Program 2025-2029 and Draft Operational Plan 2025/2026, and will be reviewed in future years as part of the budget review process.

Community Engagement:

Council is currently advertising for nominations for membership of its Working Groups and Volunteer Groups.

Council will reach out to the ladies who are currently undertaking work to identify historical unmarked graves at the Cemetery to invite them to join the Tidy Towns Working Group, if Council adopts the amendments to the Terms of Reference of the Tidy Towns Working Group and a budget for the project.

Strategic Direction:

Key Direction:	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
Strategy:	1.1.2	Maintain and enhance the Open and Cultural Public Spaces within the City

Relevant Legislation:

Local Government Act 1993

Financial Implications:

It is recommended that a budget of \$10,000.00 be established for the 2025/2026 financial year for the Historical Unmarked Graves Project. This budget has been included in the Draft Delivery Program 2025-2029 and Draft Operational Plan 2025/2026 to be presented to the June 2025 Council Meeting and will be reviewed for future years as part of the budget review process.

Attachments

1. $\underline{\mathbb{J}}$ Draft Terms of Reference - Tidy Towns Working Group

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER



DRAFT TIDY TOWNS WORKING GROUP — TERMS OF REFERENCE

QUALITY CONTROL			
TRIM REFERENCES	D16/54680 - 12/55		
RESPONSIBLE POSITION	Waste and Sustainability Manager		
APPROVED BY	Broken Hill City Council		
REVIEW DATE	2028	REVISION NUMBER	2
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
25 February 2015	Adopted	44887	

1. INTRODUCTION

The Tidy Towns Working Group is a volunteer group established by Council resolution on 25 February 2015, minute number 44887.

2. GROUP NAME

The Group shall be called the Tidy Towns Working Group.

3. GROUP ADDRESS

The address of the Group will be:

c/- PO Box 448 Broken Hill NSW 2880

4. GROUP VISION, MISSION AND OBJECTIVES

4.1 Vision

To ensure that Broken Hill remains a self-sufficient and sustainable community.

4.2 Mission

To assist Council in undertaking activities to ensure best practice waste management and recycling systems, whilst maintaining a green and attractive city in an environmentally responsible manner.

4.3 Objectives

4.3.1 To assist Council in preparation and submission of annual entries in the NSW Keep Australia Beautiful Tidy Towns Competition.

Tidy Towns Working Group - Terms of Reference

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- **4.3.2** To host visits of Tidy Towns Assessors to Broken Hill.
- **4.3.3** To represent Council at Tidy Towns Award events as requested by Council.
- **4.3.4** To assist Council in creating public awareness for property and environmental improvement.
- **4.3.5** To assist in developing and promoting Broken Hill as a Tidy Town.
- **4.3.6** To participate in and liaise with the Broken Hill community and community groups in the conduct of the annual Keep Australia Beautiful Clean Up Day.
- **4.3.7** Under the guidance of Council staff, coordinating and participating in working bees and clean up days at the Broken Hill Cemetery.
- 4.3.8 Providing recommendations through the Working Group to the Director Infrastructure and Environment on the implementation of initiatives or small projects to assist with the beautification and maintenance of the Broken Hill Cemetery.
- 4.3.9 Providing recommendations through the Working Group to the Director Infrastructure and Environment on the wording and placement of signs on historical unmarked graves at the Broken Hill Cemetery, the number of name plaques to be placed on unmarked graves to be limited to the budget allocated for this project each year and the type of name plaques as resolved by Council for the Historical Unmarked Graves Project.
- **4.3.10** To support activities that benefits the environment, such as tree planting days, as appropriate and only when follow up care of these plantings is guaranteed.
- **4.3.11** To co-opt additional members from time to time, at its discretion, to provide specialist advice or assistance at nil cost and without voting rights.
- **4.3.12** To undertake all activities in a manner consistent with Council's Workplace Health and Safety requirements.

5. STRUCTURE AND MEMBERSHIP

- 5.1 The Working Group shall consist of ten (10) members to be appointed at the first Working Group meeting following a local election, such members to be nominated in the following manner:
 - Maximum of three (3) Councillor representatives;
 - Council Contact Officer
 Waste and Sustainability Manager
 - Council's Cemetery Services Coordinator;
 - Remaining members consisting of industry representatives/key stakeholders and other interested parties.
- 5.2 Council reserves the right to amend the number of Working Group members and category of representation.

6 TERM OF APPOINTMENT

Tidy Towns Volunteer Group - Terms of Reference

Page 2 of 6

- **6.1** Community members appointed to the Working Group will serve for a period of four (4) years coinciding with the period of election of the current elected body.
- **6.2** Councillors will be appointed to the Working Group on an annual basis in September.
- **6.3** Members standing down during that period will be eligible for re-appointment.
- **6.4** Any new appointments in that period, due to vacancies or formal expansion of membership by the elected body; will serve the remainder of the four (4) year term; but will be eligible for re-appointment.

7. VACANCIES WITHIN THE WORKING GROUP

- 7.1 Vacancies will be advertised and interested parties invited to apply for membership in writing, by completing a nomination form providing names and other necessary details for Council's consideration.
- 7.2 The names and addresses of the persons nominated will be forwarded in writing to Council's General Manager by a member of the Executive.

8. VACANCIES IN WORKING GROUP MEMBERSHIP

- **8.1** Working Group members will serve the set period unless the Working Group is disbanded by Council prior to the time of the next local government election.
- **8.2** A member having failed to attend three (3) consecutive ordinary meetings, without leave of absence having been granted, shall have resigned their membership.
- **8.3** Any member of the Working Group resigning his/her position within the Working Group shall do so in writing addressed to the Secretary, such notice having effect upon receipt by the Secretary.
- **8.4** A member ceasing to reside in Broken Hill will notify the Secretary in writing; such notice and a motion declaring his/her position vacant being carried at an ordinary meeting of the Working Group.
- 8.5 Membership shall cease in the following cases:
 - If member becomes bankrupt;
 - Member resigns from office by notification in writing to the Working Group and Council:
 - Member is absent for three (3) consecutive meetings without leave from meetings of the Working Group;
 - Council passes a resolution to remove the member from the Working Group;
 - Member holds any office of profit under the Working Group;
 - Member fails to disclose any pecuniary interest in any matter with which the Working Group is concerned and takes part in the consideration, discussion or votes on any question relating to the matter and for the purposes of this

Tidy Towns Volunteer Group - Terms of Reference

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provision 'pecuniary interest' has the same meaning given to that term in Section 441-443 of the Local Government Act 1993;

- Member while holding that office is convicted of an offence referred to in part 4 of the Crimes Act 1900 (offences relating to property);
- Member is prohibited by Order under Section 230 of the Corporations Law from managing a corporation within the meaning of that Section;
- Member becomes a mentally incapacitated person; or
- Upon the death of a member.
- **8.6** It shall be the duty of the Chairperson, if any extraordinary vacancy occurs, to declare the fact to the next ensuing ordinary meeting and to ensure that the necessary steps are taken to fill the vacancy in accordance with this Constitution.

9. MEETINGS

- 9.1 All meetings shall be held in accordance with the Council's Code of Meeting Practice.
 - Minutes of the matters discussed will be kept and a copy forwarded to the Contact Officer and to all Volunteer Group members in advance of the next meeting.
 - Any items requiring action by Council are to be the subject of a separate letter addressed to the Contact Officer.
- **9.2** There should be minimum of four (4) meetings held each year however, it is recommended that Ordinary Meetings of the Working Group occur on a monthly basis, to ensure that any outstanding matters are dealt with expeditiously.
- **9.3** Ordinary Meetings of the Working Group are required to address correspondence and matters relevant to the Working Group's objectives (Section 4.3) and finance matters (where relevant).
- 7.4 The Annual General Meeting will report on the activities of the Working Group for the year and to develop proposals for the activities program and any special projects for the following twelve (12) month period.
 - Appointment of all office bearers for the following twelve (12) month period will also take place at this meeting.
 - Agendas will be sent out and minutes kept by the Secretary of the meeting with copies sent to Council's Contact Officer (where not the Working Group Secretary).
- **9.5** An Extraordinary Meeting of the Volunteer Group shall be called in accordance with the Council's Code of Meeting Practice.
- 7.6 The Contact Officer is responsible for preparing a report to Council requesting the minutes be noted and any specific recommendation of the Working Group which must be endorsed at the time major events will be occurring with the Working Group.

Tidy Towns Volunteer Group - Terms of Reference

9.7 Following the Councils consideration of the Minutes and Recommendations, the Contact Officer will provide advice/feedback to the Working Group as applicable.

10. EXECUTIVE

- 10.1 The Executive shall consist of a Chairperson, Deputy Chairperson, Secretary and Treasurer (where required); all of whom shall be appointed at the Annual General Meeting each year.
- **10.2** The Chairperson shall chair and maintain order at all meetings of the Working Group at which he/she is present. The Chairperson may vote on all questions before the Working Group and when voting is equal shall have the casting vote.
- 10.3 During the absence of the Chairperson, or during a vacancy in that position, the Deputy Chairperson shall have and may exercise all the powers of the Chairperson.
- 10.4 Under normal circumstances only the Chairperson shall speak for the Working Group however, individual members may be delegated powers of public comment by the Working Group, should circumstances warrant it.
- 10.5 All members of the Executive will act in an honorary capacity.

11. RESPONSIBILITIES OF MEMBERS

- 11.1 Members of the Working Group are bound by the Broken Hill City Council Code of Conduct and shall undertake activities in accordance with the Workplace Health and Safety Policy and Procedures and with guidance by Council staff.
- 11.2 Members will be provided with a copy of the Broken Hill Code of Conduct and required to sign an acknowledgement form indicating their acceptance of such, before attending their first meeting.

12. RECORDS

- **12.1** The Working Group is required to keep all proper records. Minutes of each meeting shall be distributed to the Volunteer Group members.
- **12.2** Minutes of each meeting shall be submitted to Council within fourteen (14) days of the meeting.

13. CONFLICT OF INTERESTS

- 13.1 Councillors, Council Staff and members of Council Committees/Groups must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council Officials. It is the personal responsibility of Council Officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.
- **13.2** Working Group members must declare any conflict of interests at the start of each meeting, or before discussions of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Tidy Towns Volunteer Group - Terms of Reference

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14. COUNCIL CONTACT OFFICER

14.1 For further information on the Tidy Towns Working Group, contact Council's Waste and Sustainability Manager on 08 8080 3177.

14 DEFINITIONS

In this Constitution the following definitions will apply:

'Council' shall mean Broken Hill City Council.

'Working Group' shall mean the Tidy Towns Working Group.

'Executive' shall mean the Chairperson, Deputy Chairperson and Secretary of the Working Group.

'Contact Officer' shall mean Working Group specific Council Contact Officer, as detailed at Section 14.1.

Tidy Towns Volunteer Group – Terms of Reference

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INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

May 21, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 105/25

<u>SUBJECT:</u> <u>MINUTES OF THE PROJECT CONSULTATIVE GROUP PROJECT</u>

STEERING GROUP MEETINGS HELD 22 AUGUST 2024, 15

<u>JANUARY 2025 AND 12 MAY 2025</u> <u>D25/22542</u>

Recommendation

1. That Broken Hill City Council Report No. 105/25 dated May 21, 2025, be received.

- 2. That the minutes of the Project Consultative Group Project Steering Group from 22 August 2024, 15 January 2025 and 12 May 2025 be noted.
- 3. That the PowerPoint Presentation of the Project Consultative Group Project Steering Group from 22 August 2024, 15 January 2025 and 12 May 2025 be noted.

Executive Summary:

In accordance with the *Local Government Act 1993* and the Integrated Planning and Reporting Framework, Council is required to prepare several documents to facilitate the integration of long-term planning and implementation of Council activities. Core documents include 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. Councils Projects Delivery Team refer to this as the Annual Capital Works Program.

Report:

To ensure strong project governance throughout the duration of Council's Annual Capital Works Program, at the Ordinary Council meeting held on 23 February 2022, Council endorsed a Governance Framework for the creation of and appointment of members to the Project Consultative Group Project Steering Group (PSG), complete with a Terms of Reference for the PSG. Further at the Ordinary Council meeting held on 27 April 2022, nominations for membership were endorsed by Council.

Following the Local Government Election held in September 2024, all committee positions were declared vacant. Positions have now been finalised.

Meetings have been held on the following dates:

- 29 September 2022.
- 9 February 2023
- 9 May 2023
- 8 August 2023

- 8 November 2023
- 16 May 2024
- 22 August 2024
- 15 January 2025
- 12 May 2025

This report is to provide the Works Committee with a copy of the minutes and presentation from the PSG meetings held on 22 August 2024, 15 January 2025 and 12 May 2025.

It is important to note that for the presentations, some images and plans have been removed from what was presented at the meeting prior to being issued to the PSG, as these images and plans had not been approved for circulation at that time.

Community Engagement:

Membership of the PSG consists of:

- Minimum of two (2) Councillor Representatives Mayor Kennedy and Deputy Mayor Hickey
- Six (6) External Stakeholders Community Representatives

Non-voting Ex-officio members: (Will provide advice and information to the voting members):

- One (1) Project Director General Manager
- One (1) Community Engagement representative Manager Communications
- One (1) Project Management Director Infrastructure and Environment
- One (1) Council Contact Officer Project Officer
- One (1) Heritage Committee Member Heritage Advisor

Council's Projects Engineer and Leader Innovation and Business Improvement have been invited to each of the meetings to present on projects they are involved in.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Foster relationships with key community sector leaders

Key Direction:	4	Our Leadership
Objective:	4.4	Our community is engaged and informed
Strategy:	4.4.2	Facilitate meetings between community and elected
		representatives

Relevant Legislation:

Local Government Act 1993

Financial Implications:

Nil financial implications of the administration of the PSG.

Attachments

- 1. UP Project Consultative Group PSG Presentation 22 August 2024
- 2. UP Project Consultative Group PSG Minutes 22 August 2024
- 3. UProject Consultative Group PSG Presentation 15 January 2025
- 4. UP Project Consultative Group PSG Minutes 15 January 2025
- 5. J Project Consultative Group PSG Presentation (Redacted) 12 May 2025
- 6. UP Project Consultative Group PSG Minutes 12 May 2025

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER

Project Consultative Group

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Broken Hill City Council

Project Steering Group Meeting No. 7 Thursday, 22 August 2024

Broken Hill City Council

BROKEN HILL CITY COUNCIL

Meeting Agenda

- Welcome
- **Apologies**
- Project Updates
- Questions
- Next Meeting





Alma Oval and Norm Fox Oval Changeroom Upgrades

- Rebecca McLaughlin, Acting Leader Project Management
- The second round of Tender advertising returned one submission for each site.
- Again, both submissions significantly exceeded the available budget.
- Both submissions were for supply and delivery only and excluded site preparation, installation, connections, etc. The submission for Alma Oval excluded demolition of the existing building.
- Costs for site preparation, installation, connections etc. were estimated between \$276,280 to \$311,280.
- The Tender Evaluation Panel agreed to reach out to local builders to confirm what could be achieved, in similar design, at a more affordable cost. This is to find an alternative to the modular building or provide comparison of quotations to confirm if the modular building is more affordable.
- Findings are expected to be reported at the October Council meeting.

Lighting Upgrades – Memorial Oval

- Rebecca McLaughlin, Acting Leader Project Management

Memorial Oval – Tender Evaluation Pending

- Q24/8 Request for Quotation Memorial Oval Lighting Design closed on 31 May 2024.
- Quotes received ranged from \$0 \$63,800.00 for design services. \$0 submission was based on securing subsequent construction works and utilising company specific fittings. Submissions included and excluded use of existing towers, and one submission did not conform as did not include costs for full design scope of works.
- Evaluation panel agreed quotations are excessive compared to budget available due to unknown conditions of the site, and if existing towers could be retained. Potential savings during construction stage could be achieved if no requirements for demolition, new towers, new cabling, etc.
- Evaluation has been paused following engagement of an independent engineer to provide a structural assessment and report of the existing towers.
- Evaluation will reconvene following report submission (expected in August).



Image: Tower Lights and Track Lights proposed to be replaced pending design.

Lighting Upgrades – O'Neill Tennis Courts

- Rebecca McLaughlin, Acting Leader Project Management

O'Neill Tennis Courts – In Progress

- All court lighting has now been installed at the O'Neill Tennis Courts, including new poles where required.
- MBE (contractor) noted a dark spot present mid court, courts 1-6 side. MBE have returned to the design consultant to review and provide a report on rectification.
- Following response, MBE will adjust the light positions and test all lux levels.
- There is one switchboard due to arrive by end of August and installation of this will be the final works to be completed.
- The works are expected to be completed in full, ready for handover to Council and the Broken Hill Tennis Association, in mid-September.



Images: Upgraded switchboard



New light installed

Kintore Reserve Shelter

- Rebecca McLaughlin, Acting Leader Project Management

Kintore Reserve Shelter

- A new shelter with seating, and an accessible pathway, has been installed at Kintore Reserve.
- The shelter will serve as the starting base for the Heritage Walk Tours, as well as being available for use by all community and visitors.
- Works completed include demolition of old shelters and concrete, new concrete slab, new shelter with seating, and a new accessible pathway from Blende Street to the new shelter.
- Final works will include a ramp installed at an existing accessible car park providing direct connection to the new pathway, bollards behind the shelter to limit vehicle proximity to the shelter, and soft landscaping.
- Works are expected to be completed by the end of August.



Image: New shelter and seats installed at Kintore Reserve

Queen Elizabeth Park - Small Dog Breed Off Leash Area

- Rebecca McLaughlin, Acting Leader Project Management
- The Small Dog Off-Leash Area at Queen Elizabeth Park opened on 1 July 2025.
- The park has received positive feedback:

Broken Hill City Council staff/management/Councillors. Congratulations and thank you for establishing the Little Dogs dog park. This morning I was there with my pups, and two other people with their little pups. It was such a pleasure to see all six pups playing happily together without being concerned with big dogs who were in the big dog park. Job well done

Well done council

Wow that looks AWSUME

that looks great

Fantastic, Because I take my big girl Luna (American staffy) weight huge. She is a lover but could hurt little dogs playing accidentally!

The Queen Elizabeth Park is such a credit to the current Council Tom Kennedy

Nice, proper fencing for lil dogs so they cant escape

Excellent idea. Looks great, too.

Fantastic news, well done - will be great for little dogs, and owners, not to have to be concerned about large dogs not necessarily little dog friendly



Image: New Small Dog Breed Off Leash Area

E.P. O'Neill Memorial Park – Stage One – Netball Courts

- Rebecca McLaughlin, Acting Leader Project Management

FYI only – Reported to the E.P. O'Neill Memorial Park Redevelopment PSG

- The new court layout is starting to take shape.
- 85% of the subgrade has been completed.
- 45% of the bridging layer has been completed.
- Coming up: Final areas of subgrade and bridging layers to be completed by mid-September. All court areas are expected to have subgrade and bridging layers completed by mid-September ready for electrical cabling and drainage to be installed prior to installing the court pavement.

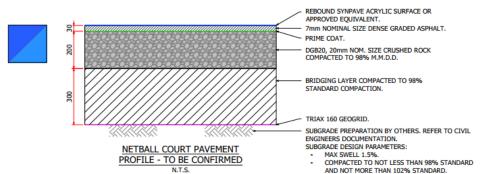




Image: Bridging layer

Duke of Cornwall Park

- Anjali Joseph, Acting Strategic Asset Management Coordinator
- Council's Assets Team found \$126,000 in savings for Duke of Cornwall Park and requested a change to the approved scope of works to re-invest these funds in the project rather than return funds to the Regional Housing Fund.
- This change has been approved by the Regional Housing Fund.
- Changes to the scope will now enable:
 - o Replace lights on two towers in park
 - o Upgrade of concrete pathway within the park
- All works will be completed by 31 December 2024, extended from 30 June 2024.



Image: Upgrades to concrete pathways mark-up

Library and Archive Project Stage Two: New Library Construction

- Asad Nizamani, Projects Engineer
- Demolition has commenced on site with the old Childrens Library demolished.
- Earthworks have started on 29 July 2024.
- Sewer connections completed in August 2024
- Works on footings have started with inspection passed by certifier and structural engineer on 20 August 2024.
- First concrete pour (footings) 22 August 2024
- Structural steel fabrication has commenced.



Footings Inspection – 20 August 2024



Demolished walls - 16 July 2024



Sewer works - 7 August 2024



Excavation - 14 August 2024



Steel reinforcement works – 15 August 2024



Preparing footings - 20 August 2024



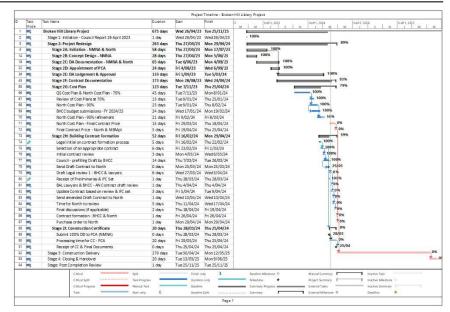
Concrete pour – 22 August 2024

Library and Archive Project Stage Two: New Library Construction

- Asad Nizamani, Projects Engineer

Estimated Program of Works

- Contract signing Completed
- Construction Start Completed
- Completion of ground works October 2024
- Start of walls November 2024
- Carpark site works March to July 2025
- Construction finish ETA July 2025



Program of works dated 3 April 2024

Project Update – CDB Redevelopment Projects

- Asad Nizamani, Projects Engineer

Introduction

The CBD Redevelopment Projects form part of Council's strategy to revitalise the CBD for all demographic groups and promote the City of Broken Hill as a national heritage identity.

Key Projects

- · CBD Banner Lighting
- Argent Street Paving
- Town Square Redevelopment







Banner Poles Project

- Asad Nizamani, Projects Engineer
- New lighting installed on the Banner Poles on Argent Street with works completed in June 2024.
- The lights are 300-Watt LED lights design by engineering firm JJ Ryan Consulting Pty Ltd.
- The lights have outreach arms in heritage green colour supplied by the pole manufacturer that are customised for the banner poles.
- Compliant lux levels were measured at the commissioning stage with full handover documentation.









New banner pole lights - 27 June 2024

BROKEN HILL CITY COUNCIL

- **Argent Street Paving Project** Asad Nizamani, Projects Engineer
- Works ongoing on site with approximately 76% of the planned scope completed.
- Completed: Bromide St to Sulphide St.
- Current works: Sulphide St to Chloride St.
- Construction traffic management and diversion routes are in place.
- Construction will last until October 2024.



New paving completed up to 30 July 2024





Works progress – Sulphide to Chloride









Completed – 23 May 2024

Completed - 13 July 2024

Completed - 30 July 2024

Works in progress – 21 August 2024

Town Square Redevelopment

- Asad Nizamani, Projects Engineer
- The project has been awarded to LCS Landscapes Pty Ltd.
- Construction works have commenced on site on 20 August 2024.
- · Demolition works have started.
- Offsite procurement is underway for furniture, misting feature, plants, and other items.
- Estimated completion: January 2025.



Site establishment works – 20 August 2024

Broken Hill City Council



Site offices on Crystal Lane - 20 August 2024



Marking out services – 20 August 2024



Shade sails removed – 21 August 2024



Demolition of retaining wall - 21 August 2024



Further demolition - 22 August 2024



Preparing Tree Protection Zones - 22 August 2024

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100% DD – Final Poster



Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer
- There are currently two (2) major capital projects underway at the Airport:
 - Upgrade of the fire system
 - Airside pavement upgrades
- Upgrade of the fire system: The fire system has been under upgrade since 2021 with new pumps commissioned in December 2023. Stage 2 involves the upgrade of underground fire piping systems and hydrants to comply with current codes and standards.
- Airside pavement upgrades: Testing and preliminary designs are underway with completion of design in September 2024.



Prestart discussions on fire piping upgrades - 17 July 2024

Broken Hill City Council

BROKEN HILL

Warnock Street Redevelopment

- Asad Nizamani, Projects Engineer
- Council is working with preferred tenderer to finalise the contract of works by 31 August 2024.
- A revised DA was submitted for the Garage Construction only and is currently under assessment with the Planning Consultant engaged for this project.
- Evaluations are underway to engage a Certifier for the project with works on the Construction Certificate commencing in September 2024.
- Construction commencement: October 2024.



Architect's Illustration of Stage 1 for completion by 2026 Note: Garage construction will be completed in 2025

Broken Hill City Council

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Questions?





Next PSG Meeting - TBC

Thank you!

With the Local Government Elections soon to be held, the current memberships of the Project Consultative Group PSG will become vacant and member nominations will be requested once again.

Thank you to Councillors and Community Members for your meeting attendance, contribution, and subject matter expertise during the past few years. It has been greatly appreciated.



MINUTES OF THE PROJECT CONSULTATIVE GROUP PSG - 22.08.2024 MEETING DETAILS

Facilitator	Jay Nankivell – General Manager
Minutes	Rebecca McLaughlin – Acting Leader Project Management
Meeting Venue	Second Floor Meeting Room, Council Administrative Building
Meeting Date	Thursday, 22 August 2024
Meeting Start Time	4:00 pm
Meeting End Time	5:00 pm

ATTENDANCE REGISTER

Role	Section	Name	
Chair	Mayor	Mayor Tom Kennedy	
Project Sponsor	BHCC General Manager	Jay Nankivell	
Council Contact Officer	BHCC Acting Leader Projects	Rebecca McLaughlin	
Cooricii Corridei Onicei	Management		
Council Officer	BHCC Projects Engineer	Asad Nizamani	
Project Steering Group	Community Representative	Ashley Byrne	
Special Invitation	BHCC Acting Strategic Asset	Anjali Joseph	
special invitation	Management Coordinator		

AGENDA

Item	Objective	Discussion Led By
1	Welcome	Chair
2	Apologies	Chair
3	Action Items from last meeting	Chair
4	Project Updates	General Manager, Project Team Members
5	Questions	Chair

1. Welcome

Mayor Kennedy welcomed everyone to the meeting.

2. Apologies

Rebecca confirmed apologies:

- Deputy Mayor Jim Hickey
- Codie Howard, BHCC Director Infrastructure & Environment
- Darrin Manuel, BHCC Manager Communications & Marketing
- Anne Johansson, BHCC Leader Innovation and Business Improvement
- Bernard Williams, Project Steering Group Community Representative
- Ghislaine Barbe, Project Steering Group Community Representative
 Matthew Handberg, Project Steering Group Community Representative
- Paul Thomas, Project Steering Group Community Representative
- Liz Vines, Heritage Advisor

3. Action Items from Previous Meetings

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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Broken Hill City Council Page 73

Action Items not discussed at meeting. Still current.

Meeting Date Raised	Action	Responsible Officer	Status
29.09.2022	Arrange a site tour for PSG at the Warnock Street Yard.	Projects Engineer	Pending
09.05.2023	Investigate the purchase of a laser pointer	Project Officer	Pending

4. Project Updates

PowerPoint presentation displayed. Presenters:

- Rebecca McLaughlin, Acting Leader Project Management
- Anjali Joseph, Acting Strategic Asset Management Coordinator
- Asad Nizamani, Projects Engineer

Alma Oval and Norm Fox Oval Changeroom Upgrades (Rebecca McLaughlin)

- The second round of Tender advertising returned one submission for each site.
 Again, both submissions significantly exceeded the available budget.
- Both submissions were for supply and delivery only and excluded site preparation, installation, connections, etc. The submission for Alma Oval excluded demolition of the existing building.
- Costs for site preparation, installation, connections etc. were estimated between \$276,280 to \$311,280.
- The Tender Evaluation Panel agreed to reach out to local builders to confirm what could be achieved, in similar design, at a more affordable cost. This is to find an alternative to the modular building or provide comparison of quotations to confirm if the modular building is more affordable.
- Findings are expected to be reported at the October Council meeting.
 - General Discussions / Questions
 - o Mayor Kennedy agreed local builders might be more affordable.

• Lighting Upgrades - Memorial Oval (Rebecca McLaughlin)

- Q24/8 Request for Quotation Memorial Oval Lighting Design closed on 31 May 2024.
- Quotes received ranged from \$0 \$63,800.00 for design services. The \$0 submission was based on securing subsequent construction works and utilising company specific fittings. Submissions included and excluded use of existing towers, and one submission did not conform as did not include costs for full design scope of works.
- Evaluation panel agreed quotations are excessive compared to budget available due to unknown conditions of the site, and if existing towers could be retained. Potential savings during construction stage could be achieved if no requirements for demolition, new towers, new cabling, etc.
- Evaluation has been paused following engagement of an independent engineer to provide a structural assessment and report of the existing towers.
- Evaluation will reconvene following report submission (expected in August).

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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Lighting Upgrades - O'Neill Tennis Courts (Rebecca McLaughlin)

- All court lighting has now been installed at the O'Neill Tennis Courts, including new poles where required.
- MBE (contractor) noted a dark spot present mid court, courts 1-6 side. MBE have returned to the design consultant to review and provide a report on rectification.
- Following response, MBE will adjust the light positions and test all lux levels.
- There is one switchboard due to arrive by end of August and installation of this will be the final works to be completed.
- The works are expected to be completed in full, ready for handover to Council
 and the Broken Hill Tennis Association, in mid-September.

• General Discussions / Questions

 Mayor Kennedy said the lights are working really well, he played last night with great lighting. The Tennis Association are very happy.

Kintore Reservice Shelter (Rebecca McLaughlin)

- A new shelter with seating, and an accessible pathway, has been installed at Kintore Reserve.
- The shelter will serve as the starting base for the Heritage Walk Tours, as well as being available for use by all community and visitors.
- Works completed include demolition of old shelters and concrete, new concrete slab, new shelter with seating, and a new accessible pathway from Blende Street to the new shelter.
- Final works will include a ramp installed at an existing accessible car park providing direct connection to the new pathway, bollards behind the shelter to limit vehicle proximity to the shelter, and soft landscaping.
- Works are expected to be completed by the end of August.

• General Discussions / Questions

o Mayor Kennedy said the Heritage Walking Tour Group are really happy.

• Queen Elizabeth Park – Small Dog Breed Off Leash Area (Rebecca McLaughlin)

- The Small Dog Off-Leash Area at Queen Elizabeth Park opened on 1 July 2025.
- The park has received positive feedback.

• General Discussions / Questions

- o Mayor Kennedy pleased the fence gap was fixed before opening.
- Mayor Kennedy said there has been talk about the gas works site being a
 potential site for another smaller fenced dog park. Assets and Projects
 Team will note this and discuss.

E.P. O'Neill Memorial Park – Stage One – Netball Courts (Rebecca McLaughlin)

FYI only – Reported to the E.P. O'Neill Memorial Park Redevelopment PSG

- The new court layout is starting to take shape.
- 85% of the subgrade has been completed.
- 45% of the bridging layer has been completed.
- Coming up: Final areas of subgrade and bridging layers to be completed by mid-September. All court areas are expected to have subgrade and bridging

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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layers completed by mid-September ready for electrical cabling and drainage to be installed prior to installing the court pavement.

• General Discussions / Questions

 Mayor Kennedy mentioned the site visit and Rebecca confirmed a site visit has been scheduled for the E.P. O'Neill Memorial Park Redevelopment PSG for 4th September.

Duke of Cornwall Park Redevelopment (Anjali Joseph)

- Council's Assets Team found \$126,000 in savings for Duke of Cornwall Park and requested a change to the approved scope of works to re-invest these funds in the project rather than return funds to the Regional Housing Fund.
- This change has been approved by the Regional Housing Fund.
- Changes to the scope will now enable:
 - Replace lights on two towers in park.
 - Upgrade of concrete pathway within the park
- All works will be completed by 31 December 2024, extended from 30 June 2024.

• General Discussions / Questions

 Mayor Kennedy commented that it is great the lights have been included as that is what the community wanted done.

• Library and Archives Project (Asad Nizamani)

- Demolition has commenced on site with the old Childrens Library demolished.
- Earthworks have started on 29 July 2024.
- Sewer connections completed in August 2024.
- Works on footings have started with inspection passed by certifier and structural engineer on 20 August 2024.
- First concrete pour (footings) 22 August 2024.
- Structural steel fabrication has commenced.
- Contract signing Completed.
- Construction Start Completed.
- Completion of ground works October 2024.
- Start of walls November 2024.
- Carpark site works March to July 2025.
- Construction finish ETA July 2025.

• General Discussions / Questions

Mayor Kennedy asked if there are any plans for the existing building at this time. General Manager confirmed no, the building will be locked off and restricted. Ideally this will be where the archives will be in future. Would need to continue to look for funding opportunities as to whether we knock down and rebuild or renovate. General Manager did note for interested that when working on the building, a 3rd floor was uncovered instead of a normal rood, inclusive of sewer and water connections. Asad noted that today a 300mm steel beam was discovered, which would indicate a 3rd floor may have been planned at one point.

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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CBD Redevelopment Projects - CBD Banner Poles Project (Asad Nizamani)

- New lighting installed on the Banner Poles on Argent Street with works completed in June 2024.
- The lights are 300-Watt LED lights design by engineering firm JJ Ryan Consulting Pty Ltd.
- The lights have outreach arms in heritage green colour supplied by the pole manufacturer that are customised for the banner poles.
- Compliant lux levels were measured at the commissioning stage with full handover documentation.

• General Discussions / Questions

o Mayor Kennedy asked if with the Essential Energy lights off, do the banner pole lights meet requirements. General Manager and Asad confirmed that yes, they do. Asad noted that a dark spot is evident in front of the Town Hall Façade where a tree is present, so some local pedestrian lighting should resolve this. Anjali noted that existing Silver Bullet Lighting is damaged and once fixed, this should resolve the dark spot.

Argent Street Paving Upgrades (Asad Nizamani)

- Works ongoing on site with approximately 76% of the planned scope completed.
- Completed: Bromide St to Sulphide St.
- Current works: Sulphide St to Chloride St.
- Construction traffic management and diversion routes are in place.
- Construction will last until October 2024.

• General Discussions / Questions

 Mayor Kennedy said there has been very good feedback about the contractors doing this work – working quick, working well. Parking has been a concern, would be good if paving is completed sooner than October to get parking back.

• CBD Redevelopment Projects - Town Square Redevelopment (Asad Nizamani)

- The project has been awarded to LCS Landscapes Pty Ltd.
- Construction works have commenced on site on 20 August 2024.
- Demolition works have started.
- Offsite procurement is underway for furniture, misting feature, plants, and other items.
- Estimated completion: January 2025.

• General Discussions / Questions

- o Mayor Kennedy asked how businesses are accessed during works.
- Ashley said he had been contacted yesterday from a business that the contractor fence was too close to the business limiting access, and this has been rectified quickly. He also noted that a disabled car pace has now been lost.

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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- Mayor Kennedy and General Manager discussed installing a temporary accessible car space and temporary pedestrian crossing adjacent to Broken hill Community Credit Union building and crossing Crystal Lane.
- Action: Asad to submit request to Director Infrastructure and Environment to change existing standard parallel parking adjacent to Broken Hill Community Credit Union to an accessible car space and install a pedestrian crossing from car space across Crysal Lane towards Town Square temporarily during construction of the Town Square Project.
- Mayor Kennedy also suggested 15-minute parking be installed in Argent Street in from of the chemist and newsagency to allow short visits to these shops. General Manager said we can do this.
- Action: Asad to submit request to Director Infrastructure and Environment to change existing 2-hour parking to 15-minute parking temporarily in Argent Street in front of C.P. Peoples Chemist and Barrier Stationers Newsagent during construction of the Town Square Project.

Airport Master Plan & Funding (Asad Nizamani)

- There are currently two (2) major capital projects underway at the Airport:
 - Upgrade of the fire system
 - Airside pavement upgrades
- Upgrade of the fire system: The fire system has been under upgrade since 2021 with new pumps commissioned in December 2023. Stage 2 involves the upgrade of underground fire piping systems and hydrants to comply with current codes and standards.
- Airside pavement upgrades: Testing and preliminary designs are underway with completion of design in September 2024.

• General Discussions / Questions

- Mayor Kennedy asked General Manager why dd the RFDS move filing from Broken Hill to South Australia. General Manager said that 95% of the reason came down to the works being undertaken at the RFDS site. Mayor Kennedy said this was what he said on a recent ABC interview.
- Rebecca mentioned in that same ABC interview that the Mayor spoke about the existing Airport Parking and confirmed that two projects assigned to her are the Airport Carpark Upgrade and the Rental Carpark Footpath and Solar Lights.

Warnock Street Yard Redevelopment (Asad Nizamani)

- Council is working with preferred tenderer to finalise the contract of works by 31 August 2024.
- A revised DA was submitted for the Garage Construction only and is currently under assessment with the Planning Consultant engaged for this project.
- Evaluations are underway to engage a Certifier for the project with works on the Construction Certificate commencing in September 2024.
- Construction commencement: October 2024.

• General Discussions / Questions

 Mayor Kennedy asked if the staff are happy. General Manager and Asad both confirmed yes, especially now that things are starting to happen, tender has been awarded etc. The Mayor said that improved

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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environments are very good for productivity, and both the Mayor and Ashley agreed good equipment, safe environments boost morale and productivity.

5. General Discussion

- Mayor Kennedy said that the minutes and presentation from these meetings is well received by all, clear and easy to understand.
- Rebecca thanked all involved in the PCG PSG. With the Local Government Elections soon to be held, the current memberships of the Project Consultative Group PSG will become vacant and member nominations will be requested once again. Thank you to Councillors and Community Members for your meeting attendance, contribution, and subject matter expertise during the past few years. It has been greatly appreciated.

6. Next Steps

- Rebecca will issue the redacted Power Point presentation and minutes to all members of the PSG.
- Asad to submit request to Director Infrastructure and Environment to change existing standard parallel parking adjacent to Broken Hill Community Credit Union to an accessible car space and install a pedestrian crossing from car space across Crysal Lane towards Town Square temporarily during construction of the Town Square Project.
- Asad to submit request to Director Infrastructure and Environment to change existing 2-hour parking to 15-minute parking temporarily in Argent Street in front of C.P.
 Peoples Chemist and Barrier Stationers Newsagent during construction of the Town Square Project.

7. Meeting Close

• There being no further business the Chair closed the meeting at 5:00pm.

NEXT MEETING - TBC

Date	
Venue	
Start Time	
End Time	

Project Consultative Group PSG – Minutes from the Meeting held 22.08.2024

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Project Consultative Group

Project Steering Group Meeting 2025 - No. 1 Wednesday, 15 January 2025

Broken Hill City Council



Meeting Agenda

- 1. Welcome
- 2. Apologies
- 3. Floodplain Management Study
- 4. Project Updates
- 5. Questions
- 6. Next Meeting



Broken Hill City Council

BROKEN HILL CITY COUNCIL Floodplain Manc

Floodplain Management Study

- Codie Howard, Director Infrastructure and Environment

1. Kade Small

Senior Floodplain Officer

Department of Climate Change, Energy, the Environment and Water

- The management of Flood Risk in NSW (Policies and Legislation);
- How the Broken Hill Flood Study aligns with NSW requirements;
- The role of the committee in overseeing the Broken Hill Flood Study.

Darren Lyons Principal Water Resources Engineer Torrent Consulting

- Project Status and work done to date;
- Flood Modelling and Calibration;
- · Questions.



BROKEN HILL

Alma Oval and Norm Fox Oval Changeroom Upgrades

- Codie Howard, Director Infrastructure and Environment

Tender Advertising:

- Have advertised Tender on 3 different occasions with all submissions received significantly over project budget.
 - 4 December 2023 2 February 2024.
 - 21 June 2024 14 July 2024.
 - 1 October 2024 29 November 2024.
- Advertising was completed through Vendor Panel and direct e-mails to local builders.
- After each advertisement scope was revised to attempt to reduce cost of project.
- Since first advertisement costs have risen significantly due to post Covid building escalation prices and increased popularity of modular builds.
- Council has requested meeting with funding body to combine budgets from both buildings and focus solely on the Alma Oval Redevelopment and for the Norm Fox Oval Changeroom to be completed as part of the E.P. O'Neill Sporting Precinct Redevelopment.





E.P. O'Neill Memorial Park – Stage One – Netball Courts

- Codie Howard, Director Infrastructure and Environment

Project to Date:

- Court civil works sub-grade, base and asphalting completed.
- Concrete paths (95% complete).
- Fence posts (85% complete).
- All sports lighting installed.
- Fast five netball court poles installed.
- Stormwater drainage on-going.

Upcoming Works:

- Court sealing starting this week (weather dependent)
- Finalise drainage works
- Court furniture installation. E.g. Poles, seating shade structures.

Expected Practical Completion Date: 4th March 2025



Broken Hill City Council

BROKEN HILL

E.P. O'Neill Memorial Park – Stage One – Netball Courts

- Codie Howard, Director Infrastructure and Environment



Concrete Prep - 4th December



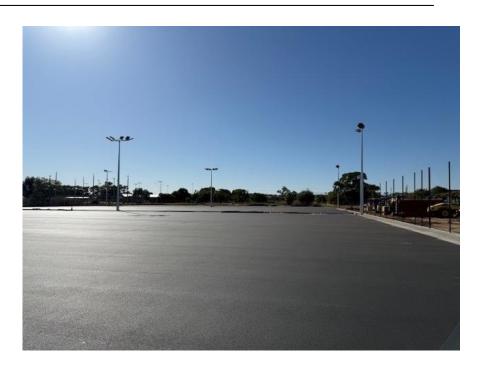
Concrete After - 19th December



Fence Posts - 4th December



Fence Posts After - 19th December



BROKEN HILL

Library and Archive Project New Library Construction

- Asad Nizamani, Projects Engineer

Project Updates – Library Site

- Installation of concrete wall panels is underway on site. First delivery was Thursday 5th December with nine (9) panels installed by 10 December 2024.
- Offsite structural steel fabrication is complete with the steel ready to be delivered to site. Assembly of the steel elements on site has commenced.
- Works are continuing to rehabilitate the walls of the new internal courtyard garden.
- Shop drawing process for the windows has started.
- Civil works for the ground floor slab has commenced.



Footings in the Western Garden Wall – 28 November 2024

Broken Hill City Council

BROKEN HILL

Stage Two: New Library Project

Asad Nizamani, Projects Engineer



Roof removed - 7 November



The building - 3 December



WHS Inspection - 28 November



Councillor Visit - 4 December



Steel Delivery - 18 November



Wall Panels Readying - 10 December



Steel Assembly - 20 November



Installed Panels On Site – 10 December

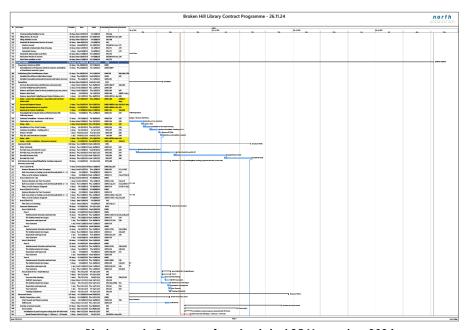
BROKEN HILL

Stage Two: New Library Project

Asad Nizamani, Projects Engineer

Estimated Program of Works (2025)

- Offsite steel fabrication Completed
- Main CC Completed
- Wall Panelling From 5 December 2024
- Wall Garden Works 20 February 2025
- Structural steel works 3 February 2025
- Start of Roofing March 2025
- Carpark CC 28 February 2025



Photograph: Program of works dated 25 November 2024

Broken Hill City Council

BROKEN HILL

Project Update – CDB Redevelopment Projects

- Asad Nizamani, Projects Engineer

Introduction

The CBD Redevelopment Projects form part of Council's strategy to revitalise the CBD for all demographic groups and promote the City of Broken Hill as a national heritage identity.

Key Projects

- CBD Banner Lighting (Completed)
- Argent Street Paving (Completed)
- Town Square Redevelopment



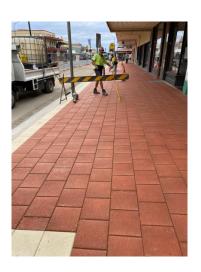




Broken Hill City Council

BROKEN HILL CITY COUNCIL

- **Argent Street Paving Project** Asad Nizamani, Projects Engineer
- Paving works completed in November 2024.
- 7 x Telstra Pits covers to be installed.







Paving works completed - November 2024

BROKEN HILL

Town Square Redevelopment

- Asad Nizamani, Projects Engineer
- · Demolition completed.
- Block garden walls completed with stone cladding and render being done on site.
- Irrigation works completed.
- Concrete works underway with shade sail structure posts ordered with ETA 27 January for installation on site.
- Plants and landscaping supplies have been ordered but will be installed in February 2025 under cooler conditions.
- Estimated completion: February 2025.



Low level garden wall – stone works underway in January 2025

MINUTES OF THE PROJECT CONSULTATIVE GROUP PROJECT STEERING GROUP MEETINGS HELD 22 AUGUST 2024, 15 JANUARY 2025 AND 12 MAY 2025

Removal of time capsule – September 2024



Underground Conduits – September 2024



Start of blockwork – October 2024



Steps being prepared – December 2024



Installation of Handrails - January 2025

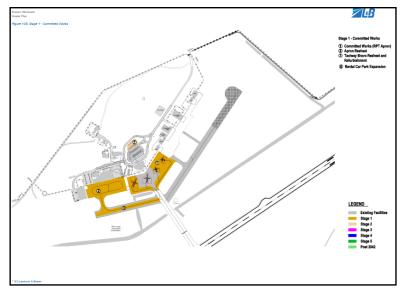


Current Overview of Works – January 2025

BROKEN HILL

Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer
- There are four (4) capital projects underway at the Airport, aligning with the Airport Master Plan 2022:
 - Upgrade of the fire system
 - Airside pavement upgrades
 - · Airport carpark upgrades
 - New footpath with associated solar lights
- All the projects are FY 2024/25 projects, except the pavement upgrades that will be completed by December 2025.
- The combined capital value of the projects are approximately \$12 million with over 80% wholly grant funded by the Federal and State Governments.



An extract of Stage 1 (part Stage 2) of the Airport Master Plan

BROKEN HILL

Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer
- Upgrade of the Fire System involves the upgrade of the underground asbestos pipes to new high strength PVC pipes and works to upgrade hydrant coverage.
- Geotechnical investigations and revised IFC designs were completed in December 2024 by GHD Pty Ltd to avoid airside works.
- · Robinson Plumbing has been engaged.
- Prestart works are currently under with site works to commence in February 2025.
- Construction will take approximately 3 months.

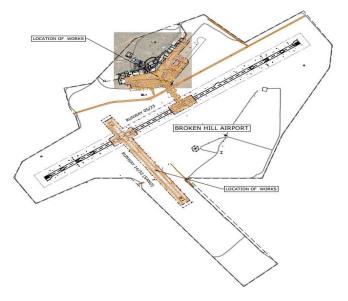


Geotechnical investigations commencing – October 2024



Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer
- The Airport Pavement Upgrades will upgrade the RPT apron, the RFDS apron, and the worst affected taxiways with new sheeting.
- 100% technical designs for tender have been completed in January 2025 by specialist consulting firm Tonkin Consulting Pty Ltd alongside geotechnical investigations.
- The construction tender is being prepared for advertising by the end of February 2025.
- Construction will take approximately 6 8 months with the project estimated to be completed by December 2025.



Coloured extract of the estimated scope – December 2024



Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer

Airport Carpark Upgrades

- A scope of works has been finalised with concept design currently being compiled by consultant firm Tonkin Consulting Pty Ltd.
- Geotechnical investigations were completed in late 2024 with stormwater runoff analysis completed through site visits in December 2024.
- Design documentation ETA in March 2025.
- Construction will take approximately 2-3 months with the project estimated to be completed by June 2025.

Airport Rental Carpark pathway and solar lights

- A 140m long paved pathway will be constructed from the terminal to the overflow rental carpark with associated solar lights.
- Requests for quotations were sent out for light suppliers in December 2024 (under evaluation).
- Concrete works will be carried out by Council's concrete panel supplier(s).
- Construction is estimated to be completed by June 2025.

Broken Hill City Council

BROKEN HILL

Warnock Street Redevelopment

- Asad Nizamani, Projects Engineer
- DA has been approved in November 2024 for Stage 1 of the redevelopment focusing on the new Garage Workshop construction.
- Structen Pty Ltd has been engaged as the principal contractor.
- Philip Chun BC (NSW) Pty Ltd has been appointed as the Certifier with the CC in progress.
- Site establishment is currently underway.
- Construction start is in February 2024 with completion estimated by December 2025.



Site investigations under way during design



Questions?





Next PSG Meeting

The next meeting will be held:

Date: TBC

Time: 4pm

Location: Second Floor Meeting Room, Council Administrative

Building





MINUTES OF THE PROJECT CONSULTATIVE GROUP PSG - 15.01.2025 MEETING DETAILS

Facilitator	Jay Nankivell – General Manager	
Minutes	Codie Howard – Director Infrastructure and Environment	
Masking Vanua	Ground Floor Meeting Room, Council Administrative Building & MS	
Meeting Venue	Teams.	
Meeting Date	Wednesday, 15 January 2025	
Meeting Start Time	4:00 pm	
Meeting End Time	5:42 pm	

ATTENDANCE REGISTER

Role	Section	Name	
Chair / Councillor Representative	Mayor	Mayor Tom Kennedy	
Councillor Representative	Deputy Mayor	Deputy Mayor Jim Hickey	
Councillor Representative	Councillor	Councillor Ashley Byrne	
Project Sponsor	BHCC General Manager	Jay Nankivell	
Project Manager	BHCC Director Infrastructure and Environment (via MS Teams)	Codie Howard	
Council Officer	BHCC Projects Engineer	Asad Nizamani	
Council Officer	BHCC Projects Officer	Ashwin Roy	
Council Officer	BHCC Projects Engineer	Suranga Palihawadana	
Council Officer	BHCC Leader Innovation and Business Improvement	Anne Johansson	
Project Steering Group	Community Representative	Matthew Handberg	

AGENDA

Item	Objective	Discussion Led By
1	Welcome	Chair
2	Apologies	Chair
3	Action Items from last meeting	Chair
4	Floodplain Management Study	Chair / Special Guests
5	Project Updates	General Manager, Director Infrastructure & Environment, Project Delivery Team
6	Questions	Chair

1. Welcome

Mayor Kennedy welcomed everyone to the meeting.

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

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Broken Hill City Council Page 100

2. Apologies

Mayor Kennedy confirmed apologies:

- Rebecca McLaughlin, BHCC Acting Leader Projects Management.
- Ghislaine Barbe, Community Representative.
- Paul Thomas, Community Representative.
- Bernard Williams, Community Representative.
- Darrin Manuel, BHCC Manager Communications & Marketing.

3. Action Items from Previous Meetings

Action Items not discussed at meeting. Still current.

Meeting Date Raised	Action	Responsible Officer	Status
29.09.2022	Arrange a site tour for PSG at the Warnock Street Yard.	Projects Engineer	Pending

4. Floodplain Management Study

PowerPoint presentation displayed.

Presenters:

- Codie Howard, Director Infrastructure and Environment.
- Kade Small, Senior Floodplain Officer, Department of Climate Change, Energy, Environment and Water.
- Darren Lyons, Principal Water Resources Engineer, Torrent Consulting.
- Project Background (Codie Howard)
 - La Nina events between 2021-2024 have shown there is an increased level
 of flood risk within the Broken Hill LGA.
 - Flood Study has not been updated since approximately the 90's, with overall weather conditions changing dramatically since then.
 - Applied for funding through the DCCEEW and was successful in gaining funding.
 - Advertised project in August 2023, in which Torrent Consulting were awarded the contract.
- Funding Body and Committee Role in Project (Kade Small).
 - The management of flood risk with NSW is managed by local Councils with support and guidance from the Department of Climate Change, Energy, Environment and Water through the Floodplain Risk Management Framework.
 - The Floodplain Risk Management Framework is divided into certain phases
 of flood management, the framework that is managed by local Councils
 and the Process which this committee will be involved in and be the voice
 for the community.
 - The committee's role is to assist Council in developing a Flood Risk Management Plan and contribute their knowledge of historical information, local problems, possible solutions and generally be the community's voice.
 - Codie to share with members of the committee, the Committee Handbook and the most recent milestone report for their information.
- Project Status and Modelling Requirements (Darren Lyons).
 - Outline of the Flood Study Objectives

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

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- Compilation and review of existing information pertinent to the study and acquisition of additional data as required.
- Development appropriate hydrologic and hydraulic models and calibration to observed historical event data where available.
- Determination of design flood conditions for a range of design magnitude events up to the Probable Maximum Flood (PMF) event, considering also future flooding conditions incorporating potential climate change influence.
- Presentation of study methodology, results and findings in a comprehensive report incorporating appropriate flood mapping.
- Consultation has been held in person and through online surveys in 2023
 with the wider community which provided very good information on flood
 behaviours. Increased availability of photos and videos during the flood
 has helped with the mapping process.
- All the data and information from consultation with the community as well as any survey data Council was able to provide help build the flood modelling calibration parameters. The flood modelling software helps understand rainfall run-off and flow distribution.
- Next steps will include completing the modelling and finalising the report.
 Report will be presented to the committee for endorsement, then to
 Council to approve for public exhibition, before being formally adopted.

5. Project Updates

PowerPoint presentation displayed. Presenters:

- Codie Howard, Director Infrastructure and Environment
- Asad Nizamani, Projects Engineer

Alma Oval and Norm Fox Oval Changeroom Upgrades (Codie Howard)

- Background provided on Tender advertising to date.
 - Have advertised on 3 different occasions, with all submissions significantly over budget.
 - o 4 December 2023 2 February 2024.
 - o 21 June 2024 14 July 2024.
 - o 1 October 2024 29 November 2024.
 - After each advertising period, re-scoping was carried out to bring costs back to budget.
 - Since the first advertisement, costs have risen significantly due to post Covid building escalation prices and increased popularity of modular builds.
 - Council has requested meeting with funding body to combine budgets from both buildings and focus solely on the Alma Oval Redevelopment and for the Norm Fox Oval Changeroom to be completed as part of the E.P. O'Neill Sporting Precinct Redevelopment.

General Discussions / Questions

- Mayor Kennedy, asked about the ability to spend the funding of the Alma
 Oval grant on a refurbishment?
 - Codie Howard responded that one submission had been received for upgrade of current facilities only for

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

Page 3 of 7

approximately \$800K and would not provide a compliant build.

- Mayor Kennedy asked the committee what the preference is for priority building if able to combine funds.
 - Matthew Handberg moved that the Alma Oval becomes the priority site.
 - o Second from Deputy Mayor Hickey.
 - o Unanimous decision passed.
- E.P. O'Neill Memorial Park Stage One Netball Courts (Codie Howard)

FYI only – Reported to the E.P. O'Neill Memorial Park Redevelopment PSG

- Background provided on status of project.
 - · Completed to date
 - o Court civil works sub-grade, base and asphalting completed.
 - o Concrete paths (95% complete).
 - o Fence posts (85% complete).
 - o All sports lighting installed.
 - o Fast five netball court poles installed.
 - o Stormwater drainage on-going.
 - Upcoming Works:
 - Court sealing starting this week (weather dependent)
 - o Finalise drainage works
 - o Court furniture installation. E.g. Poles, seating shade structures.

• General Discussions / Questions

- Mayor Kennedy asked Codie Howard to explain the court sealing process to the Committee.
 - o Codie Howard responded, "The product is a specialised type of seal, like rubber based epoxy seal over the courts but can only be done by hand with screeding and temp dependent that if the temperature is too hot the resin sets too fast and because doing by hand it causes problems".
- Library and Archives Project (Asad Nizamani)
 - Project Status Update
 - Installation of concrete wall panels is underway on site. First delivery was Thursday 5th December with nine (9) panels installed by 10 December 2024.
 - Offsite structural steel fabrication is complete with the steel ready to be delivered to site. Assembly of the steel elements on site has commenced.
 - Works are continuing to rehabilitate the walls of the new internal courtyard garden.
 - Shop drawing process for the windows has started.
 - Civil works for the ground floor slab has commenced.

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

Page 4 of 7

- CBD Redevelopment Projects CBD Banner Poles Project (Asad Nizamani)
 - COMPLETED.
- Argent Street Paving Upgrades (Asad Nizamani)
 - All paving works were completed in November 2024
 - Seven Telstra pit lid covers are still to be installed.
 - General Discussions / Questions
 - Matt Handberg asked Asad how we found working with the Contractors?
 Asad that Conex Group have been working with Council for a few years now and we don't have many issues with them. He noted they are extremely fast in carrying out projects.
- CBD Redevelopment Projects Town Square Redevelopment (Asad Nizamani)
 - Project update provided
 - All demolition works have been completed.
 - Block garden wall are being fitted with stone cladding and render.
 - Irrigation works are complete.
 - Shade sail structure being manufactured currently with an estimated arrival on site of January 27.
 - Planting and Landscaping will be completed at end of February when temperature is a little cooler
 - Estimated completion is still end of February.

• General Discussions / Questions

- Jay Nankivell provided an update on the outcome of the survey asking the community on the preferred location of the Women's Memorial that was removed in the demolition phase. The preferred location was overwhelmingly voted to be back in Town Square. A map layout of three (3) possible locations within the Town Square were provided to the committee to discuss and select preferred location. The three options were
 - 1. Argent Street end, Pharmacy side.
 - 2. Argent Street end, Café side
 - 3. Crystal Lane end, Café side.
 - All members agreed that the structure need to be at the Argent Street end with a preference to the Pharmacy side.
 - The committee would like the options to go to the community for a vote and a final decision to be made at the February Council meeting.
 - Moved Matthew Handberg
 - Second from Deputy Mayor Hickey.
 - o Unanimous decision passed.
- Airport Master Plan & Funding (Asad Nizamani)

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

Page 5 of 7

- There are four (4) capital projects underway at the Airport, aligning with the Airport Master Plan 2022:
 - Upgrade of the fire system
 - Airside pavement upgrades
 - Airport carpark upgrades
 - New footpath with associated solar lights
- All the projects are FY 2024/25 projects, except the pavement upgrades that will be completed by December 2025.
- The combined capital value of the projects are approximately \$12 million with over 80% wholly grant funded by the Federal and State Governments.

Airport Fire Pipe Replacement Project (Asad Nizamani)

- Upgrade of the Fire System involves the upgrade of the underground asbestos pipes to new high strength PVC pipes and works to upgrade hydrant coverage.
- Geotechnical investigations and revised IFC designs were completed in December 2024 by GHD Pty Ltd to avoid airside works.
- Robinson Plumbing has been engaged.
- Prestart works are currently under with site works to commence in February 2025.
- Construction will take approximately 3 months.

• Airport RPT and RFDS Pavement Upgrades (Asad Nizamani)

- The Airport Pavement Upgrades will upgrade the RPT apron, the RFDS apron, and the worst affected taxiways with new sheeting.
- 100% technical designs for tender have been completed in January 2025 by specialist consulting firm Tonkin Consulting Pty Ltd alongside geotechnical investigations.
- The construction tender is being prepared for advertising by the end of January 2025.
- Construction will take approximately 6 8 months with the project estimated to be completed by December 2025.

• General Discussions / Questions

- Jay Nankivell updated the Committee about the change in pavement strength requirement since the Master Plan was completed, with Qantas upgrading their fleet from Q300 to Q400 aircrafts.
- Mayor Kennedy asked for details around the compaction requirement for 737 aircraft.
- Jay explained we are only strengthening one (1) bay for the capability of parking 737 aircrafts due to the cost associated if we were to complete for the whole apron.

Airport Car Park Expansion and Overflow Carpark Footpath/ Lighting (Asad Nizamani)

Car Park Expansion:

- A scope of works has been finalised with concept design currently being compiled by consultant firm Tonkin Consulting Pty Ltd.
- Geotechnical investigations were completed in late 2024 with stormwater runoff analysis completed through site visits in December 2024.

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

Page 6 of 7

- Design documentation ETA in March 2025.
- Construction will take approximately 2-3 months with the project estimated to be completed by June 2025.

Footpath and Lighting:

- A scope of works has been finalised with concept design currently being compiled by consultant firm Tonkin Consulting Pty Ltd.
- Geotechnical investigations were completed in late 2024 with stormwater runoff analysis completed through site visits in December 2024.
- Design documentation ETA in March 2025.
- Construction will take approximately 2-3 months with the project estimated to be completed by June 2025.

Warnock Street Yard Redevelopment (Asad Nizamani)

- DA has been approved in November 2024 for Stage 1 of the redevelopment focusing on the new Garage Workshop construction.
- Structen Pty Ltd has been engaged as the principal contractor.
- Philip Chun BC (NSW) Pty Ltd has been appointed as the Certifier with the CC in progress.
- Site establishment is currently underway.
- Construction start is in February 2024 with completion estimated by December 2025.

General Discussions / Questions

- o Matthew Handberg asked if it was a quick turn around for the project to be completed within a year.
- Asad mentioned that due to the design of the structure, most of the material will be built off site and will only needed to be erected on site, making for a quicker installation time.

6. General Discussion

- Mayor Kennedy asked Jay Nankivell to update the committee on the funding application for Get Actice NSW.
- Jay explained that we have submitted a funding application for new footpath to be
 installed along Pro Hart Way from the Airport overflow carpark to Knox Street. The
 project will include landscaping, tree replacement (where needed), street furniture
 and solar lighting along the pathway. The long-term plan is to continue footpath to
 Eyre Street and along Holten Drive.

7. Next Steps

 A copy of the redacted (if appropriate) Power Point presentation and minutes to all members of the PSG.

8. Meeting Close

• There being no further business the Chair closed the meeting at 5:42 pm.

NEXT MEETING - TBC

Project Consultative Group PSG – Minutes from the Meeting held 15.01.2025

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Project Consultative Group

Project Steering Group Meeting 2025 - No. 2 Monday, 12 May 2025



Meeting Agenda

- 1. Welcome
- 2. Apologies
- 3. PCG Post Election Membership Update
- 4. Council Projects: General Update
- 5. Questions
- 6. Next Meeting



BROKEN HILL

Alma Oval and Norm Fox Oval Changeroom Upgrades

- Rebecca McLaughlin, Acting Leader Project Management

Fund: Stronger Country Communities Fund (SCCF) **Administered by:** Department of Regional NSW

Approved funding:

- Alma Oval: \$471,000
 Norm Fox Oval: \$433,333
- 3. Total: \$904,333

Progress:

The Request for Tender has been advertised on 3 occasions:

- 1. Round 1 Advertising Vendor Panel 4 December 2023 2 February 2024
- 2. Round 2 Advertising Vendor Panel 21 June 2024 14 July 2024
- 3. Round 3 Advertising Direct Email Issue 1 October 2024 29 November 2024

It is not feasible to achieve the project intention of a changeroom at each site within the budget available.

Recent meeting with the Department of Primary Industries and Regional Development to discuss options. Information is being collated to apply for a variation to remove Norm Fox Oval from scope and transfer funds to Alma Oval. For consideration, we must show that two separate projects will be delivered at Alma Oval:

- 1. Stage One being all preliminary works, site investigations, site preparations, modular building construction (off site), delivery and installation of building onsite.
- 2. Stage Two being all internal and external fitouts, connections, painting, commissioning etc.

Working with Ausco to confirm costs for inclusion in the variation request.

BROKEN HILL

Airport Car Park Upgrades

- Rebecca McLaughlin, Acting Leader Project Management

Tonkin Engineering were engaged in 2024 to develop concept designs for an expansion of Concept designs for an expansion of the existing terminal car park and hire vehicle car park.

Designs have now been received and approval to proceed to technical design has been issued. It is expected that technical designs tender schedules will be returned by mid-June, ready to advertise the Request for Tender for Construction.



Image: Concept Design – Terminal Car Park



Image: Concept Design – Hire Vehicle Car Park



Project Management Services Panel

- Rebecca McLaughlin, Acting Leader Project Management

To support Council to deliver projects that benefit the community, a Project Management Services Panel was established in August 2021 and concluded in August 2024.

A Request for Quotation was advertised to establish a new panel, receiving 57 submissions.

The evaluation process has concluded, and recommendation endorsed to appoint the following vendors:

- Amato Slapp Engineering Pty Ltd
- GHD
- Indus Engineering Pty Ltd
- Lyons Project Management
- NSW Public Works.

If services are required, a formal quotation will be requested for specific project costs.

BROKEN HILL

Living Desert Masterplan

- Rebecca McLaughlin, Acting Leader Project Management

Environmental Partnership NSW were engaged by Council to develop a 20-year Master Plan for the Living Desert State Park and have been working on this since their initial consultation sessions held in July 2024.

In early May, they returned to Broken Hill to undertake a presentation of their final documents.

Presentations held included:

- Elected Members
- Council Technical Officers
- Site Operations Crew and Volunteer Group
- Arts, Film and Tourism representatives.

The Master Plan will outline the actions required for improvement, and is intended to guide the physical upgrade of the site over the next twenty years either through Council budget or grant funding opportunities.

It is expected that final documents will be presented to the June Council meeting for endorsement.



Image: The Living Desert Sculptures

BROKEN HILL CITY COUNCIL

Memorial Oval Lighting Upgrade

- Rebecca McLaughlin, Acting Leader Project Management

- Tonkin Engineering conducted a structural assessment and report of the existing towers.
- Vendors who submitted a design quotation were provided with the assessment report and offered the opportunity to revise their design and quotation.
- Revised quotations have been received.
- To ensure that the design is compatible with the existing infrastructure while meting Australia Standards, the proposed designs will be issued to Tonkin Engineering to review and confirm.
- The evaluation panel will then reconvene and evaluate the submissions received.



Image: Memorial Oval Light Tower



E.P. O'Neill Memorial Park – Stage One – Netball Courts

- Rebecca McLaughlin, Acting Leader Project Management

Information only – reported to the E.P. O'Neill Memorial Park Redevelopment – Project Steering Group

Stage One: Stage One - Netball Courts is now complete.

The site was been formally handed back to the Broken Hill Netball Association in April.

An official opening will be held in the coming months.

Works completed include:

- Demolition of old courts, fencing, and lights
- Construction of 10 new netball courts
- Stormwater drainage and culverts
- Lights
- Fencing

Further works to achieve the whole site design will be completed as budget becomes available.

CITY COUNCIL

BROKEN HILL

E.P. O'Neill Memorial Park – Stage One – Netball Courts

- Rebecca McLaughlin, Acting Leader Project Management







Images: Professional photos of Netball Courts, supplied by NSW Public Works

BROKEN HILL

Gateway Sign Replacement

- Rebecca McLaughlin, Acting Leader Project Management

Information only – reported to the Gateway Signage Advisory Group – Project Steering Group

In 2024 the Gateway Sign at the Wentworth Road was replaced with a design from local designer Deanna Spicer.

Funding has become available to Council through the Tourism Infrastructure Project, an initiative of the NSW Government in collaboration with the Far South West Joint Organisation, to remove all remaining signs and replace with Ms. Spicer's designs.

The 4 remaining entrance signs will be removed and replace at the following locations:

- Adelaide Road
- Pro Hart Way (Airport Terminal)
- Svdnev Road
- Tibooburra Road.

The sign designs that will be utilised for this project are include:

- Theme: RFDS & the Outback
- Theme: Film, Arts and Culture
- Theme: Graziers & Pastoralists
- Theme: Unionism, Strikes and the 1909 lock out.

The Request for Quotation process to engage local fabricator to fabricate and install the signs has been completed, with the evaluation panel recommendation issued to the Far South West Joint Organisation for endorsement. Once endorsed, the project will be handed over to North Project Management to manage.



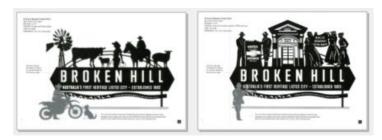


Image: Remaining Gateway Sign designs to be installed.

BROKEN HILL

Bill Renfrew Irrigation Upgrade

- Rebecca McLaughlin, Acting Leader Project Management

An upgrade of the irrigation at Bill Renfrew Sportsground has been completed by Think Water Mildura.

Previously the West Broken Hill Football Club and the West Broken Hill Cricket Club have taken in turns to manually turn on and maneuver an old tripod sprinkle system around the sports ground.

Since completion, the playing conditions have improved and maintenance of the space has been made a lot easier with automatic watering and herbicide spraying taking effect due to being watered in.

Council were successful in obtaining a small amount of grant funding (\$7,272) under the Local Small Commitments Allocation, funded from the NSW Generations Fund – Community Services and Facilities Fund (CSFF).



Image: Works in progress



Image: New sprinkler installed

BROKEN HILL CITY COUNCIL Fred Johan South (

Fred Jobson South Community Centre (Incorporating Playtime Preschool) Air-conditioning Upgrade

- Rebecca McLaughlin, Acting Leader Project Management

The air conditioning system in the Fred Jobson South Community Centre was installed in the early 1990s and had not been upgraded since.

The use and the user groups of the building have changed over the years and so have the air conditioning demands on the building.

An upgrade was recently completed by DeVilee's Air Conditioning and Refrigeration, and included:

- Comprehensive evaluation of the existing HVAC system, including load calculations, and identification of areas with inadequate cooling and heating
- Develop a solution that addresses the identified deficiencies
- Supply and install 9 package units
- User group and Council staff training
- Decommission the old air conditioner and boiler unit.

Feedback received from the user groups is that the temperature is being maintained very well.



Image: Works in progress

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BROKEN HILL

Library and Archive Project: New Library Construction

- Asad Nizamani, Projects Engineer

Project Updates - Library Site

- Concrete beams installation under way 10/4/2025 with approximately 80% installed.
- Ground floor slabs prepared for the Children's Library and the two Kitchenettes placed on Friday 2 May 2025.
- Steel roof modules installation commenced.
- Scaffold removed.
- Preparation underway for precast concrete panels to the Youth Space area (final panels).



Site Visit by the Institute of Engineers, Australia as a Case Study – 9 May 2025

BROKEN HILL

Library and Archive Project: New Library Construction

- Asad Nizamani, Projects Engineer



Quality Inspection (Full Team) - 4 April



Preparing for Beam Lifting - 4 April



Youth Space Preparation – 22 April



Scaffold Removed - 22 April



New Courtyard Wall – 10 March



Steel Workers - 28 April



Prepared Slab Section – 28 April

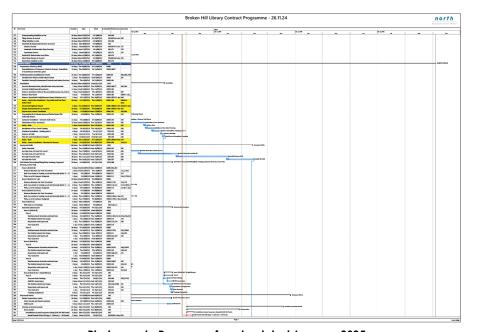


1st Roof Steel Modules – 28 April

BROKEN HILL

Library and Archive Project: New Library Construction

- Asad Nizamani, Projects Engineer
- Ground floor slabs Started to June 25
- Walled Garden Works May 2025
- Precast Wall Panelling finish May 2025
- Steel works on site April Early June 2025
- Roofing From June 2025
- Lock Up July 2025
- Carpark Works July to September 2025
- Completion 2025



Photograph: Program of works dated January 2025

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BROKEN HILL

Project Update – CDB Redevelopment Projects

- Asad Nizamani, Projects Engineer

Introduction

- The CBD Redevelopment Projects formed part of Council's strategy to revitalise the CBD and promote the City of Broken Hill as a national heritage identity.
 - CBD Banner Poles & Lighting (Completed)
 - Wayfinding & Signage (Completed)
 - Argent Street Paving (Completed)
 - Town Square Redevelopment (Completed)
- The projects were carried out from September 2021 to March 2025, contributing over \$4-4.5 million to the GDP of Broken Hill.





CBD Banner Poles - 2022

BROKEN HILL CITY COUNCIL

Town Square Redevelopment

- Asad Nizamani, Projects Engineer
- The redevelopment has delivered a new Town Square with architecturally design features that include:
 - Enhanced accessibility with ambulance access from Argent Street
 - More seating
 - Increased tree shade and planting (over time)
 - Misting feature with imported local rocks
 - Enhanced public lighting
 - Water bubbler
 - Disability carparking spaces with feature concrete
 - Opening of Chloride StreetInfrastructure for CCTV
- The project has been completed with a public opening held at the Town Square on 8 March 2025.



The New Town Square - March 2025

BROKEN HILL CITY COUNCIL

Warnock Street Redevelopment

- Asad Nizamani, Projects Engineer

Project Update - Garage Workshop Site

- Demolition (partial) alongside bulk filling works completed in March 2025.
- The Garage Workshop has engineered standard piling foundations to adequate bearing depths. All piling works have been completed in April 2025 with Level 1 standard of geotechnical oversight (GHD Pty Ltd and Civil Test Pty Ltd).
- Footings beams are being excavated on site, alongside the preparation of the first slab pour scheduled for mid-May 2025.
- Structural steel fabrication has commenced.



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Broken Hill City Council

Placement of Piles on site - 24 April 2025

BROKEN HILL CITY COUNCIL

Warnock Street Redevelopment

- Asad Nizamani, Projects Engineer
- CC1 & CC2 Completed
- Demolition & Piling Completed
- Ground Slabs May 2025
- External Services June 2025
- Steel Frame Installation June 2025
- Roof & Lock Up July / August 2025
- Internal works August / September 2025
- Completion October 2025

		% Aflocation									Columns->						
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Lag DB4D	William Provis	100%	Complete	100%		06/01/05	06/01/25	16					FUNPARSEABLE	2	0 06/91/05	06/01/25	
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Erect temp fencing	William Previs	100%	Complete	100%		20/01/05	20/01/25	16					FUNPARISEABLE	2	0 29/01/05	200125	
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Proof roll and compaction test subgrade	William Provis	100%	Complete	100%	•	04/03/25	05/03/25	26					FUNPARSEABLE	2	0 04/93/25	05/03/25	
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Structural inspection reo for bared plans GHD					-				-								
Concrete pour , concrete pump	Brads Concreting				0	11/94/25	11/04/25	16					FUNPARSEABLE	3	0 049425	040425	
 Area 3, piers 38-59 				5%		09/04/25	15/04/25	56					PUNPARSEABLE	2	6 049405	190425	
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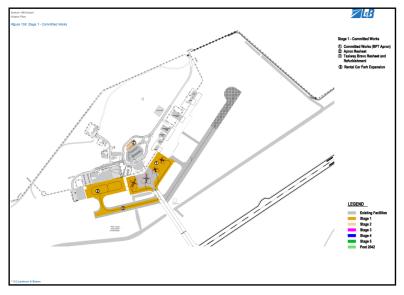
Broken Hill City Council

Photograph: Program of works dated April 2025

BROKEN HILL

Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer
- There are four (4) capital projects underway at the Airport, aligning with the Airport Master Plan 2022:
 - Upgrade of the fire system
 - Airside pavement upgrades
 - Airport carpark upgrades (Please see above)
 - New footpath with associated solar lights
- All the projects are FY 2024/25 projects, except the pavement upgrades that will be completed in early 2026.
- The combined capital value of the projects are approximately \$12 million with over 80% wholly grant funded by the Federal and State Governments.



An extract of Stage 1 (part Stage 2) of the Airport Master Plan

BROKEN HILL

Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer

Upgrade of the fire system

- This project involves an upgrade of the underground asbestos pipes to new high strength PVC pipes and upgrades to hydrant coverage.
- Works commenced on site in January 2025 and are approximately 85% complete.
- Extensive underground rock has been encountered.
- The project is estimated to be completed in May 2025 with final certification being carried out to ensure that the whole fire system at the Airport is compliant to current codes and standards.



Concrete pipe encasement (shallow depths) – March 2025

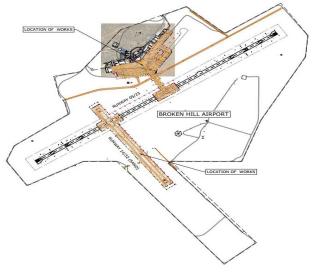
BROKEN HILL

Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer

The Airport Pavement Upgrades

- A public request for tender was advertised in February & March 2025 with responses being evaluated by council's team in collaboration with the principal design consultant.
- The scope will include an expansion of the RPT apron and works to the RFDS apron, alongside upgrades to taxi ways leading to these aprons.
- Construction will take approximately 8 10 months with estimated completion in early 2026.



Coloured extract of the estimated scope – December 2024 (dirt runway and taxiway alpha excluded)

BROKEN HILL CITY COUNCIL

Airport Master Plan & Funding

- Asad Nizamani, Projects Engineer

Airport Rental Carpark pathway and solar lights

- A 140m long paved pathway will be constructed from the terminal to the overflow rental carpark with associated solar lights.
- Evaluation of contractors completed.
- The works were impacted by the concurrent Fire System project which had pipe runs in the areas of the new path under this project. That has now been completed, and this project is ready to commence.
- Construction is estimated to start in June 2025.



Original path route (under finalisation) - May 2025



Questions?



BROKEN HILL

Next PSG Meeting

The next meeting will be held:

Date: August, date TBC

Time: 4pm

Location: Ground Floor Meeting Room, Council Administrative Building, 240 Blende Street





MINUTES OF THE PROJECT CONSULTATIVE GROUP PSG - 12.05.2025 MEETING DETAILS

Facilitator	Jay Nankivell – General Manager
Minutes	Rebecca McLaughlin – Acting Leader Project Management
Meeting Venue	Ground Floor Meeting Room, Council Administrative Building
Meeting Date	Monday, 12 May 2025
Meeting Start Time	4:05pm
Meeting End Time	4:54pm

ATTENDANCE REGISTER

Role	Section	Name	
Chair / Councillor	Mayor	Mayor Tom Kennedy	
Representative	Mayor		
Councillor	Doputy Mayor	Deputy Mayor Jim Hickey	
Representative	Deputy Mayor	Deputy Mayor Jim Hickey	
Project Sponsor	BHCC General Manager	Jay Nankivell	
Project Delivery Team	BHCC Director Infrastructure and	Codie Howard	
Froject Delivery Team	Environment	Codie Howard	
Project Delivery Team	Acting Leader Project Management	Rebecca McLaughlin	
Project Delivery Team	BHCC Projects Engineer	Asad Nizamani	
Project Delivery Team	BHCC Projects Officer	Ashwin Roy	
Project Steering Group	Community Representative	Matthew Handberg	
Project Steering Group	Community Representative	Nathan Fell	

AGENDA

Item	Objective	Discussion Led By
1	Welcome	Rebecca McLaughlin
2	Apologies	Rebecca McLaughlin
3	Action Items from last meeting	Rebecca McLaughlin
4	Post Election Membership Update	Rebecca McLaughlin
5	Project Updates	General Manager,
		Director Infrastructure &
		Environment, Project
		Delivery Team
6	Questions	Rebecca McLaughlin

1. Welcome

Rebecca McLaughlin welcomed everyone to the meeting.

2. Apologies

Rebecca confirmed apologies:

- Councillor Ashley Byrne
- Darrin Manuel, BHCC Manager Communications & Marketing
- Anne Johansson, BHCC Leader Innovation and Business Improvement

Project Consultative Group PSG – Meeting Minutes 12.05.2025

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Broken Hill City Council Page 132

- Liz Vines, BHCC Heritage Advisor
- Paul Thomas, Community Representative

3. Action Items from Previous Meetings

Action Items not discussed at meeting. Still current.

Meeting Date Raised	Action	Responsible Officer	Status
29.09.2022	Arrange a site tour for PSG at the Warnock Street Yard.	Projects Engineer	Pending

4. PCG Post Election Membership Update

Rebecca welcomed new community representative committee member Nathan Fell to the meeting.

Following the Local Government Election held in September 2024, all committee positions were declared vacant. At the time of the first Project Consultative Group PSG meeting for 2025 held in January 2025, new positions were not finalised. Positions have now been finalised.

Introduction of all members conducted.

5. Project Updates

PowerPoint presentation displayed. Presenters:

- Rebecca McLaughlin, Acting Leader Project Management
- Asad Nizamani, Projects Engineer

Alma Oval and Norm Fox Oval Changeroom Upgrades (Rebecca McLaughlin)

- The Request for Tender has been advertised on 3 occasions:
 - Round 1 Advertising Vendor Panel 4 December 2023 2 February 2024
 - Round 2 Advertising Vendor Panel 21 June 2024 14 July 2024
 - Round 3 Advertising Direct Email Issue 1 October 2024 29 November 2024
- Each time, submissions received exceeded the budget available significantly.
- Recently, Rebecca met with the Department of Primary Industries and Regional Development to discuss options. Information is now being collated to apply for a formal variation to remove Norm Fox Oval from the scope of works and transfer funds to Alma Oval. For the variation request to be considered, it must be shown that two separate projects will be delivered at Alma Oval:
 - Stage One being all preliminary works, site investigations, site preparations, modular building construction (off site), delivery and installation of building onsite.
 - Stage Two being all internal and external fitouts, connections, painting, commissioning etc.
- Rebecca has liaised with Ausco, who submitted a quote during Round 2
 advertising to provide costings that will achieve the two-stage approach. This will
 form part of the formal variation.

Airport Car Park Expansion (Rebecca McLaughlin)

- Tonkin (an engineering firm) were engaged in 2024 to develop concept designs for an expansion of the existing terminal car park and hire vehicle car park.
- Designs have been received and approval to proceed to technical design has been issued. It is expected that technical designs and tender schedules will be

Project Consultative Group PSG - Meeting Minutes 12.05.2025

Page 2 of 8

- returned by mid-June, ready to advertise the Request for Tender for Construction during June and July.
- As part of a separate project, a temporary expansion of the Airport Terminal Car Park has been implemented. This expansion follows the concept design to ensure minimal disruption to areas outside the designated design zone.

Project Management Services Panel (Rebecca McLaughlin)

- To support Council to deliver projects that benefit the community, a Project Management Services Panel was established in August 2021 and concluded in August 2024.
- A Request for Quotation was advertised to establish a new panel, receiving 57 submissions.
- The evaluation process has concluded, and the recommendation endorsed to appoint the following vendors:
 - Amato Slapp Engineering Pty Ltd
 - GHD
 - Indus Engineering Pty Ltd
 - Lyons Project Management
 - NSW Public Works.
- If services are required, a formal quotation will be requested for specific project costs

• Living Desert Masterplan (Rebecca McLaughlin)

- Environmental Partnership NSW were engaged by Council to develop a 20-year Master Plan for the Living Desert State Park and have been working on this since their initial consultation sessions held in July 2024.
- In early May, they returned to Broken Hill to undertake a presentation of their final documents.
- Presentations held included the following groups:
 - Elected Members
 - Council Technical Officers
 - Site Operations Crew and Volunteer Group
 - Arts, Film and Tourism representatives.
- The Master Plan will outline the actions required for improvement and is intended to guide the physical upgrade of the site over the next twenty years either through Council budget or grant funding opportunities.
- It is expected that final documents will be presented to the June Council meeting for endorsement.

• Memorial Oval Lighting Upgrade (Rebecca McLaughlin)

- At the August 2024 meeting it was reported that the RFQ evaluation had been paused following the engagement of an independent engineer to provide a structural assessment and report of the existing towers.
- Tonkin conducted a structural assessment and provided a report of the existing towers. This was provided to vendors who submitted a design quotation, offering the opportunity to revise their design and quotation based on this report.
- Revised quotations have been received.
- To ensure that the design is compatible with the existing infrastructure while meting Australia Standards, Tonkin have once again been engaged to review and confirm.

E.P. O'Neill Memorial Park – Stage One – Netball Courts (Rebecca McLaughlin) FYI only – Reported to the E.P. O'Neill Memorial Park Redevelopment PSG

- The Stage One Netball Courts project is now complete.
- Th site was formally handed back to the Broken Hill Netball Association in April.

Project Consultative Group PSG – Meeting Minutes 12.05.2025

Page 3 of 8

- An official opening is being planned by the Broken Hill Netball Association to be held in the coming months.
- Works completed include:
 - Demolition of old courts, fencing, and lights
 - Construction of 10 new netball courts
 - Stormwater drainage and culverts
 - Lights
 - Fencing
- Further works to achieve the whole site design will be completed as budget becomes available.

• General Discussions / Questions

 Mayor Kennedy asked if next time the EWP is being used for any light replacements, if the lights at the Soccer Oval could be included. Codie will follow this up.

Gateway Sign Replacement (Rebecca McLaughlin)

FYI only – Reported to the E.P. O'Neill Memorial Park Redevelopment PSG

- In 2024 the Gateway Sign at the Wentworth Road was replaced with a design from local designer Deanna Spicer.
- Funding has become available to Council through the Tourism Infrastructure Project, an initiative of the NSW Government in collaboration with the Far South West Joint Organisation, to remove all remaining signs and replace with Ms.
 Spicer's designs.
- The 4 remaining entrance signs will be removed and replace at the following locations:
 - Adelaide Road
 - Pro Hart Way (Airport Terminal)
 - Sydney Road
 - Tibooburra Road.
- The sign designs that will be utilised for this project are include:
 - Theme: RFDS & the Outback
 - Theme: Film, Arts and Culture
 - Theme: Graziers & Pastoralists
 - Theme: Unionism, Strikes and the 1909 lock out.
- The Request for Quotation process to engage a local fabricator to fabricate and install the signs has been completed, with the evaluation panel recommendation issued to the Far South West Joint Organisation for endorsement. Once endorsed, the project will be handed over to North Project Management to manage.

• Bill Renfrew Sportsground Irrigation Upgrade (Rebecca McLaughlin)

- An irrigation upgrade at Bill Renfrew Sportsground has been completed by Mildura based company Think Water.
- Previously the West Broken Hill Football Club and the West Broken Hill Cricket Club have taken in turns to manually turn on and maneuver an old tripod sprinkle system around the sports ground.
- Since completion, the playing conditions have improved, and maintenance of the space has been made a lot easier with automatic watering and herbicide spraying taking effect due to being watered in.
- Council was also successful in obtaining a small amount of grant funding (\$7,272) under the Local Small Commitments Allocation, funded from the NSW Generations Fund Community Services and Facilities Fund (CSFF).
 - General Discussions / Questions

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- Matt advised that the wooden sign on Burke Street is broken and has been tied to the fence. Codie will follow this up.
- Fred Jobson South Community Centre (Incorporating Playtime Preschool) Airconditioning Upgrade (Rebecca McLaughlin)
 - An Air Conditioning upgrade was recently completed by Mildura based company DeVilee's Air Conditioning and Refrigeration.
 - Works included:
 - A comprehensive evaluation of the existing HVAC system, including load calculations, and identification of areas with inadequate cooling and heating
 - Develop a solution that addresses the identified deficiencies
 - Supply and install 9 package units
 - User group and Council staff training
 - Decommission the old air conditioner and boiler unit.
 - Feedback received from the user groups is that the temperature is being maintained very well.

• General Discussions / Questions

 Mayor Kennedy asked if the CWA were close to moving into the Alma Institute. Jay and Codie advised not as yet, though quotes have now been received for the accessible toilet.

Library and Archives Project (Asad Nizamani)

- Concrete beam installation is under way with approximately 80% installed.
- The ground floor slabs prepared for the Children's Library and the two Kitchenettes were placed early May.
- The steel roof modules installation has commenced.
- Scaffold has been removed.
- Preparation is underway for precast concrete panels to the Youth Space area (final panels).
- Dates of significance:
 - Ground floor slabs Started to June 25
 - Walled Garden Works May 2025
 - Precast Wall Panelling finish May 2025
 - Steel works on site April Early June 2025
 - Roofing From June 2025
 - Lock Up July 2025
 - Carpark Works July to September 2025
 - Completion 2025

CBD Redevelopment Projects - Town Square Redevelopment (Asad Nizamani)

- The Town Square Redevelopment project has been completed, and a public opening was held on 8 March 2025.
- Works included:
 - Enhanced accessibility with ambulance access from Argent Street
 - Increased seating
 - Increased tree shade and planting (over time)
 - Misting feature with imported local rocks
 - Enhanced public lighting
 - Water bubbler
 - Disability carparking spaces with feature concrete
 - Opening of Chloride Street
 - Infrastructure for CCTV

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General Discussions / Questions

 Matt asked if the paving that has been recently completed will be extended in front of the old Theatre Royal Hotel. Jay confirmed that for the purpose of that funding, the project is completed, but it has been included in the budget as a rolling project to replace addition Argent Street pavers and eventually carried through to Oxide Street remediation works.

Warnock Street Yard Redevelopment (Asad Nizamani)

- Demolition (partial) alongside bulk filling works were completed in March 2025.
- The Garage Workshop has engineered standard piling foundations to adequate bearing depths. All piling works have been completed in April 2025 with Level 1 standard of geotechnical oversight (GHD Pty Ltd and Civil Test Pty Ltd).
- Footings beams are being excavated on site, alongside the preparation of the first slab pour scheduled for mid-May 2025.
- Structural steel fabrication has commenced.
- Dates of significance:
 - CC1 & CC2 Completed
 - Demolition & Piling Completed
 - Ground Slabs May 2025
 - External Services June 2025
 - Steel Frame Installation June 2025
 - Roof & Lock Up July / August 2025
 - Internal works August / September 2025
 - Completion October 2025

• General Discussions / Questions

 Matt asked if Council is looking to increase staff numbers for the new Warnock Street Yard. Jay advised that staff numbers have been slowly increasing over the past few years.

• Airport Master Plan & Funding (Asad Nizamani)

- There are four (4) capital projects underway at the Airport, aligning with the Airport Master Plan 2022:
 - 1. Upgrade of the fire system
 - 2. Airside pavement upgrades
 - 3. Airport carpark upgrades (Please see above)
 - 4. New footpath with associated solar lights
- All the projects are FY 2024/25 projects, except the pavement upgrades that will be completed in early 2026.
- The combined capital value of the projects is approximately \$12 million with over 80% wholly grant funded by the Federal and State Governments.

1. Upgrade of the fire system

- This project involves an upgrade of the underground asbestos pipes to new high strength PVC pipes, and upgrades to hydrant coverage.
- Works commenced on site in January 2025 and are approximately 85% complete.
- Extensive underground rock has been encountered.
- The project is estimated to be completed in May 2025 with final certification being carried out to ensure that the whole fire system at the Airport is compliant to current codes and standards.

2. The Airport Pavement Upgrades

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- A public request for tender was advertised in February & March 20225 with responses being evaluated by Council's team in collaboration with the principal design consultant.
- The scope will include an expansion of the RPT apron and works to the RFDS apron, alongside upgrades to taxi ways leading to these aprons.
- Construction will take approximately 8 10 months with estimated completion in early 2026.

3. Airport Rental Carpark Pathway and Solar Lights

- A 140m long paved pathway will be constructed from the terminal to the overflow rental carpark, with associated solar lights.
- Evaluation of contractors has been completed.
- The works were impacted by the concurrent Fire System project which had pipe runs in the areas of the new path under this project. That has now been completed, and this project is ready to commence.
- Construction is estimated to start in June 2025.

General Discussions / Questions

Mayor Kennedy asked Codie for an update on additional pathways planned for Pro Hart Way. Codie advised that a 3m wide shared pathway is planned from the overflow car park to Knox Street, with a water fountain, signage, and solar lights. The Funding Body visited Broken Hill and worked with Asad to refine the scope of works to submit a funding application. The funding application is pending an outcome.

Road Projects Updates (Codie Howard)

- Thomas Street Works completed approximately 10 years ago failed, a full reconstruction has been completed. This project was funded and came in under budget, allowing the funding to cover the additional Stage 3 works required.
- Hebbard Street Recently completed in house (Council's Roads, Parks and Gardens, and Trades Teams).
- Wolfram Street Road reconstruction between Oxide and lodide Streets commenced today. There is a possibility that works may extend through form lodide Street to the Netball Court entrance. Concrete areas would be left in place.

• General Discussions / Questions

 Mayor Kennedy asked why the concrete moves. Codie confirmed this is due to the heat.

6. General Discussion

- Matt asked if there are any opportunities for Council under funding announced by Trans Grid. Jay confirmed that Council is exempt for this funding.
- Matt asked if the cricket nets at Bill Renfrew Sportsground are being moved. Codie confirmed that Council have supported grant funding applications, but before any works are approved Council have stipulated that designs and plans need to be reviewed and approved.
- Matt asked if there are any updates to the flood study spoken about at the January meeting. Codie confirmed that this is due to be completed in September 2025. The committee will meet again once Milestone 3 is achieved.
- Rebecca advised that meetings area to be held quarterly and will be scheduled to coincide with rates notices being issued – February, May, August and November. If any additional meetings are required outside of scheduled meeting dates, such as the flood study presentation, an ad hoc meeting will be scheduled.

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7. Next Steps

 A copy of the redacted (if appropriate) Power Point presentation and minutes to all members of the PSG.

8. Meeting Close

• There being no further business the Chair closed the meeting at 4:54pm.

NEXT MEETING - TBC

Date	August, date to be confirmed
Venue	Ground Floor Meeting Room, Council Administrative Building, 240
	Blende Street
Start Time	4:00pm
End Time	5:00pm

Project Consultative Group PSG – Meeting Minutes 12.05.2025

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2.	BROKEN HILL CITY COUNCIL REPORT NO. 120/25 - DATED JUNE 19, 2025 - CORRESPONDENCE REPORT - REDUNDANCIES AT SOUTHERN CROSS CARE BROKEN HILL (D25/27313)
3.	BROKEN HILL CITY COUNCIL REPORT NO. 121/25 - DATED JUNE 19, 2025 - CORRESPONDENCE REPORT - TRANSITION TO THE FOOD ORGANICS AND GARDEN ORGANICS (FOGO) LEGISLATION REQUIREMENTS (D25/27333) 153
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5.	BROKEN HILL CITY COUNCIL REPORT NO. 106/25 - DATED MAY 06, 2025 - ADOPTION OF THE DRAFT COMMUNITY STRATEGIC PLAN - 2025 REVIEW (D25/19954)
6.	BROKEN HILL CITY COUNCIL REPORT NO. 122/25 - DATED MAY 06, 2025 - ADOPTION OF THE 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 (D25/19996) 209
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Ordinary Council 30 June 2025

ORDINARY MEETING OF THE COUNCIL

May 28, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 119/25

SUBJECT: CORREPONENCE REPORT - WILLYAMA HIGH SCHOOL

REBUILD D25/23430

Recommendation

- 1. That Broken Hill City Council Report No. 119/25 dated May 28, 2025, be received.
- 2. That correspondence dated 26 May 2025 from the Hon Prue Carr MP, Minister for Education and Early Learning, be received and noted.

Report:

Mayoral correspondence was sent to the Minister for Education and Early Learning, the Hon Prue Carr MP on behalf of the Broken Hill Education Working Group.

Following these communications, correspondence dated 26 May 2025 (attached to this report) from the Hon Prue Carr MP has been received providing an update on the progress of consultation on the rebuild of Willyama High School and the Department of Education's response to the feedback provided to date. A copy of correspondence sent to the President of the Willyama High School Parents & Citizens (P&C) Association is also provided.

The Minister for Education and Early Learning has advised that in the coming weeks information sessions are planned one with the teachers and staff of Willyama HS, another with Willyama High School P&C Association with another open information session for the wider Broken Hill Community.

On the 21 May 2025, the project team visited the Willyama High School site with Wilyakali community elders and local representatives of the Aboriginal Education Consultative Group as part of the Connect with Country engagement process.

In the past month the project team has continued to address the outstanding issues raised by teachers and staff at Willyama High School, addressing the following:

- The four science classrooms, some of those will now be equipped with benches and sinks around the perimeter. The project team is currently working with the principal and head teacher of the science faculty on the proposed fit-out.
- Additional study spaces for staff has been provided further to what was reflected in the initial masterplan. The project team have identified ways to break up and separate the staff spaces as well as provide additional meeting rooms. The Oasis wellness hub has been made larger as a result of additional staff study space.
- A large outdoor sheltered space has been added in the area between the learning building and hall.
- A purpose-built sensory garden will be built, providing a more private open space for behavioural management.
- Additional parking (near the end of the learning building) to facilitate specific drop off and pick up needs.

Ordinary Council 30 June 2025

• The Student Support Unit will consist of 4 bespoke learning spaces plus a large multi-purpose room to accommodate growth.

 The commercial-standard kitchen which will support VET hospitality courses, will now be moved away from the hall and be co-located with the food tech learning unit.

The detailed design of the school is expected to be finalised later this year. In the meantime, early works on demolition of the existing building Willyama High School has commenced with disconnection of water and electrical services and the removal of hazardous materials.

Attachments

1. U Correspondence reply - The Hon Prue Car MP

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER **OFFICIAL**

The Hon Prue Car MP

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



Ref: RML25/1876

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

Dear Mayor 10m

I am writing to update the Broken Hill City Council on the progress of consultation on the rebuild of Willyama High School and the Department of Education's response to the feedback provided.

Firstly, can I thank you and the council for your positive and constructive engagement to date, as we deliver what will be an outstanding, state-of-the-art new school for Broken Hill. I am grateful for your support and the feedback you have provided.

I am advised that since your meeting with Mr Murat Dizdar, Secretary, Department of Education and School Infrastructure representatives on April 4, 2025, there has been regular engagement between Mr Matthew Schaeffer, Senior Project Director, and Mr Peter Macbeth, Director, Educational Leadership and council representatives. I know everyone is committed to maintaining this open and meaningful dialogue with council.

I understand that two information sessions are also being planned in the coming weeks one with the teachers and staff of Willyama HS and another with the Willyama HS Parents and Citizens (P&C) Association, with details to be confirmed. In addition, another open, information session will be held for the wider Broken Hill Community.

On 21 May 2025, the project team visited the Willyama HS site with Wilyakali community elders and local representatives of the Aboriginal Education Consultative Group for a walk on country as part of the Connecting with Country engagement process. This process is important in guiding the delivery of a culturally inclusive learning environment and education opportunities for all students. I am advised that the walk on country that was held of 21 May, was a very positive and emotional experience for those involved.

I am aware that the P&C has raised concerns with the level of consultation. I recently wrote to Miss Kirby Allen, President responding to those concerns and outlining how the Department has responded to the feedback provided to date. I attach a copy of that correspondence (see Attachment)

While I acknowledge the P&C only reformed earlier this year, I want to stress again that the community engagement process has been ongoing since the Government announced it would rebuild Willyama HS in early 2024. As planning for the new school has progressed, a Project Reference Group (PRG) has been established and includes a parent representative nominated by the P&C. The purpose of the parent representative is to provide a conduit between parents and the PRG, share information and give feedback. I understand the first meeting of the PRG was held earlier this month.

In the past month, the project team has continued to address the outstanding issues raised by teachers and staff at Willyama HS. In relation to the four science classrooms, I can confirm some of those will now be equipped with benches and sinks around the perimeter. These will enhance the practical activities, while at the same time retaining the flexibility for the classrooms to be used for other theory-focused, timetabled lessons.

52 Martin Place Sydney NSW 2000

02 7225 6010

OFFICIAL

The project team is currently working with the principal and the head teacher of the science faculty on the proposed fit-out. As you know, these four science classrooms are in addition to the two science labs.

The project team has also provided additional study spaces for staff than what was reflected in the initial masterplan. They have also identified ways to break up and separate the staff spaces as well as provide additional meeting rooms. This was a significant piece of feedback that the Department heard from teachers and I am pleased we have been able to respond. The Oasis wellness hub has also been made larger as a result of additional staff study space.

A large, outdoor sheltered space will now be added in the area between the learning building and the hall, in addition to the other shade structures throughout the school. As you would be aware, the walkways will all be covered and wider than what is standard.

The location and configuration of the student support unit has 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, providing a more private open space for behavioural management. It is also located at the end of the learning building, closest to the additional parking that we are providing on site in order to help facilitate specific drop off and pick up needs. In all, the unit will consist of 4 bespoke learning spaces plus a large multi-purpose room to accommodate growth.

The location of the commercial-standard kitchen, which will support VET hospitality courses, has also taken into account the feedback received and will now be moved away from the hall and be co-located with the food tech learning unit to enable a co-ordinated and efficient delivery of courses.

The detailed design of the school is expected to be finalised later this year. In the meantime early works on the demolition of the existing building Willyama HS has commenced with the disconnection of water and electrical services and the removal of hazardous materials.

I am assured that the Department has been determined to respond positively to all feedback that has been raised. In some cases, we will be delivering aspects at Willyama that go over and above what is a standard provision for schools, both in Sydney and in NSW, acknowledging the unique needs of Broken Hill.

I know that through our engagement with council and the extensive consultation that has been undertaken since 2024, we will deliver a world-class high school that will meet the expectations of Broken Hill community and provide all students with an opportunity to gain the skills and education they require to meet their aspirations.

Sincerely

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

26 May 2025

52 Martin Place Sydney NSW 2000

02 7225 6010

OFFICIAL

The Hon Prue Car MP

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



Ref: RML25/1398

Miss Kirby Allen President Willyama High School Parents and Citizens (P&C) Association 414 Morgan Street BROKEN HILL NSW 2880

Email: bh-whspc@outlook.com

Dear Miss Allen

Thank you for your email of 14 April 2025, on behalf of the Willyama High School P&C, regarding the rebuild of Willyama High School.

Firstly, can I congratulate you on your election as the President of Willyama High School Parents and Citizens (P&C) Association and commend all members for the part they have played in re-establishing this important group. As we rebuild Willyama HS into a new, state-of-the-art secondary school, the role of the P&C will be increasingly valuable.

I want to assure the P&C, that that once rebuilt, the new Willyama HS will have some of the best and most impressive educational facilities in the state including industry standard Vocational Education and Training (VET) facilities such as fully equipped workshops and a commercial-grade hospitality kitchen. Many of features that have been incorporated in the design of the new high school go well beyond the standard design for NSW schools.

The community engagement and consultation process began almost immediately after the Government announced it would rebuild Willyama HS in early 2024. While I acknowledge this was before the P&C was reformed, this extensive consultation has been critical in informing the design process. It has included more than 128 face-to-face sessions and a 4-and-a-half-hour community drop-in session earlier this year.

Planning for the new school has now moved into the next stage of design via the Project Reference Group (PRG). The PRG includes Ms Sarah Vlatko, who I am advised was nominated by the P&C as its representative. The purpose of the parent representative is to provide a conduit between parents and the PRG, share information and give feedback. I understand the first meeting of the PRG was held earlier this month. I can confirm however that the Department plans on holding a briefing for the P&C in the coming weeks, with the date to be confirmed.

As you are aware, the school will cater for 730 students when it opens, noting current enrolments are about 570. Furthermore, the new Willyama HS will be master planned to allow future expansion should Broken Hills' population exceed current projections.

The master plan presented at the information session on 25 March 2025 provided a high-level view of the initial design thinking and approach to the site. The designs acted as the basis for gathering further feedback from the community, which was provided. The level of information shared at the session was consistent with what is typically shared across other school infrastructure projects during this phase.

Technical documents such as the site map, building design, orientation, room layout, facilities and amenities are continuing to be developed and refined. I am pleased however, that through the consultation to date, we have been able to address many of the concerns that have been raised.

52 Martin Place Sydney NSW 2000

02 7225 6010

OFFICIAL RML25/

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, with some being equipped with benches and sinks around the perimeter, while at the same time retaining the flexibility for the classrooms to be used for other theory-focused, timetabled lessons. The project team is currently working with the principal and the head teacher of the science faculty on the proposed fit-out.

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 at schools. Furthermore, following feedback, the area between the learning building and the hall will now be covered providing a large outdoor sheltered space.

The location and configuration of the inclusion education has 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, providing a more private open space for behavioural management. It is also located on the end of the learning building, closest to the additional parking that we are providing on site to help facilitate specific drop off and pick up needs. In all, the unit will consist of 4 bespoke learning spaces plus a large multipurpose room to accommodate growth.

The location of the commercial-standard kitchen, which will support VET hospitality courses, has also taken into account the feedback received and will now be moved away from the hall and be co-located with the food tech learning unit to enable a co-ordinated and efficient delivery of courses.

The detailed design of the school is expected to be finalised later this year. In the interim, the PRG will continue to meet and the P&C's parent representative will be able to update you on the outcomes of those meetings. Furthermore, another community information session is being planned, with the date to be confirmed.

Should you require any further information, you can contact the department's School Infrastructure division by email at schoolinfrastructure@det.nsw.au.

I would like to take this opportunity to thank you and the Willyama High School P&C for your valued contributions to the Broken Hill community and public education. As I have stated before, I strongly believe, that 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 1

Prue Car MPDeputy Premier of New South Wales

Minister for Education and Early Learning
Minister for Western Sydney

UMay 2025

52 Martin Place Sydney NSW 2000 GPO Box 5341 Sydney NSW 2001 02 7225 6010 nsw.gov.au/deputy-premier

2

ORDINARY MEETING OF THE COUNCIL

June 19, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 120/25

SUBJECT: CORRESPONDENCE REPORT - REDUNDANCIES AT

SOUTHERN CROSS CARE BROKEN HILL

D25/27313

Recommendation

- 1. That Broken Hill City Council Report No. 120/25 dated June 19, 2025, be received.
- 2. That correspondence dated 18 June 2025 from South Cross Care Queensland in reply to Council's correspondence regarding concerns of the process of sudden redundancies at Southern Cross Care Broken Hill, be received and noted.

Report:

Council, at its meeting held 28 May 2025, considered a Matter of Urgency raised by Councillor Byrne regarding sudden redundancies at South Cross Care Broken Hill and resolved as follows:

ITEM 20 - GENERAL BUSINESS NO. /25 - DATED MAY 29, 2025 - MATTER OF URGENCY D25/23475

Councillor Jewitt left the Council Chambers at 7:38pm during discussion and voting of the matter of urgency and returned to the Council Chambers at 7:40pm

Councillor Jewitt was not present for voting on the matter.

RESOLUTION	Resolved
Minute No. 47876	

Councillor A Byrne moved
Councillor D Turley seconded

- 1. That General Business No. /25 dated May 29, 2025, be received.
- That correspondence be sent to Southern Cross Care Queensland seeking clarification on the sudden redundancy of 17 local administration positions at Southern Cross Care Broken Hill, and in particular seeking clarification on the following:
 - was proper consultation with staff and the relevant Trade Unions carried out prior to the notices of redundancies being provided to staff?
 - were the skill sets of staff properly assessed and considered?

and that the correspondence also

strongly advocates for Council to have input into the Board of Southern Cross Care Queensland.

 That Council sends correspondence to the relevant Trade Unions seeking clarification as to why they have not issued a statement regarding the sudden redundancies at Southern Cross Care Broken Hill.

CARRIED UNANIMOUSLY

Following the Council Meeting, correspondence was sent to the CEO of Southern Cross Care Queensland (SSCQ); the Broken Hill Town Employees' Union and the Australian Nursing and Midwifery Federation (NSW Branch).

Council has received reply correspondence dated 18 June 2025 from the CEO of SCCQ (copy attached to this report). The correspondence advises of the consultation process that was undertaken regarding redundancies at Southern Cross Care Broken Hill; and that SCCQ has amended its constitution to allow current members of Southern Cross Care Broken Hill, including those from Broken Hill and Mildura, to become members of SCCQ.

Council is awaiting replies from the Broken Hill Town Employees' Union and the Australian Nursing and Midwifery Federation (NSW Branch).

Attachments

1. Correspondence from Southern Cross Care Queensland

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER



An initiative of the Knights of the Southern Cross

18 June 2025

Broken Hill City Council The Office of the Mayor 240 Blende Street BROKEN HILL NSW 2880

Dear Mayor Kennedy,

Thank you for your recent correspondence regarding the redundancies at Southern Cross Care Broken Hill (SCCBH). We appreciate your advocacy for the community and the opportunity to respond to the concerns raised.

We acknowledge the significant impact these changes have had on individuals, families, and the broader Broken Hill community. These decisions are never easy, and we remain deeply mindful of our responsibility to communicate with care and respect.

We note Council's resolution (Minute No: 47876) and provide the following responses:

Consultation Process

While we understand the timing and nature of the changes may have caused distress, we confirm that consultation with affected staff was undertaken in accordance with our legal obligations under the Fair Work Act. Employees were invited to individual meetings and supported to bring a nominated representative.

The Broken Hill Town Employees' Union were also advised of the changes and attended staff town hall meetings, where broader teams were informed.

A Considered and Collaborative Transition

Over the past 12 months, Southern Cross Care Queensland has worked in close partnership with the Broken Hill team under a Management Services Agreement. We were invited into this arrangement by then CEO Bernard Nankivell and the SCCBH Board, with a shared goal of supporting a complex and challenging operating environment.

Throughout this period, we have worked together to address a number of longstanding issues, including resolving non-compliances with the Aged Care Quality and Safety Commission, reducing hospital bed numbers, increasing residential admissions, and progressing initiatives to improve long term financial sustainability.

This work has given us a detailed understanding of the operations, including areas of duplication and inefficiency. The recent structural changes were a necessary and carefully considered step toward establishing a more sustainable model of care for the future.

Assessment of Staff Skills

As part of this transition, we reviewed all administrative functions to align with SCCQ's broader organisational structure. Redeployment opportunities were offered to affected staff. While one individual accepted a new role within SCCQ, others declined, and in many cases, the available positions were not a suitable match for the skills and experience of those impacted. We acknowledge the difficulty of this process and remain committed to supporting those affected wherever possible.

Corporate Support Centre | 2078 Logan Rd, Upper Mt Gravatt Q 4122 | Phone: 1800 899 300 | Email: enquiries@sccqld.com.au

Local Representation and Governance

We appreciate Council's recommendation to establish a Broken Hill sub-board or advisory committee and agree on the importance of local voices in aged care governance. SCCQ has amended its constitution to allow current members of Southern Cross Care Broken Hill, including those from Broken Hill and Mildura, to become members of SCCQ, and we welcome their ongoing involvement.

SCCQ is guided by "Listening First" as a core organisational principle. Broken Hill continues to benefit from a strong local leadership team, which reports directly to our Head of Residential Aged Care, ensuring regular input to Board subcommittees and the Board itself.

Our executive team remains closely connected to the region, with regular site visits and direct engagement with staff, residents, families, and community stakeholders. In addition, our Customer Insights program actively captures feedback across all locations, including Broken Hill to guide service improvements.

We are committed to ensuring the voices of Broken Hill residents, families, and staff are heard, respected, and reflected in how we operate.

We remain deeply grateful for the ongoing partnership between Council and Southern Cross Care. Maintaining a strong, respectful relationship with Council is essential to ensuring we stay connected to the needs, hopes, and aspirations of the Broken Hill community.

We truly value the role Council plays in advocating for local people, and we look forward to continuing our work together collaborating openly, listening carefully, and always striving to deliver care that reflects the dignity and worth of every individual we serve.

Thank you again for your considered correspondence and for the opportunity to respond. Please don't hesitate to reach out if there is more we can do to support you and the broader community during this time of transition.

Yours sincerely,

Jason Eldering Chief Executive Officer

Corporate Support Centre | 2078 Logan Rd, Upper Mt Gravatt Q 4122 | Phone: 1800 899 300 | Email: enquiries@sccqld.com.au

ORDINARY MEETING OF THE COUNCIL

June 19, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 121/25

<u>SUBJECT:</u> <u>CORRESPONDENCE REPORT - TRANSITION TO THE FOOD</u>

ORGANICS AND GARDEN ORGANICS (FOGO) LEGISLATION REQUIREMENTS D25/27333

Recommendation

- 1. That Broken Hill City Council Report No. 121/25 dated June 19, 2025, be received.
- 2. That correspondence dated 18 June 2025 from the Minister for Environment, The Hon Penny Sharpe MCL regarding the transition to new Food Organics and Garden Organics Legislation, and note that the Minister has requested the NSW Environment Protection Authority contacts Council to discuss Broken Hill's situation, be received and noted.

Report:

Council, at its meeting held 26 February 2025, considered a report regarding the requirements of Food Organics and Garden Organics (FOGO) Legislation, and resolved as follows:

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<u>ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 32/25 - DATED FEBRUARY 18, 2025 - FOOD ORGANICS AND GARDEN ORGANICS (FOGO) LEGISLATION</u>
D25/7336

RESOLUTION

Minute No. 47785 Councillor H Jewitt moved Councillor R Algate seconded

Resolved

- 1. 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.
- That Council's feedback submission dated 5 July 2024 to the NSW Environment Protection Authority, be received and noted.
- 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

Following the Council Meeting, correspondence was sent to the Minister for Environment, The Hon Penny Sharpe MLC.

Council has received reply correspondence dated 18 June 2025 from the Minister for Environment acknowledging Council's concerns regarding the mandate of FOFO legislation, and that a 'one size fits all' approach may not be suitable for all Councils at the start of the implementation period. The correspondence provides a link to educational information and grant funding information to assist Councils and businesses transition to the new services.

The Minister has requested the NSW Environmental Protection Authority to contact Council to discuss Broken Hill's situation and the solutions that Council suggested regarding the current bi-weekly green waste collection.

The correspondence is attached.

Attachments

1. U Correspondence from the Minister for Environment, The Hon Penny Sharpe MLC

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

CORRESPONDENCE REPORT - TRANSITION TO THE FOOD ORGANICS AND GARDEN ORGANICS (FOGO) LEGISLATION REQUIREMENTS

The Hon Penny Sharpe MLC

Minister for Climate Change, Minister for Energy, Minister for the Environment, Minister for Heritage, Leader of the Government in the Legislative Council



Mr Tom Kennedy Mayor Broken Hill City Council

By email: executive.support@brokenhill.nsw.gov.au

Dear Mr Kennedy 10m,

Thank you for your letter outlining Broken Hill City Council's concerns about the mandated Food Organics and Garden Organics (FOGO) collection service rollout.

I greatly appreciate Council's support for the underlying objectives of the FOGO initiative and acknowledge the request for flexibility in implementing the mandates across NSW to take regional circumstances into account.

The NSW Government is committed to significantly reducing organic waste sent to landfills. Bin audit data indicates that a weekly FOGO collection achieves the highest food waste diversion rate while also addressing concerns related to odour and vermin.

However, I understand that a 'one size fits all' approach may not be suitable for all councils at the start of the implementation period. Therefore, the NSW Environment Protection Authority (EPA) will issue exemptions as needed to help councils adapt to the new requirements. Exemptions can be proactive (issued by the Government) or reactive (requested by councils) and will consider geographical, population constraints, and the availability of infrastructure. The goal is to balance maximum diversion of organic waste from landfill with practicality, reducing the need for multiple individual exemption applications.

To further assist, a suite of support programs is being provided for councils and businesses, including grant funding for infrastructure, education and guidance to help communities transition to new services. More information is available at www.epa.nsw.gov.au/Your-environment/Recycling-and-reuse/business-government-recycling/Food-organics-and-garden-organics/Scrap-Together.

I encourage ongoing engagement by Broken Hill City Council to ensure the effective implementation of the FOGO mandate. To facilitate this, I have requested that the EPA reach out to discuss your situation and the solutions that the Council are suggesting.

If Council has any questions in the meantime, or additional information to provide, please contact Ms Phoebe Ashe, A/Director, Circular Economy, EPA at phoebe.ashe@epa.nsw.gov.au or on 9995 6234.

Sincerely

Penny Sharpe MLC

Minister for Climate Change, Minister for Energy, Minister for the Environment, Minister for Heritage

18/6/25

52 Martin Place Sydney NSW 2000 GPO Box 5341 Sydney NSW 2001 02 7225 6020 nsw.gov.au/ministers

ORDINARY MEETING OF THE COUNCIL

June 4, 2025

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 95/25

<u>SUBJECT:</u> <u>ELECTORAL FUNDING OBLIGATIONS OF ELECTED</u>

COUNCILLORS AND MAYORS

D25/24901

Recommendation

- 1. That Broken Hill City Council Report No. 95/25 dated June 4, 2025, be received.
- 2. That the Mayor and Councillors note that it is their personal responsibility to adhere to the NSW Electoral Commission's disclosure obligations as elected members of Council; and to comply with the NSW Electoral Commission's reporting requirements of political donations and electoral expenditure during their Term of Council.

Executive Summary:

Councillors and Mayors elected at the local government elections on 14 September 2024 and the countback election held on 27 March 2025 must submit political donation and electoral expenditure disclosures to the NSW Electoral Commission periodically for their Term in Office.

The second and third disclosures are required to be submitted to the NSW Electoral Commission by 11 August 2025.

Report:

<u>Disclosures of political donations and electoral expenditure</u>

Elected members must submit political donation and electoral expenditure disclosures to the NSW Electoral Commission during their Term in Office.

There are four (4) types of disclosures to submit each year as an elected member: two half-yearly disclosures of political donations made and received and two annual disclosures of major political donors and electoral expenditure incurred.

The relevant periods each disclosure covers and the lodgment periods for disclosures for 2024/2025 are:

Disclosure type	Disclosure period	Disclosure lodgment period	Disclosure due by
1 st half-yearly	01/07/2024 to	01/01/2025 to	11/02/2025
donation disclosure	31/12/2024	11/02/2025	
2 nd half-yearly	01/01/2025 to	01/07/2025 to	11/08/2025
donation disclosure	30/06/2025	11/08/2025	
Annual major political donor disclosure	01/07/2024 to 30/06/2025	01/07/2025 to 11/08/2025	11/08/2025

Annual electoral	01/07/2024 to	01/07/2025 to	22/09/2025
expenditure	30/06/2025	22/09/2025	
disclosure			

Elected members of Council must submit the above disclosures not only as a candidate and elected member, but also on behalf of the group if applicable.

If no political donations are made or received or no electoral expenditure is incurred, a 'Nil' disclosure forms must still be submitted.

Disclosures can be made through the Funding and Disclosure online portal for electoral participants on the NSW Electoral Commission's website.

It should be noted that Elected Members who do not comply with disclosure requirements could face a fine or prosecution by the NSW Electoral Commission; and that it is an Elected Members personal responsibility to adhere to the NSW Electoral Commission's disclosure requirements.

Elected member contact details

Elected members who have not provided the NSW Electoral Commission with up-to-date contact details are requested to do so as soon as possible by emailing fdc@elections.nsw.gov.au.

A current email address and mobile phone number for each elected member is required so that the NSW Electoral Commission can send notifications about when and how to disclose political donations and electoral expenditure.

More information about electoral funding obligations of elected members can be found on the NSW Electoral Commission website https://elections.nsw.gov.au/Funding-and-disclosure.

The *Electoral Funding Act 2018* can be accessed on the NSW Legislation website https://legislation.nsw.gov.au/view/html/inforce/current/act-2018-020.

Elected members can call the NSW Electoral Commission on 1300 135 736 if they have any questions.

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:

Electoral Funding Act 2018

Financial Implications:

Nil

Attachments

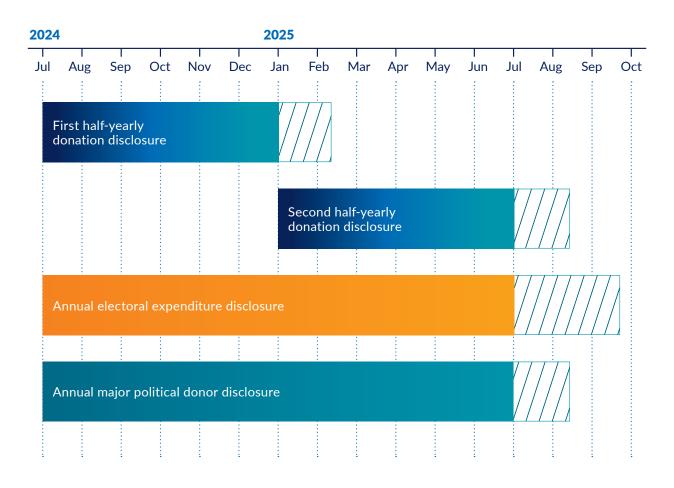
1. UNSW Electoral Commission's Timeline for Disclosure Reporting 2024/2025

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER



Disclosure reporting periods and due dates 2024-25



Key dates

First half-yearly donation disclosure

Begins: 01 July 2024 Ends: 31 December 2024 Lodge by: 11 February 2025

Second half-yearly donation disclosure

Begins: 01 January 2025 **Ends:** 30 June 2025 **Lodge by:** 11 August 2025

|||| Lodgement period

Annual electoral expenditure disclosure

Begins: 01 July 2024 **Ends:** 30 June 2025

Lodge by: 22 September 2025

Annual major political donor disclosure

Begins: 01 July 2024 **Ends:** 30 June 2025

Lodge by: 11 August 2025

ORDINARY MEETING OF THE COUNCIL

May 6, 2025

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 106/25

<u>SUBJECT:</u> <u>ADOPTION OF THE DRAFT COMMUNITY STRATEGIC PLAN -</u> 2025 REVIEW D25/19954

Recommendation

- 1. That Broken Hill City Council Report No. 106/25 dated May 6, 2025, be received.
- 2. That Council notes that the draft Community Strategic Plan 2025 Review was placed on Public Exhibition 2 May 2025 to 31 May 2025, during which times Council received nil submissions.
- 3. That Council adopts the draft Community Strategic Plan 2025 Review which will replace the previous version of the Community Strategic Plan.

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.

During the Public Exhibition and submission period, Council received nil submissions from the public. The draft Community Strategic Plan – 2025 Review is now presented to Council for consideration of adoption.

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

The draft Community Strategic Plan – 2025 Review has undertaken a period of public exhibition receiving nil submissions, and is now presented to Council for consideration of adoption.

Community Engagement:

The draft Community Strategic Plan was publicly exhibited for a period of 28 days concluding 31 May 2025, during which time Council received nil submission.

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. Upper Draft Community Strategic Plan Your Broken Hill 2040 - 2025 Review.

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



Draft Community Strategic Plan Your Broken Hill 2040

Broken Hill City Council Page 164

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 - 30 April 2025, Minute No. 47832

Draft Community Strategic Plan – Your Broken Hill 2040

Page 2

Broken Hill City Council Page 165



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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Our City	Page 8
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Engaging with our Community	Page 10
Engagement – Our Future in Focus	Page 11
Engagement Timeline	Page 12
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Related Plans	Page 42
Photo Inventory and Credits	Page 43-44
Draft Community Strategic Plan – Your Broken Hill 2040	Page 4

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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
- 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.

	Lismore	
FAR WESTERN Wilcannia Broken Hill	Dourse NEW ENGLAND ORANA Armidale Cobar Dubbo NBOYE NORTH COAST Coffs Harbour HUNTER	
~~~	CENTRAL WESTERN STUDIES Sydney GREATER SYDNEY  WOOD GREATER SYDNEY  WOOD WOOD GREATER SYDNEY	
Deniiq	IRRAY ILLAWARRA	

BROKEN HILL CITY		
Land area		170.4km ²
	1,100km west of S	ydney and
	500km east o	of Adelaide
DEMOGRAPHICS		
Estimated Resident Populat	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	2021	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
Carrier and Classeller	A	

BROKEN HILL CITY

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	\$182.4m
in the City (2024)	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

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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

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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."

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## **Engagement Timeline**

#### Intensive Research

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

#### Engagement Commencement

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

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

#### Checking In

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

#### Heading to the People

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

#### Closing the Loop

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

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

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

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

#### In Summary

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

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

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

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

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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

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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

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### 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
  - 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.

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#### 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"

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#### 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"

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# **Guiding Principles**

#### Social Justice

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

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

# The Quadruple Bottom Line (QBL)

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

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

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### 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.

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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.

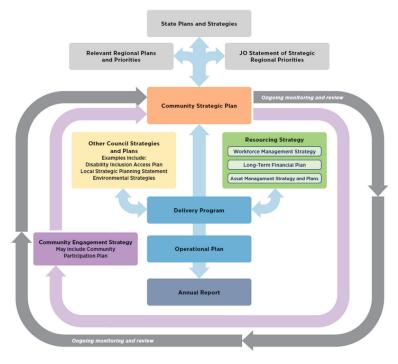
To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning.

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.



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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

Partners

Who will play a part

Local and state

agencies, other

organisations and

community groups have an important

role in delivering the long-term objective

government

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	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
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 a	vailable	Community Survey
4. The community feels safe		Community Survey
5. There is adequate housing and sufficient emp		Data Collection
Minority groups are engaged and participation     The social and lifestyle factors affecting healt	ng in the lite of the community th of residents are monitored for improvement	Community Survey
	n or residents are monitored for improvement	Community Survey
or controlled the months of the chil	y and have growing opportunities to contribute	Community Survey
10. The community narrative is increasingly positive.		Community Survey
To. The commonly narrative is increasingly posi-	iive	Commonly Solvey

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Broken Hill City Council



## 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
<b>1.1.2</b> Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown	Social
1.1.3 Provide equitable, affordable, flexible, and co-located community services and facilities based on community need	Social
1.1.4 Provide opportunities to practice traditions in community settings and experience good social and cultural health	Social
1.1.5 Support and encourage volunteering across all age, cultural and ability sectors of the community	Social
1.1.6 Young people are provided the opportunities required to learn, connect, and grow	Social

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

# We have a healthy community in a liveable City

We will achieve this by...

Objective 1.3 Our community works together	Quadruple Bottom Line
<b>1.3.1</b> Develop, implement, support and promote initiatives to celebrate the range of people and programs within the community	Social
<b>1.3.2</b> 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
<b>1.4.1</b> Raise awareness of cultural and community events that celebrate Broken Hill's cultural diversity	Social
<b>1.4.2</b> Promote and support reconciliation and inclusion with the Aboriginal community	Social
<b>1.4.3</b> 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

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# 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
<b>1.5.4</b> Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility	Social
<b>1.5.5</b> Advocate for a mix of housing stock that is affordable and supports growing our population	Social
<b>1.5.6</b> 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
<b>1.6.1</b> 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
<b>1.6.3</b> 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
<b>1.6.4</b> 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

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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
and happy	to meet community needs	Community Services
	Ensure that future development supports the 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
с ало и сорронно ини напосно сонинонну	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
	opportunities available to connect with others	NSW Police — Barrier Police
It is safe and easy to get around our City	Ensure that infrastructure meets community needs	District
	and service levels	NSW Primary Health Network
	Ensure that active transport infrastructure meets	NSW Sports and Recreation Social housing providers
	community need and service levels	Transport for NSW
How will	we know when we have got there?	Trunsport for 14344
Meas		Source
1. Increased measures of health and wellbeing		Health Surveys
2. Increased attendance at community events an	d celebrations	Data collection
3. Access to suitable support and services are a	railable	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 participation	<u>,                                      </u>	Community Survey
	h of residents are monitored for improvement	Data Collection
8. Our residents know the history of the City		Community Survey
<b>31</b> 1	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

Attachment 1 Draft Community Strategic Plan Your Broken Hill 2040 - 2025 Review.



## 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

# 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
<b>2.1.2</b> 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
<b>2.2.3</b> 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
<b>2.2.5</b> 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
<b>2.4.1</b> Engage government, business and community stakeholders in supporting the management of tourism	Economic Civic Leadership
<b>2.4.2</b> 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
<b>2.4.4</b> 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
	know when we have got there?	
Measure	es	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 childcare 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

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### **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
<b>3.1.1</b> Implement measures to reduce the city's carbon footprint and enhance the circular economy by educating and demonstrating the use of renewable resources	Environmental
<b>3.1.2</b> Educate the community on measures to avoid waste and reduce littering and waste to landfill	Environmental
<b>3.1.3</b> Investigate and plan for the minimisation of environmental, social and rehabilitation impacts associated with mining activity on the City	Environmental Civic Leadership
<b>3.1.4</b> 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	
<b>3.2.1</b> 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
<b>3.2.3</b> Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City	Environmental
<b>3.2.4</b> 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
<b>3.3.1</b> Encourage measures that limit the impact of the changing climate and enhance environmentally sustainable building and land use planning	Environmental
<b>3.3.2</b> 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
<b>3.3.4</b> 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 w	ve know when we have got there?	
Measu	res	Source
1. Maintain quality, affordable water		Data collection
2. Decreasing ecological footprint (monitoring ren	ewable 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	ies	Community survey
5. The tree canopy in our CBD and across the City	is increasing	Data collection
6. Recreational water is maintained for communit	y 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

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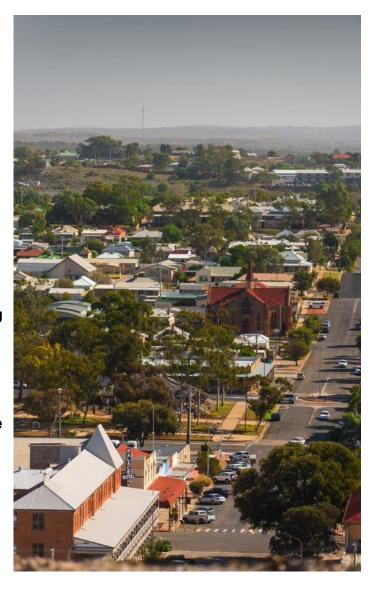
## Our Leadership

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
<b>4.1.1</b> Build strong relationships and ensure responsibilities and benefits of putting strategic plans into practice are shared amongst key community sectors	Civic Leadership
<b>4.1.2</b> 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
<b>4.1.4</b> Decision-makers provide accountability through planning and reporting frameworks	Civic Leadership

Objective 4.2 Our leaders make smart decisions	Quadruple Bottom Line
<b>4.2.1</b> Support leaders through the process of making difficult decisions	Civic Leadership
<b>4.2.2</b> Our leaders seek information, are well informed and aware of emerging issues and new information in order to advocate and respond appropriately	Civic Leadership
<b>4.2.3</b> 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
<b>4.3.1</b> Ensure a collaborative partnership forum is developed to drive the implementation of the Community Strategic Plan	Civic Leadership
<b>4.3.2</b> Partnerships, role models and joint success are celebrated and promoted	Civic Leadership
<b>4.3.3</b> 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
<b>4.4.1</b> Increase community involvement in decision-making by establishing a representative Engagement Framework	Civic Leadership
<b>4.4.2</b> Engage the community through information and activities aimed at increased participation and reciprocal information sharing	Civic Leadership
<b>4.4.3</b> 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	local community groups Department of Premier and Cabinet	
	Provide clear, accessible and relevant information to the community	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 v	How will we know when we have got there?		
Measures		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 comprehensive		Community Survey	
5. Key stakeholders and partners realise joint outcomes that match the Community Strategic Plan		Community Survey	
<ol><li>The community increasingly understands the challenges faced and opportunities available to the City</li></ol>		Community Survey	
7. Joint initiatives are undertaken		Data Collection	

Draft Community Strategic Plan – Your Broken Hill 2040

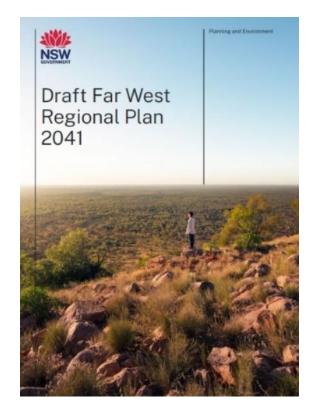
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In the development of our "Your Broken Hill 2040"
Community Strategic Plan, consideration has been given to the relationship to other plans objectives and strategies, including the Far West Regional Action Plan.

### 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

Digital Strategy

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



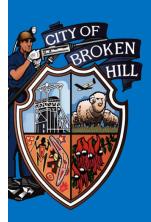
PAGE NO	PHOTO INVENTORY	PHOTO CREDITS
Front Cover	Country Universities Centre (CUC) Far West - Graduation Ceremony 2021	Country Universities Centre (CUC) Far West
	Mayor Tom Kennedy, Ambassador Bronte Hendricks, Mr Steve Radford OAM Broken Hill Citizen of the Year 2022	BHCC Photo Library
	Youth event 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

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 expurposes.	

Draft Community Strategic Plan – Your Broken Hill 2040





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### ORDINARY MEETING OF THE COUNCIL

May 6, 2025

### ITEM 6

### BROKEN HILL CITY COUNCIL REPORT NO. 122/25

SUBJECT: ADOPTION OF THE 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

D25/19996

### Recommendation

1. That Broken Hill City Council Report No. 122/25 dated May 6, 2025, be received.

- 2. That Council notes that 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 was placed on public exhibition for community comment for a 28-day period from 2 May 2025 to 31 May 2025 during which time Council received 2 submissions from the public.
- 3. That Council adopts 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 make and levy the following rates and charges under the Local Government Act 1993 for the 2025/2026 year:
  - i. A general residential rate under Sections 535 and 537 on all land categorised as residential and consisting of a 49.00% base rate of \$630.00 and a rate in the dollar on land value of 1.619366 cents:
  - ii. A rural-residential rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as rural-residential and consisting of a 49.00% base rate of \$550.00 and a rate in the dollar on land value of 0.313498 cents;
  - iii. A residential-1(a) rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as residential-1(a) and consisting of a 49.00% base rate of \$428.00 and a rate in the dollar on land value of 0.458360 cents;
  - iv. A general business rate under Sections 535 and 537 on all land categorised as business and consisting of a 15.00% base rate of \$852.00 and a rate in the dollar on land value of 6.327598 cents:
  - v. A Business Industrial rate being a sub-category of the general business rate under Sections 535 and 537 on all land categorised as business industrial and consisting

- of a 15.00% base rate of \$1776.00 and a rate in the dollar on land value of 5.106408 cents;
- vi. A mixed development business rate under Sections 535 and 537 on all land categorised as mixed development business and consisting of a 18.39% base rate of \$852.00 and a rate in the dollar on land value of 7.855289 cents
- vii. A mixed development residual rate under Sections 535 and 537 on all land categorised as mixed development residual and consisting of a 41.12% base rate of \$630.00 and a rate in the dollar on land value of 1.827319 cents;
- viii. A general mine rate under Sections 535 and 537 on all land categorised as mining and consisting of a nil base rate and a rate in the dollar on land value of 26.838636 cents;
- ix. A domestic waste management charge under Section 496 on each parcel of rateable residential land of \$61.00 per annum payable quarterly for domestic waste service available plus a user charge under Section 502 of \$347.00 per annum payable quarterly (one mobile garbage container only).
- x. A commercial waste user charge under Section 502 of \$512.00 per annum payable quarterly (3 x MGB containers),
- xi. A commercial waste user charge under Section 502 of \$470.00 per annum payable quarterly (1x600l bin only),
- xii. An additional MGB service user charge under Section 502 of \$179.00 per annum payable quarterly.
- 5. That in accordance with Section 566(3) of the Local Government Act, 1993, Council adopts a 10.5% rate of interest charge payable on overdue rates and charges for the period 1 July 2025 to 30 June 2026.
- That Council approve a waste fee exemption for WIRES organisation for the disposal of deceased animals.

#### **Executive Summary:**

The purpose of this report is to recommend to Council to adopt 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*, to be implemented from 1 July 2025.

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 was presented to the April 2025 Council Meeting and Council resolved as follows:

ITEM 19 - 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

)

#### **RESOLUTION**

Minute No. 47842
Deputy Mayor J Hickey moved
Councillor R Algate seconded

### Resolved

- 1. That Broken Hill City Council Report No. 70/25 dated March 21, 2025, be received.
- 2. 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.
- 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 endorses Rating option three with an amendment to move 1% of total rates revenue from Business to Mining:

### 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 Business 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.

**CARRIED UNANIMOUSLY** 

Following the April Council Meeting, the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025 was updated to reflect that Council had adopted rating option three (3) and the suite of plans were placed on public exhibition closing 29 May 2024 during which time Council received 1 submission from the public.

During the Public Exhibition and submission period, Council received 2 submissions from the public. Below is a summary of the key points of the submissions received and whether any subsequent amendments have been made to the Draft Plans as a result:

Summary of submissions received	Amendments made to the Draft Delivery Program 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
1.Request for review of Rating structure of Rakow Street area.	No amendment made. Council's proposed rating option to move 1% rates revenue from business rates to mining will offer some relief to the business category. Large movements in individual rates for this year are due to it being a revaluation year with valuations made by the Valuer General.
2. Request for fee exemption for disposal of animal remains	Council to consider an Amendment to Fees and Charges to include an exemption to the WIRES Organisation for the disposal of animal remains.

This Plan is now presented to Council for adoption.

### 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 is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, functions, projects, activities and funding allocations must be directly linked to this Program. Supporting the Delivery Program is the annual Operational Plan, which identifies the projects and actions that will be undertaken during the year, to achieve the commitments made in the Delivery Program

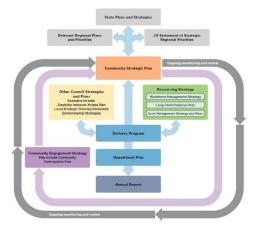
The Delivery Program directly addresses the objectives endorsed in the Community Strategic Plan and the activities Council will undertake to perform all its functions, with specific strategies identified for each under the Community Strategic Plan themes Our Community, Our Economy, Our Environment and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

Where Council has not been identified in the Community Strategic Plan as either having lead 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.

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

The Draft Operational Plan 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 were modelled using property values base date 1 July 2024 as determined by the NSW Valuer General.

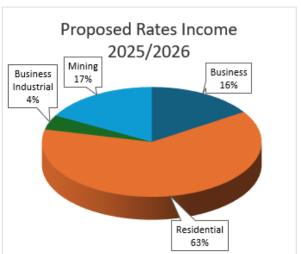
The three scenarios were presented to the 30 April 2025 Council Meeting. Council resolved, Minute No. 47842 (see above Council resolution to adopt Option 3 with an amendment to move 1% business to mining:

### Option 3 with amendment as per minute 47842 - 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 Business to Mining. All other categories remain unchanged from option 1.

		Total Property Count	2025/26 Financial Year						
Rating Category	Land Value 2024/2025		Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	% of Base Rate Income
Business	\$40,525,070	531	\$852	\$452,412	0.06327598	\$2,564,263	\$3,016,675	15.69%	15.00%
Business Industrial	\$13,793,500	70	\$1,776	\$124,320	0.05106408	\$704,352	\$828,672	4.31%	15.00%
Residential	\$379,437,020	9379	\$630	\$5,908,770	0.01619366	\$6,144,473	\$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	0.26838636	\$3,274,314	\$3,274,314	17.03%	0.00%
MD Business	\$239,700	5.0	\$852	\$4,243	0.07855289	\$18,829	\$23,072	0.12%	18.39%
MD Residual	\$247,800	5.0	\$630	\$3,163	0.01827319	\$4,528	\$7,691	0.04%	41.12%
Totals	\$449,701,090	10,015		\$6,504,216		\$12,722,523	\$19,226,739	100.0%	





Proposed Rating Option (1% Business to Mining)								
			Last Year		2025/26		Change \$	Change %
Residential	High	\$	6,511	\$	6,913	\$	402	6.17%
	Median	\$	1,124	\$	1,164	\$	41	3.62%
	Low	\$	602	\$	646	\$	44	7.34%
	Average	\$	1,228	\$	1,285	\$	57	4.68%
	High	\$	146,458	\$	134,364	-\$	12,094	-8.26%
Business	Median	\$	4,135	\$	4,016	-\$	119	-2.88%
business	Low	\$	1,009	\$	915	-\$	94	-9.29%
	Average	\$	5,765	\$	5,681	-\$	84	-1.46%
	High	\$	56,709	\$	59,989	\$	3,280	5.78%
Industrial	Median	\$	8,823	\$	9,129	\$	306	3.47%
indusiriai	Low	\$	3,326	\$	3,522	\$	197	5.91%
	Average	\$	11,186	\$	11,831	\$	645	5.77%
Mining	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%
KUIGI	Low	\$	622	\$	584	-\$	37	-5.98%
	Average	\$	1,178	\$	1,122	-\$	56	-4.79%
	High	\$	1,598	\$	1,670	\$	72	4.54%
1 <b>A</b>	Median	\$	668	\$	698	\$	30	4.56%
	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

Ordinary Council 30 June 2025

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 was placed on public exhibition for 28 days for community comment between 2 May 2025 and 31 May 2025. During this time 2 submissions were received.

#### **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
- 2. Submission 1

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3. Submission 1.1

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4. Submission 2

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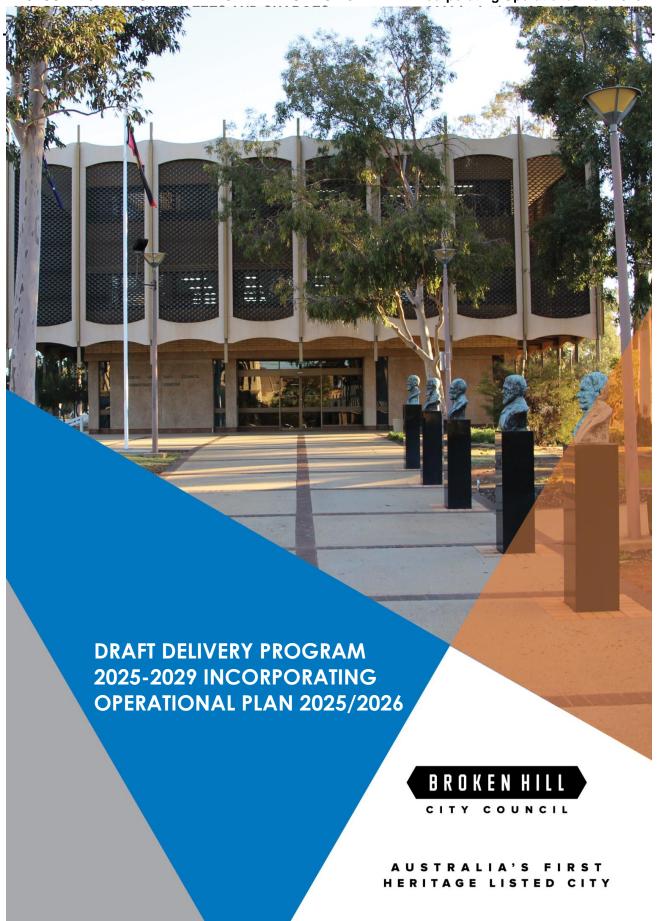
**DIRECTOR CORPORATE AND COMMUNITY** 

SIMON BROWN

DIRECTOR FINANCE AND COMMERCIAL

<u>JAY NANKIVELL</u> GENERAL MANAGER ADOPTION OF THE DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

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



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## BROKEN HILL

CITY COUNCIL

QUALITY CONTROL						
KEY THEME	4. Our Leadership					
OBJECTIVE	4.1 Openness and transparency in a	decision making				
STRATEGY	4.1.5 Support the organisation to op	perate within its leg	al framework			
FUNCTION	Leadership and Governance					
FILE REFERENCE	25/30	EDRMS NUMBER	D25/17058			
RESPONSIBLE OFFICER	General Manager					
REVIEW DATE	June 2026					
DATE	ACTION		MINUTE NUMBER			
30 April 2025	Public Exhibition		47842			
NOTES	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 Pl					

#### 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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# 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

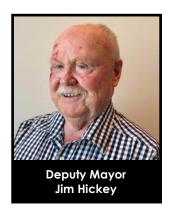
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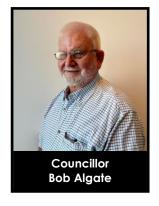
## **OUR COUNCIL ORGANISATION**

## 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".

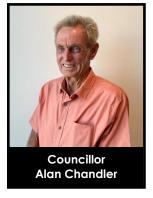
















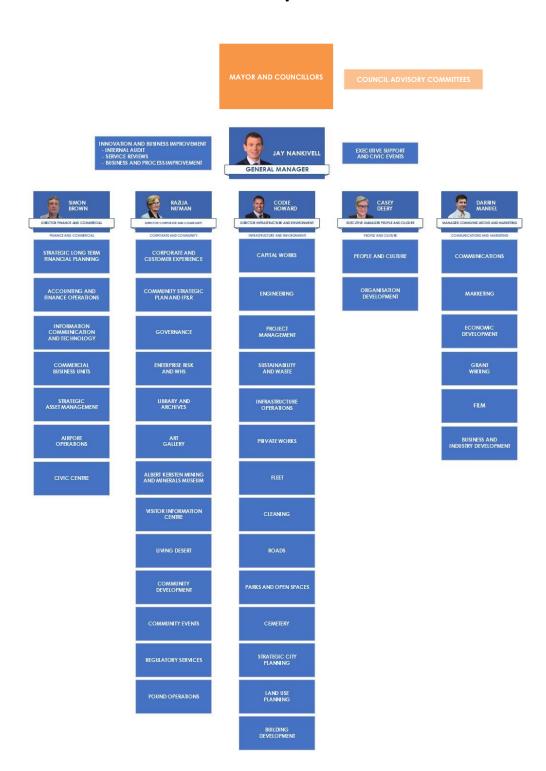




Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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## BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE



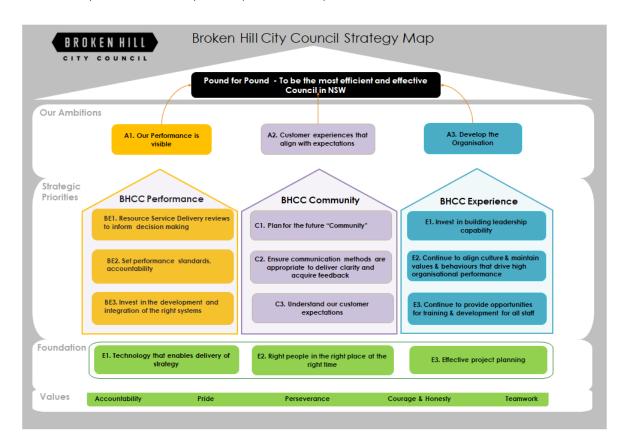
Draft Delivery Program 2025-2029 incorporating Operational Plan 2025/2026

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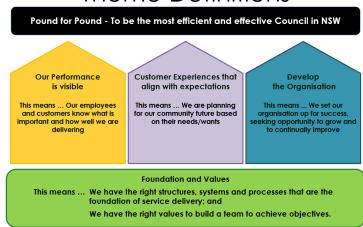
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## COMMUNICATING OUR STRATEGY MAP

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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Broken Hill City Council Page 225

## FINANCIAL - BALANCED SCENARIOS

## LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

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

S '000	2024	2025	2026	2027
, 000	Actual	Revised Budget Q2	Proposed Budget	Forecast
Income from Continuing Operations				
Revenue:				
Rates & annual charges	21,002	21,814	22,718	23,62
User charges & fees	5,183	4,795	5,133	5,25
Interest & investment revenue	1,958	1,470	1,365	40
Other revenues	1,389	685	1,367	1,400
Grants & contributions for operating purposes	8,446	7,977	8,701	9,16
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	18,23
Borrowing costs	812	693	699	63
Materials & contracts	12,072	11,593	11,804	12,08
Depreciation & amortisation	6,855	6,809	7,380	7,45
mpairment	-			
Other expenses	1,249	1,154	1,150	1,17
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	27
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS				
BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	678	27
Assumptions Tate Pea	3.70%	4.50%	4.00%	4.0
General Index	7.80%	4.10%	2.40%	2.4
Employee Cost Index Grant Index	3.25% 2.00%	3.25% 2.00%	4.50% 5.00%	3.7 5.3
nv estment Interest rate	5.00%	5.00%	4.50%	4.0
Overdue rates interest rate Efficiency gain on Materials & Contracts	9.00% -2.00%	9.00% -2.00%	10.50% 0.00%	10. 0.

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

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STATEMENT OF FIN	2024	2025	2026	2027
\$ 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	5,406
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
Liabilifies				
Current Liabilities:				
Payables	4,678	4,914	4,914	4,999
Income Received in Advance	-	-	-	-
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
Assumptions General Index No impact from revaluation of assets No restricted cash	7.80%	4.10%	2.40%	344,0

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

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STATEMENT OF CASH FLOWS						
\$ '000	2024	2025	2026	2027		
	Actual	Revised Budget Q2	Proposed Budget	Forecast		
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	12,36		
Bonds, deposits & retention amounts received	4	-	-	_		
Other	2,509	664	1,326	1,35		
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	(555)	(0.0)	-	-		
Other	(2,674)	(1,120)	(1,116)	(1,142		
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	9,777	19,269	11,681	11.03		
, , , , , , , , , , , , , , , , , , , ,	,	,	,	,		
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:	(1.002)	/1.074\	(1.004)	/1.00/		
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		
plus: CASH & CASH EQUIVALENTS - beginning of year	15,399	17,056	2,000	3,06		
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	5,33		
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	97.00%	97.00%	97.00%	97.0		
General Index nv estment Interest rate	7.80% 5.00%	4.10% 5.00%	2.40% 5.00%	2.4 5.0		
Overdue rates interest rate	9.00%	9.00%	10.50%	10.0		

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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?

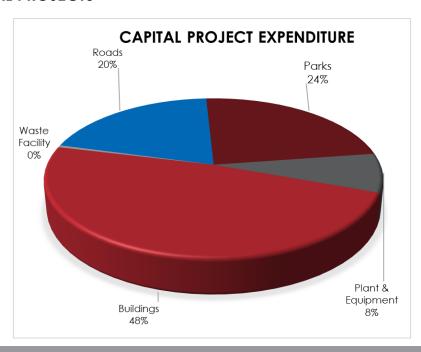
Find out more about the budget, expenditure, services and projects on Council's website <a href="https://www.brokenhill.nsw.gov.au">www.brokenhill.nsw.gov.au</a>

AIRPORT \$-0.40M	ART GALLERY \$0.88M	AQUATIC CENTRE \$1.51M	CIVIC CENTRE \$1.18M	GEOCENTRE \$0.23M
+	33	<u></u>	<b>⊗</b> .⊗	
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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#### **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.

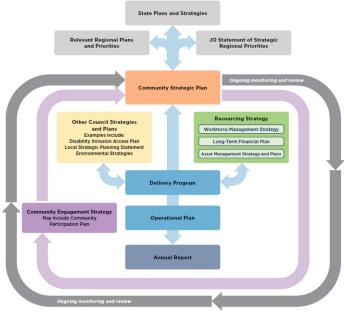
Although considered long term, our Community Strategic Plan will remain current through a review in line with Local Government Elections.

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.

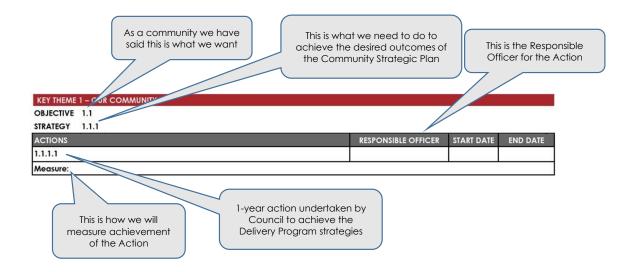
#### **HOW TO READ THIS PLAN**

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**

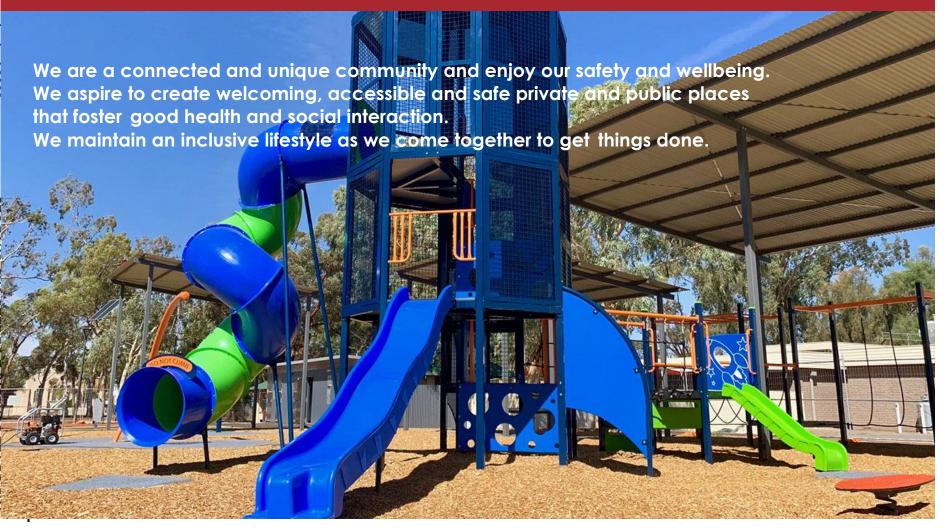


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Broken Hill City Council

# 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 great importance on protecting, celebrating and enhancing it as much as we are able.

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

#### **OUR COMMUNITY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN**

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

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#### **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	

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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			

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**1.1.6.2** Provide co-curricular youth programs at the Gallery Gallery and Museum 01-Jul-2025 30-Jun-2026 Manager Measure: Young primary, middle primary and teen programs facilitated 30-Jun-2026 1.1.6.3 Provide youth inclusive spaces within the Library Library Coordinator 01-Jul-2025 Measure: Youth inclusive spaces facilitated 1.1.6.4 Partner with YMCA on youth programs and activities Director Finance and 01-Jul-2025 30-Jun-2026 Commercial 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			

1.2.2 Maintain infrastructure and services for the effective management and control of companion animals

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>1.2.2.1</b> 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			
<b>1.2.2.2</b> 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			
<b>1.2.2.3</b> 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
<b>1.2.3.1</b> 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			

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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
<b>1.3.1.1</b> 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			
<b>1.3.1.2</b> 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			

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#### 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
<b>1.3.4.1</b> 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
<b>1.3.5.1</b> 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		•	

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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	n		

#### STRATEGY 1.3.7 Maintain and strive to continuously improve the Customer Contact and Call Centre

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>1.3.7.1</b> 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			
<b>1.3.7.2</b> 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-2026 and Marketing
Measure: Community informed of Council events	

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#### 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			
<b>1.4.2.2</b> 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			
<b>1.4.3.2</b> 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
<b>1.4.5.1</b> 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			

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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			

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STRATEGY 1.5.4 Manage ongoing delivery of the Active Transport Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.4.1 Implement prioritised Active Transport Plan actions	Projects 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	Projects 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
<b>1.5.7.1</b> 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			
<b>1.5.7.2</b> 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			

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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

STRATEGY 1.0.2 Develop Council assets to promote obtation, exercise and mobility for families					
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
<b>1.6.2.1</b> 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					
<b>1.6.2.3</b> 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					
<b>1.6.2.4</b> 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					

ADOPTION OF THE 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

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#### OPERATIONAL PLAN - 2825-2826 INCOME STATEMENT - OUR COMMUNITY 2026 2026 2026 2026 2026 2026 2026 2026 \$ '000 Our Community Community Local Community Community Open Spaces Public Safety Arts & Culture **Facilities** Development **Proposed** Services Transport **Budget** 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** 1,494 Employee benefits & costs 4.071 415 729 1.238 196 424 424 Borrowing costs _ 2,897 Materials & contracts 61 192 266 1,328 345 704 Depreciation & amortisation 2,380 11 2,302 7 47 12 Impairment 21 Other expenses -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)

# ADOPTION OF THE 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

	CAPITA	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		Capital	Council	Upgrade
Alma Institute Refurbishment Project	150,000		-	(			150,000	150,000	
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	-		-	-	1	-	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



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## KEY THEME 2 - OUR ECONOMY

The focus of Key Theme 2 – Our Economy is how we work together to achieve an innovative and sustainable economy.

We value a diverse economy which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle.

We focus on our population as a key element in preserving and growing our economy and our future.

We aspire to create a thriving and vibrant local economy in Broken Hill where traditional (eg mining, art and tourism) and new (eg technology and renewable energies) industries are supported and local career, training and education opportunities are created and if existing, expanded - especially for young people, to ensure more stay in Broken Hill and our opportunities attract more people in all forms - visitors, investors and new residents to our City.

We must also actively pursue prospects for new business investment and encourage and support local entrepreneurship and innovation as our economy transforms to meet new opportunities.

By diversifying our economic interests, we will be resilient, 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

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#### **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, arant applications and m	eetings		

#### STRATEGY 2.1.4 Advocate for outcomes aligned to the Regional Transport Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>2.1.4.1</b> 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			

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STRATEGY 2.1.5 Implement the Economic Development Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>2.1.5.1</b> 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
<b>2.1.7.1</b> 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
<b>2.2.1.1</b> 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			

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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
<b>2.2.4.1</b> 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
<b>2.3.1.1</b> 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
<b>2.3.2.1</b> 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			

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STRATEGY 2.3.3 Increase digital communication network through projects outlined in Smart Communities Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
<b>2.3.3.1</b> 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	
<b>Measure:</b> Council projects with ICT system components are implemented to modern cybersecurity standards, with informed value and purpose, while aligning with ICT Strategies and Policies				
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

	<u> </u>		
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			
<b>2.3.4.2</b> 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			
<b>2.3.5.2</b> 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	•		

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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
<b>2.4.1.1</b> 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			
<b>2.4.1.2</b> 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			
<b>2.4.1.3</b> 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

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Measure: At least 10% of recommended Business Plan actions achieved2.4.2.5 Review Library Business Plan for the opening of the new Library facilityLibrary Coordinator01-Jul-202530-Jun-2026Measure: Library Business Plan reviewedDirector Finance and Commercial01-Jul-202530-Jun-20262.4.2.5 Finalise future operations of the Aquatic CentreDirector Finance and Commercial01-Jul-202530-Jun-2026Measure: Aquatic Centre future operations plan completed and endorsedSTRATEGY2.4.3 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	e: 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			
<b>2.4.3.4</b> 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	•	•	

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#### 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
<b>2.4.5.1</b> 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
<b>2.4.7.1</b> 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		

ADOPTION OF THE 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

#### OPERATIONAL PLAN - 2825-2826 INCOME STATEMENT - OUR ECONOMY 2026 2026 2026 2026 2026 \$ '000 Our Strategic Film Economy Economic Tourism **Proposed** Development Development Promotion Transport **Budget Income from Continuing Operations** Revenue: Rates & annual charges User charges & fees 1,561 274 1,286 Interest & investment revenue 374 47 117 211 Other revenues _ Grants & contributions for operating purposes 362 350 12 4.279 Grants & contributions for capital purposes 4.279 Other Income: _ Net gains from disposal of assets _ _ _ Net share of interests in joint ventures _ TOTAL INCOME FROM CONTINUING OPERATIONS 6,576 321 6.031 224 **Expenses from Continuing Operations** Employee benefits & costs 1,424 543 406 475 Borrowing costs 730 389 247 95 Materials & contracts Depreciation & amortisation 398 131 268 _ Impairment 124 112 12 Other expenses Net losses from disposal of assets _ _ TOTAL EXPENSES FROM CONTINUING OPERATIONS 2,676 1,175 920 582 **OPERATING RESULT FOR THE YEAR** 3,900 (853) 5,111 (358)NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES (379)832 (358) (853)

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of

Fees and Charges 2025-2026

CAPITAL BUDGET - OUR ECONOMY									
		Capital	Capital	Operating Grant		Reserve			New, Renewal,
Description	Total Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	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	

**Broken Hill City Council** 

# KEY THEME 3 - OUR ENVIRONMENT



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## 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

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#### **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
<b>3.1.1.1</b> 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			
<b>3.1.2.1</b> 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	E END DATE	
<b>3.1.3.1</b> Investigate opportunities to collaborate with community groups on environmental issues	Waste and Sustainability Manager	01-Jul-2025	30-Jun-2026	
<b>Measure:</b> Community group collaborations initiated/supported on environmental issues				
<b>3.1.3.2</b> 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			

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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	
<b>3.2.3.1</b> 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				
<b>3.2.3.4</b> 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		•		
<b>3.2.3.5</b> 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				

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STRATEGY 3.2.4 Support the advocacy of key water stakeholders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>3.2.4.1</b> 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
<b>3.3.1.1</b> 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
<b>3.3.2.1</b> 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
<b>3.3.3.1</b> 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			

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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

STRAILS 1 3.3.3 Implement the recommendations of the memage strategy to preserve and emilities the fieldings of the City						
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE			
<b>3.3.5.1</b> 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						

'000	2026	2026	2026	2026	2026	2026	2026
000	Our Environment Proposed Budget	Waste Management	Sustainability	Natural Environment		Public Order	Stormwater Managemen
ncome from Continuing Operations	Douge.						
evenue:							
ates & annual charges	3,684	3,684	-	-	-	-	-
ser charges & fees	2,703	2,032	-	476	30	165	-
nterest & investment revenue	40	40	-	-	-	-	-
Other revenues	80	80	-	-	-	-	-
Grants & contributions for operating purposes	-	-	-	-	-	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-	-
Other Income:	-						
let gains from disposal of assets	-	-	-	-	-	-	-
let share of interests in joint ventures	-	-	-	-	-	-	-
OTAL INCOME FROM CONTINUING OPERATIONS	6,507	5,836	-	476	30	165	-
xpenses from Continuing Operations							
mployee benefits & costs	2,567	1,759	-	302	86	420	-
orrowing costs	209	209	-	-	-	-	-
Materials & contracts	477	237	-	163	5	72	-
epreciation & amortisation	443	230	-	-	-	-	213
npairment	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-
let losses from disposal of assets	-	-	-	-	-	-	-
OTAL EXPENSES FROM CONTINUING OPERATIONS	3, 695	2,435	-	465	91	492	213
PERATING RESULT FOR THE YEAR	2,812	3,401	-	11	(62)	(326)	(213)

Fees and Charges 2025-2026

CAPITAL BUDGET- OUR ENVIRONMENT									
				Operating					
		Capital	Capital	Grant		Reserve	Working	Net Cost to	New, Renewa
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	



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### 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

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**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			
<b>4.1.1.2</b> 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
<b>4.1.3.1</b> 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
<b>4.1.4.1</b> 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
<b>4.1.5.1</b> 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			
<b>4.1.5.2</b> 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			

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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			
<b>4.1.5.10</b> 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	•	•	

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STRATEGY 4.1.6 Implement and embed an Enterprise Risk Management system

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>4.1.6.1</b> Embed the Enterprise Risk Management Framework principles within all levels of Council	Manager Enterprise Risk	01-Jul-2025	30-Jun-2026
<b>Measure:</b> Enterprise Risk Management Framework Supervisor training completed by Peo <b>Measure:</b> Enterprise Risk Management Framework reviewed	ple Leaders		
<b>4.1.6.2</b> 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			
<b>4.1.6.4 4</b> 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
<b>4.2.1.1</b> 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			

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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			
<b>4.2.2.2</b> 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			
<b>4.2.3.3</b> 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

TIONS		RESPONSIBLE OFFICER	START DATE	END DATE
<b>4.1</b> Undertake Roads Services service review		Leader Innovation and Business Improvement	01-Jul-2025	30-Jun-2026
asure: Service review completed and results reported to Audit, Ris	k and Improvemen	t Committee		
<b>4.2</b> Undertake Animal Control and Animal Holding Facility service r	eview	Leader Innovation and Business Improvement	01-Jul-2025	30-Jun-2026
asure: Service review completed and results reported to Audit, Ris	k and Improvemen	·		

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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
<b>4.2.5.1</b> 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
<b>4.2.6.1</b> 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
<b>4.2.7.1</b> 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	Leader Innovation and Business Improvement	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
<b>4.3.1.1</b> 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			

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STRATEGY 4.3.2 Develop working parties for key issues and projects impacting Council and the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>4.3.2.1</b> 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
<b>4.3.3.1</b> 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
<b>4.3.4.1</b> 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

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			
<b>4.4.1.2</b> 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			
<b>4.4.1.2</b> Provide information to community as outlined in Community Engagement Strategy	Manager Communications and Marketing	01-Jul-2025	30-Jun-2026
Measure: Community kept informed		-	-

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STRATEGY 4.4.2 Facilitate meetings between community and elected representatives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
<b>4.4.2.1</b> 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			
<b>4.4.2.2</b> 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
<b>4.4.3.1</b> 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			

Fees and Charges 2025-2026

			OUR LEADE	KONIF			
\$ '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	1,203
Borrowing costs	67	-	67	-	-	-	-
Materials & contracts	7,700	741	2,798	1,152	190	803	2,017
Depreciation & amortisation	4,159	-	-	128	7	1,044	2,981
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, 201
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)

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

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

2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

# CAPITAL BUDGET - OUR LEADERSHIP Operating Capital Grant Grant Grant Grant Guntied roads) IT Asset Fleet Refresh 75,000 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
<b>4</b> 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	1,36
Other revenues	685	1,36
Grants & contributions for operating purposes	7,977	8,70
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 IN COME FROM CONTINUING OPERATIONS	55,006	46,673
Expenses from Continuing Operations		
Employee benefits & costs	16,488	17,57
Borrowing costs	693	69'
Materials & contracts	11,593	11,80
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		
Assumptions Rate Peg	4.50%	4.0
General Index Employee Cost Index	4.10% 3.25%	2.4l 4.5l
Grant Index	2.00%	5.0
Investment Interest rate Overdue rates interest rate	5.00% 9.00%	4.5 10.5
Efficiency gain on Materials & Contracts	-2.00%	0.0

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

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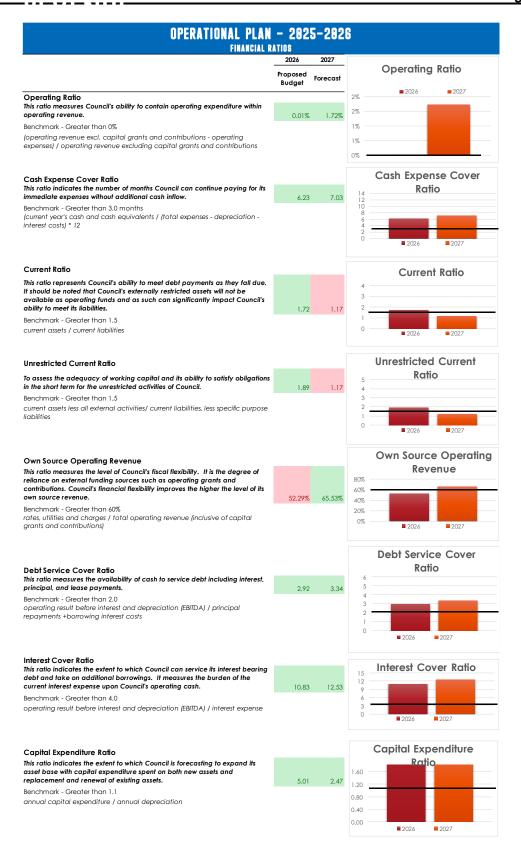
Broken Hill City Council Page 279

\$ '000	INANCIAL POSITION 2025	
	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	9
Other	398	40
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	80
Investment property	-	-
Intangible assets	-	-
TOTAL NON-CURRENT ASSETS	381,621	365,086
TOTAL ASSETS	402,652	379,33
Liabilities		
Current Liabilities:		
Payables	4,914	4,91
Income Received in Advance	-	-
Contract Liabilities		
Borrowings	2,467	2,45
Provisions	4,813	4,81
TOTAL CURRENT LIABILITIES	12,194	12,179
Non-Current Liabilities:		
Payables	-	-
Borrowings	15,813	13,88
Provisions	12,312	12,31
TOTAL NON-CURRENT LIABILITIES	28,125	26,19
TOTAL LIABILITIES	40,320	38,37
NET ASSETS	362,332	340,96
Equity		
Retained earnings	156,071	120,61
Revaluation reserves	206,261	220,35
Council equity interest	362,332	340,962
Non-controlling interest	-	-
TOTAL EQUITY	362,332	340,962
Assumptions General Index No impact from rev aluation of assets No restricted cash	4.10%	2.4

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STATEMENT OF CASH FLOWS		
\$ '000	2025	2026
	Revised Budget Q2	Proposed Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	21,160	22,03
User charges & fees	4,652	4,97
Investment & interest revenue received	1,942	1,72
Grants & contributions	19,903	11,92
Bonds, deposits & retention amounts received	-	-
Other	664	1,32
Payments:	(15.00.4)	(17.04)
Employee benefits & costs	(15,994)	(17,046
Materials & contracts	(11,245)	(11,450
Borrowing costs	(693)	(699
Bonds, deposits & retention amounts refunded	/1 100	- /1 114
Other	(1,120)	(1,116
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	19,269	11,68
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	9,50
Sale of infrastructure, property, plant & equipment	-	-
Deferred debt ors 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
N. C.	(1 ( 700)	
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(16,703)	1,06
plus: CASH & CASH EQUIVALENTS - beginning of year	17,056	2,000
CASH & CASH EQUIVALENTS - end of year	353	3,06
Additional Information		
plus: Investments on hand - end of year	14,831	5,33
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	15,184	8,392
Assumptions Rates & charges recovery rate	97.00%	97.0
Debtor recov ery rate	97.00%	97.0
General Index nv estment Interest rate	4.10% 5.00%	2.4 5.0
Overdue rates interest rate	9.00%	10.5

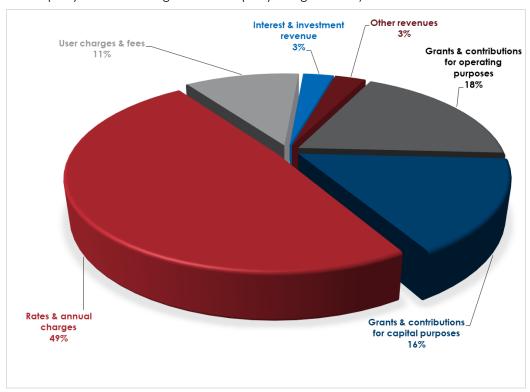
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#### **SOURCES OF REVENUE**

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.

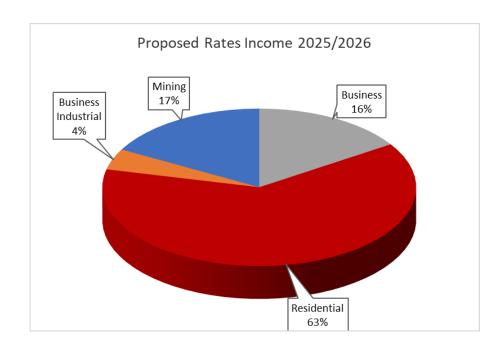
Land revaluations do not increase Council's overall rate revenue however, the amount of rates paid for individual properties are directly linked to land values.

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

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	Land Value 2024/2025	Total Property Count	2025/26 Financial Year						
Rating Category			Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	% of Total Income	% of Base Rate Income
Business	\$40,525,070	531	\$852	\$452,412	0.06327598	\$2,564,263	\$3,016,675	15.69%	15.00%
Business Industrial	\$13,793,500	70	\$1,776	\$124,320	0.05106408	\$704,352	\$828,672	4.31%	15.00%
Residential	\$379,437,020	9379	\$630	\$5,908,770	0.01619366	\$6,144,473	\$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	0.26838636	\$3,274,314	\$3,274,314	17.03%	0.00%
MD Business	\$239,700	5.0	\$852	\$4,243	0.07855289	\$18,829	\$23,072	0.12%	18.39%
MD Residual	\$247,800	5.0	\$630	\$3,163	0.01827319	\$4,528	\$7,691	0.04%	41.12%
Totals	\$449,701,090	10,015		\$6,504,216		\$12,722,523	\$19,226,739	100.0%	



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Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

#### **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

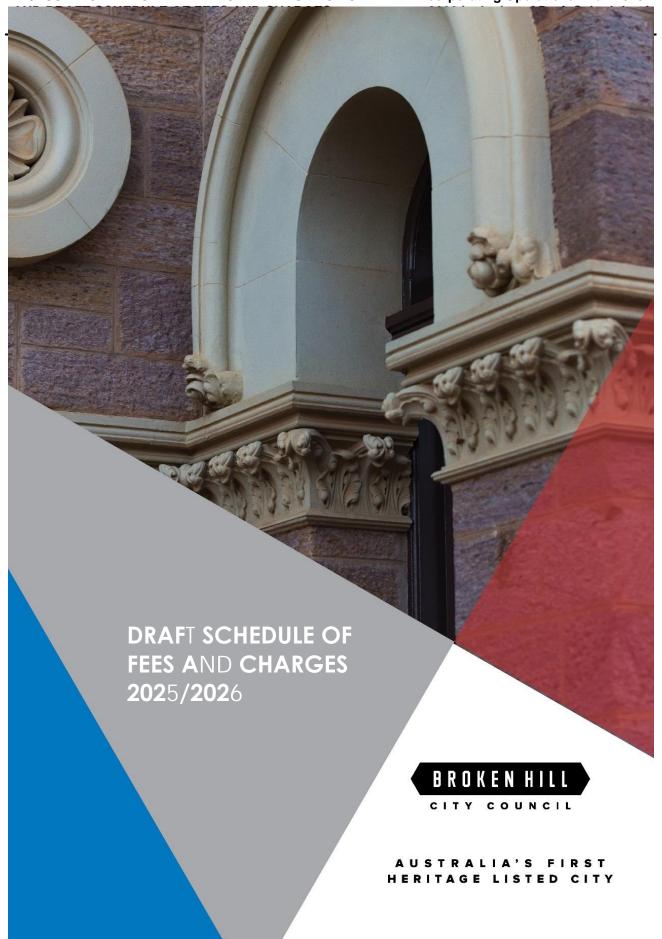
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ADOPTION OF THE DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY

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

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Broken Hill City Council

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

QUALITY CONTROL						
FILE REFERENCES						
KEY THEME	4. Our Leadership					
OBJECTIVE	4.1 Openness and transparency making	in decision				
STRATEGY	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 I	mage 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					

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

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Schedule of Fees and Charges 2025/2026

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ADOPTION OF THE 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

### **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

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

### **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					
5. Third Party – Services provided by another service	Third Party					

Application of Pricing Principles to Goods and Services								
Service	Principle	Basis of Cost						
Access to Information - Government Information (Public Access) Act 2009 (GIPA)	Statutory	Statutory						
Admission Fees:		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

provider apart from Council

Development Applications	Statutory	Statutory
Driveways	Cost Recovery	100%
Inspections of Premises	· · · · · · · · · · · · · · · · · · ·	100%
Inspections of Premises	Cost Recovery	100%
Application of Pricing Princ	ciples to Goods and Services	
Service	Principle	Basis of Cost
Library	Cost Recovery	100 % Cost Recovery (except in regard to sale of old books,
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
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

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						
Ite	m No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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
		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
1	- 20	Microfiche/film reader - printout (Not self/serve) - A4/A3	Cost recovery	Per page	Yes	\$ 0.09	\$1.00
1	- 21	Inter Library Loans (ILL) - fees charged by other Library plus actual postage - except for special needs services of State Library which are free e.g. 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

KEY THEME 1 - OUR COMMUNITY

### **Broken Hill City Council**

	KEY THEME 1 - OUR COMMUNITY						
íl.	LIBRARY SERVICES						
90	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
5		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

2025/2026

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of

Fees and Charges 2025-2026

Ш		ROADS							
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)		
Ш	2	Permits – Road / Footpath							
Ш	2 - 1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	No	\$ -	\$120.00		
	2 - 2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	No	\$ -	\$80.00		
	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	\$ 29.73	\$327.00		
	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	\$ 26.09	\$287.00		
	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	\$ 9.91	\$109.00		
	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%	\$109.00 plus \$10 per additional m2		
	2 - 12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	Yes	\$ 10.45	\$115.00		
	2 - 13	Application for suspension of alcohol free zone	Community Service	Each	Yes	\$ 13.09	\$144.00		
	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 1m²) - 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		
		Footpath/nature strip (min 1m²) - pavers on concrete base	Cost recovery	m ²	Yes	10%	By quotation		
Ш		Footpath/nature strip (min 1m²) - pavers on all other bases	Cost recovery	m ²	Yes	10%	By quotation		
ľ									

KEY THEME 1 - OUR COMMUNITY

2025/2026

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

2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

### ROADS GST 2025/26 Fees Item No **Particulars Pricing Policy ID Basis GST** (inc GST) 2 - 22 Footpath/nature strip (min 1m²) - grass/earth Cost recovery $m^2$ Yes 10% By quotation 2 - 23 10% Footpath/nature strip (min 1m²) Cost recovery $m^2$ Yes By quotation Footpath/nature strip request for cracker dust (box out, provide 2 $m^2$ Cost recovery Yes 10% By quotation materials and compact area Footpath/nature strip request for loam. Council to cover 50% of total 2 $m^2$ Cost recovery Yes 10% By quotation cost of loam only 26 10% Driveways - concrete 120mm $m^2$ Yes Cost recovery By quotation 27 10% Driveways - concrete 200mm $m^2$ Yes Cost recovery By auotation Kerb and gutter including laybacks 2 28 Cost recovery $m^2$ Yes 10% By quotation 2 29 $m^2$ 10% Saw cutting (road or footpath) Cost recovery Yes By auotation 30 Road carriageway and shoulders - asphalt seal Cost recovery Sa m Yes 10% By auotation 10% 31 Road carriageway and shoulders - asphalt seal and road base Cost recovery Sa m Yes By auotation 2 - 32 Road carriageway and shoulders - bitumen seal Cost recovery Sq m Yes 10% By quotation Road carriageway and shoulders - bitumen seal and road base 2 10% Cost recovery Sa m Yes By auotation oavement 2 - 34 Road carriageway and shoulders - road base pavement with no seal Cost recovery Yes 10% Sq m By quotation - 35 $m^2$ 10% Road surfacing (reinstatements only) jet patching (min $1 \text{m}^2$ ) Cost recovery Yes By quotation Road surfacing (reinstatements only) emulsion spraying - hand lance 2 $m^2$ 36 10% Cost recovery Yes By quotation (min 10m² Road surfacing (reinstatements only) sprayed bitumen sealing (min 2 37 $m^2$ 10% Cost recovery Yes By quotation 1000m²1 38 10% 2 Insealed road grading and maintenance Cost recovery $m^2$ Yes By quotation - 39 10% Road - Line markina $m^2$ Yes Cost recovery By auotation

KEY THEME 1 - OUR COMMUNITY

	KEY THEME 1 - OUR COMMUNITY						
	ROADS						
It	em No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
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	\$ -	\$17.00
2	- 42	Abandoned vehicles - administration fee	Cost recovery	Each	Yes	\$ 28.73	\$316.00
2	43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	Yes	\$ 12.00	\$132.00
2	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	\$ 42.09	\$463.00
2	46	Hire of traffic controllers	Cost recovery	Hour	Yes	\$ 7.27	\$80.00
2	2 - 47	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	Yes	\$ 1.64	\$23 plus \$50 refundable bond
2	- 48	Replacement of damaged traffic signs/equipment (per item)	Cost recovery	Each	Yes	10%	By Quotation

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of ADOPTION OF THE 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

	KEY THEME 1 - OUR COMMUNITY							
	BUILDINGS AND PROPERTY							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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%	\$262.00		
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%	\$345.00		
3 - 4	Waste Services - Additional MGB / Yellow Recycling	Cost recovery	Bin	Yes	10%	\$33.00		
3 - 5	Amusement Device (inflatable/mechanical ride)	Cost recovery	Event	Yes	10%	\$57.00		
	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	\$ 1.64	\$18.00		
3 - 8	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	Yes	\$ 1.64	\$18.00		
3	Hire Fees - Halls							
3 - 9	Building - key replacement	Cost recovery	Each	No	\$ -	\$37.00		
	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	Yes	\$ 8.27	\$91.00		
3 - 11	Aged Persons Rest Centre hire - full day	Cost recovery	Day	Yes	\$ 16.27	\$179.00		
3 - 12	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	Yes	\$ 2.55	\$28.00		
3 - 13	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	Yes	\$ 5.55	\$61.00		
3 - 14	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	Yes	\$ 10.91	\$120.00		
3	Casual Hiring - Risk Assessment Administrative Fee							
3 - 15	Casual hiring risk assessment administrative fee	Cost recovery	Each	Yes		By Quotation		

Schedule of Fees and Charges 2025/2026

**Broken Hill City Council** 

2025/2026

2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

### **BUILDINGS AND PROPERTY GS1** 2025/26 Fees Item No **Particulars Pricing Policy ID Basis GST** (inc GST) 3 Cemetery 3 \$ 87.27 \$960.00 Exclusive right of burial (required for all new casket and ashes burial) Cost recovery Each Yes 3 - 17 Exclusive right and work permit (spare) Cost recovery Each Yes \$ 87.27 \$960.00 Exclusive Right for restoration of old graves (includes Work Permit) – 3 \$ 32.9 - 18 Cost recovery Each Yes \$362.00 interment prior to 1971 Cemeteries \$ Crematoria NSW - Interment Levy - Casket No 3 - 19 \$ \$176.00 Statutory Each - 20 No \$71.00 3 Cemeteries \$ Crematoria NSW - Interment Levy - Ashes Statutory Each 3 - 21 Cost recovery Yes \$133.82 \$1,472.00 Weekday interment of casket into new grave or existing grave Each Weekday interment of ashes (adult or child) into an existing grave or 3 - 22 Cost recovery Each Yes \$ 42.18 \$464.00 Weekday interment of subsequent set of ashes interred at same time Subsequent afte 3 - 23 as initial set of ashes (adult or child) into an existing grave or existing Cost recovery Yes \$ 21.18 \$233.00 the first - 24 Weekday interment of casket, child into new grave (0-13yrs) Cost recovery Yes \$ 42.18 \$464.00 Each Yes 58.18 - 25 Each \$ \$640.00 Weekday interment of ashes (adult or child) - new plot Cost recovery Weekday interment of subsequent set of ashes interred at same time Subsequent after 3 Cost recovery Yes \$ 29.18 \$321.00 as initial set of ashes (adult or child) - new plot the first 3 Yes \$198.82 \$2,187.00 Saturday interment of casket into new grave or existing grave Cost recovery Each Saturday interment of ashes (adult or child) into an existing grave or 3 Each Yes \$ 58.18 \$640.00 Cost recovery Saturday interment of subsequent set of ashes interred at same time Subsequent afte 3 - 29 Cost recovery Yes \$ 29.18 \$321.00 as initial set of ashes (adult or child) - existing grave or plot the first - 30 Saturday interment of casket, child into new grave (0-13yrs) Cost recovery Each Yes \$ 58.18 \$640.00 3 - 31 Saturday interment of ashes (adult or child) - new plot Cost recovery Each Yes \$ 81.45 \$896.00 Saturday interment of subsequent set of ashes interred at same time Subsequent after 3 - 32 Cost recovery Yes \$ 40.82 \$449.00 as initial set of ashes (adult or child) - new plot the first - 33 Outside interment hours interment of casket - additional fee Cost recovery Yes \$ 99.91 \$1,099.00 Each Yes 55.82 3 - 34 Outside interment hours interment of ashes - additional fee Cost recovery Each \$ \$614.00 Yes 3 - 35 Oversize plot requested - additional fee Cost recovery Each \$ 25.27 \$278.00 3 36 Pre-selected spare grave - additional fee Each Yes \$ 17.09 \$188.00 Cost recovery 3 37 Yes Pre-selected spare niche - additional fee Cost recovery Each \$ 17.09 \$188.00 3 38 Reopen - slab removal for casket Yes 42.91 \$472.00 Cost recovery Each \$

KEY THEME 1 - OUR COMMUNITY

### **BUILDINGS AND PROPERTY** 2025/26 Fees **GS1** Item No **Particulars Pricing Policy ID Basis GST** (inc GST) 3 - 39 Yes 21.09 \$232.00 Reopen - slab removal for ashes Cost recovery Each Reopen for interment of ashes at the head end or foot end of a 3 Yes \$ 21.09 \$232.00 Cost recovery Each grave if feasible 3 - 41 \$454.00 Vault reopen Cost recovery Each Yes \$ 41.27 Work permit (required for any work conducted on site by a 3 Yes \$ 21.18 \$233.00 Cost recovery Each monumental mason) Hour or part \$ 51.91 Relocation within cemetery/exhumation Yes \$571.00 Cost recovery thereof Hour or part 3 Cost recovery Reopen for vacancy confirmation (charged if not vacant) Yes \$ 51.91 \$571.00 thereof Late interment notice for next day interment (Monday – Friday after 3 Cost recovery Yes \$ 24.18 \$266.00 - 45 Each 2pm, Saturday, Sunday, public holiday) Hour or part \$ 46 Search of cemetery records - minimum charge of \$15.00 Cost recovery Yes 7.00 \$77.00 thereof

KEY THEME 1 - OUR COMMUNITY

Schedule of Fees and Charges 2025/2026

2025/2026

# ADOPTION OF THE 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 1 - OUR COMMUNITY							
	PARKS AND RECRE	ATIONAL FACILITIES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)		
4	Alma Oval							
4 - 1	Alma Oval - with canteen	Third party	Day	Yes	\$ 26.27	\$289.00		
4 - 2	Alma Oval - without canteen	Third party	Day	Yes	\$ 22.36	\$246.00		
4 - 3	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	Yes	\$ 6.82	\$75.00		
4 - 4	Alma Oval Floodlights	Third party	Hour	Yes	10%	\$36.00		
4 - 5	Alma Public School	Third party	Year	Yes	\$ 54.27	\$597.00		
4 - 6	Broken Hill Football League	Third party	Year	Yes	\$ 96.91	\$1,066.00		
4 - 7	Broken Hill Cricket League	Third party	Game	Yes	\$ 6.36	\$70.00		
4 - 8	South Football Club	Third party	Year	Yes	\$ 192.91	\$2,122.00		
4	Bill Renfrew Sportsground							
4 - 9	West Football Club	Third party	Year	Yes	\$ 79.55	\$875.00		
4 - 10	Broken Hill All Breeds Obedience Dog Club	Third party	Year	Yes	\$ 48.09	\$529.00		
4 - 11	West Cricket Club	Third party	Year	Yes	\$ 40.36	\$444.00		
4 - 12	Other organisations/groups	Third party	Day	Yes	\$ 7.36	\$81.00		
4	E.T. Lamb Memorial Oval							
4 - 13	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	Yes	\$ 22.64	\$249.00		
4 - 14	Softball club - training (once per week)	Third party	Season	Yes	\$ 9.82	\$108.00		
4 - 15	Soccer club – training (once per week)	Third party	Season	Yes	\$ 9.82	\$108.00		
4 - 16	Primary hardball cricket	Third party	Game	Yes	\$ 1.64	\$18.00		
4 - 17	Country Rugby League - junior training	Third party	Season	Yes	\$ 31.18	\$343.00		
4 - 18	Country Rugby League - senior training	Third party	Season	Yes	\$ 37.36	\$411.00		
4 - 19	Country Rugby League - juniors competition	Third party	Game	Yes	\$ 1.73	\$19.00		
4 - 20	Country Rugby League - seniors competition	Third party	Game	Yes	\$ 3.73	\$41.00		

2025/2026

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

2026 inclusive of Draft Schedule of Fees and Charges 2025-2026

### PARKS AND RECREATIONAL FACILITIES **GST** 2025/26 Fees Item No **Particulars GST Pricing Policy ID** Basis Y/N (inc GST) **Memorial Oval** 4 - 21 Broken Hill Harness Racing Club - bar canteen rental Yes 37.36 \$411.00 Third party Month \$ Broken Hill Harness Racing Club - race meetings Third party Night Yes \$114.00 \$1,254.00 4 - 23 Trials - day Third party Yes \$ 13.64 \$150.00 Each 4 - 24 Yes \$ 31.18 Trials - night Third party Each \$343.00 Broken Hill Football League Third party Year Yes \$ 94.09 \$1,035.00 Central Football Club (power additional) Third party Year Yes \$ 290.73 \$3,198.00 - 27 Combined dog clubs Third party Day Yes \$ 24.36 \$268.00 Yes 20.45 \$225.00 28 SCPAA - Silver City Show - pre-show days (4) (power additional) Third party Day \$ 29 SCPAA - Silver City Show - show days (4) (power additional) Yes \$ 101.91 \$1,121.00 Third party Day SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins) Set by \$355 Casual hire 30 Third party Each Yes 10% Committee - 31 School carnivals - full day Third party Day Yes \$ 23.73 \$261.00 School carnivals - half day (9am-12pm or 12pm-3pm) Yes \$ 16.36 \$180.00 Third party Day 4 - 33 Yes 39.00 \$429.00 Community events hire (no tickets or entry fees) Third party Day \$978 Hire fee plus Commercial events hire (tickets and entry fees applicable) Third party Yes \$ 85.36 Day 5% ticket sales \$ No Events bond (applicable to both community and commercial events) Cost recovery event By auotation 4 - 36 Memorial Oval - advertising Yes \$ 73.82 \$812.00 Cost recovery Each/per year Norm Fox Sporting Complex - 37 Barrier District Cricket League Yes \$ 145.45 \$1,600.00 Third party Year - 37 Yes \$5.00 4 Schools hire fee Third party Person \$ 0.45 - 38 Special events – oval hire Third party Day Yes \$ 9.45 \$104.00 4 - 39 Special events – oval and clubrooms Third party Day Yes \$ 26.82 \$295.00 - 40 Special events – iuniors Third party Person Yes 0.45 \$5.00 \$490.00 4 - 41 Teams training on oval (two hours one day/week/season) Third party Season Yes \$ 44.55 4 - 42 Bond - all organisations (refundable) Third party Season Yes \$ 12.27 \$135.00 Picton Sportsground

**KEY THEME 1 - OUR COMMUNITY** 

# ADOPTION OF THE 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
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Fees and Charges 2025-2026

	KEY THEME 1 - OUR COMMUNITY						
	PARKS AND RECREATI	ONAL FACILITIES					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)	
4 - 43	Oval - day hire (set by \$355 Committee)	Third party	Day	Yes	10%	Set by \$355 Committee	
4 - 44	Season hire (set by S355 Committee)	Third party	Season	Yes	10%	Set by \$355 Committee	
4	BIU Band Hall						
4 - 45	BIU Band Inc	Third party	Year	Yes	\$ 68.45	\$753.00	
4 - 46	Broken Hill Civic Orchestra	Third party	Night	Yes	\$ 3.64	\$40.00	
4 - 47	Hire fee (9am-12pm)	Third party	Each	Yes	\$ 35.91	\$395.00	
4 - 48	Hire fee (9am-12pm) Small music functions-Less than 35 People	Third party	Each	Yes	\$ 8.00	\$88.00	
4 - 49	Deposit (refundable)	Third party	Each	No	\$ -	\$123.00	
4 - 50	Hire fee - prior day access (minimum two hours)	Third party	Hour	Yes	\$ 3.09	\$34.00	
4	Broken Hill Tennis Association - O'Neil Park						
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	

Fees and Charges 2025-2026

	KEY THEME 2 - OUR ECONOMY  ECONOMIC DEVELOPMENT & TOURISM								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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	\$ 72.73	\$800.00			
5 - 4	Signage - display board (per sign) - small	Market price	Year	Yes	\$ 27.27	\$300.00			
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	\$ 45.45	\$500.00			
	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			

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	IR ECONOMY				
	EVENTS AND CO	NFERENCES				
Item N	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
6	Civic Centre					
	Bookable Spaces					
6 -	Conference/Wedding Bookings	Market price	Each	Yes	10%	POA
6 -	Full Civic Centre hire	Market price	8 hours	Yes	\$ 216.36	\$2,380.00
6 -	Auditorium per day - 8 hours	Market price	8 hours	Yes	\$ 129.55	\$1,425.00
6 -	Auditorium half hall per day - 8 hours	Market price	8 hours	Yes	\$ 81.82	\$900.00
6 -	Auditorium per hour	Market price	Hour	Yes	\$ 25.00	\$275.00
6 -	Auditorium half hall per hour	Market price	Hour	Yes	\$ 22.73	\$250.00
6 -	Change rooms	Market price	Per room	Yes	\$ 1.82	\$20.00
6 -	Chips Rafferty Function Room (Ground Floor) per day - 8 hours	Market price	8 hours	Yes	\$ 36.36	\$400.00
6 -	Chips Rafferty Function Room (Ground Floor) half day - 4 hours	Market price	4 hours	Yes	\$ 31.82	\$350.00
6 -	O Kitchen usage	Market price	Per day	Yes	\$ 25.00	\$275.00
6 -	1 Plaza Hire	Market price	Booking	Yes	\$ 40.00	\$440.00
6 -	Function room 2 or 3 per day - 8 hours	Market price	8 hours	Yes	\$ 40.91	\$450.00
6 -	Function room 2 or 3 half day - 4 hours	Market price	4 hours	Yes	\$ 36.36	\$400.00
6 -	4 Function rooms 2 and 3 per day - 8 hours	Market price	8 hours	Yes	\$ 59.09	\$650.00
6 -	Function room 2 and 3 half day - 4 hours	Market price	4 hours	Yes	\$ 50.00	\$550.00
6 -	6 Weekday additional hourly rate (Pre-booked additional hours)	Cost recovery	Hour	Yes	\$ 7.91	\$87.00
6 -	Weekend additional hourly rate (Pre-booked day additional hours)	Cost recovery	Hour	Yes	\$ 11.91	\$131.00
	Catering In-house					
6 -	8 Biscuits per person (minimum 10 people)	Cost recovery	Per serve	Yes	\$ 0.27	\$3.00
6 -	9 Catering	Cost recovery	Booking	Yes	10%	Actual Cost plus 15%
6 - 3	O Crockery and cutlery	Cost recovery	Booking	Yes	\$ 0.14	\$1.50
6 - 3	1 Juice per person (minimum 10 people)	Cost recovery	Per serve	Yes	\$ 0.23	\$2.50
6 - 1	2 Tea and coffee service per person (minimum 10 people)	Cost recovery	Per day	Yes	\$ 0.32	\$3.50
	<b>Deposits, Surcharges and Discounts</b> (discounts and percentage surch total quoted price)	oace r	ates only; o	deposit is applied to		
6 - :	3 Breakages	Market price	Each	Yes	10%	Actual Cost
6 - 3	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 - 3	Deposit to secure booking	Market price	Each	Yes	10%	25% of Quote

**Broken Hill City Council** 

# ADOPTION OF THE 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

Ш		KEY THEME 2 - OL	JR ECONOMY				
		EVENTS AND CO	ONFERENCES				
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
I	6 - 26	Excess cleaning charge - Monday to Friday - 8am-6pm	Market price	Hour	Yes	\$ 5.73	\$63.00
Ш	6 - 27	Excess cleaning charge - Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 8.36	\$92.00
	6 - 28	Functions extending beyond contracted finishing time (hourly fee plus labour cost )	Market price	Hour	Yes	\$ 30.00	\$330.00
Ш	6 - 29	Government incl excl. local Schools	Market price	Per hire fee	Yes	10%	10% Discount
Щ	6 - 30	Public holiday/weekend surcharge	Market price	Per hire fee	Yes	10%	25% Surcharge
Ш	6 - 31	Surcharge Catered booking (per day)	Market price	Per day	Yes	\$ 14.36	\$158.00
Ш		Event Ticketing					
Ш		Box Office Set Up	Cost recovery	Per Event	Yes	\$ 11.45	\$126.00
Ц	6 - 33	Complimentary ticket fee	Cost recovery	Ticket	Yes	\$ 0.09	\$1.00
Ц		Merchandise sales	Market price	Event	Yes	10%	10% Gross
11		SMS Delivery fee	Cost recovery	Ticket	Yes	\$ 0.09	\$0.95
		Ticket booking fee	Cost recovery	Ticket	Yes	\$ 0.11	\$1.20
Ш		Ticket commission Council venue	Market price	Ticket	Yes	10%	10% of ticket price
Ш		Ticket commission non Council venue	Market price	Ticket	Yes	10%	12% of ticket price
Ц		Ticket commission Not for Profit Organisation	Market price	Ticket	Yes	10%	5% of ticket price
IL	6 - 40	Ticket printing fee	Cost recovery	Ticket	Yes	\$ 0.18	\$2.00
II.		Miscellaneous			$\sqcup$		
	6 - 41	Civic Centre bar - commercial	Market price	Per event	Yes	10%	100% sales to Civic Centre
		Civic Centre bar - not-for-profit	Cost recovery	Per event	Yes	10%	50% profit to Civic Centre 50% profit to not-for-profit organisation
Ш		Civic Centre Liquor Licence (off premise)	Market price	Each	Yes	\$ 23.73	\$261.00
II.		Portable bar set-up fee	Cost recovery	Per event	Yes	\$ 11.36	\$125.00
Ц		Security	Cost recovery	Booking	Yes	10%	no change
11	6 - 46	Special external equipment hire (includes administration fee)	Market price	Per event	Yes	10%	no change
11		Staff			$\sqcup$		
II.	6 - 47	Additional staff (per staff member) - Monday to Friday	Cost recovery	Hour	Yes	\$ 4.73	\$52.00
	6 - 48	Additional staff (per staff member) - Saturday, Sunday, public holidays	Cost recovery	Hour	Yes	\$ 7.00	\$77.00
	6 - 49	Additional technical staff - Monday to Friday	Cost recovery	Hour	Yes	\$ 5.73	\$63.00

Fees and Charges 2025-2026

### **EVENTS AND CONFERENCES GST** 2025/26 Fees **Pricing Policy ID** Item No **Particulars Basis GST** Y/N (inc GST) 6 - 50 Additional technical staff - Saturday, Sunday, public holidays Yes \$92.00 8.3 Cost recovery Hour Technical 6 - 51 Dancefloor Cost recovery Bookina Yes \$ 20.9 \$230.00 6 - 52 Dedicated Network Service Yes \$ 9.09 \$100.00 Market price Per day \$90 + operator 6 - 53 Follow Spot Cost recovery Booking Yes 10% hourly cost In-house AV System (Function Room 2 and 3) includes data projector \$ 6 Market price Yes 10.00 \$110.00 Per day and screen, laser pointer, mouse, keyboard Booking 6 Isolation of fire system (for stage productions using smoke and hazer) Cost recovery Yes 10% Actual Cost + 15% 56 Yes \$ 5.00 \$55.00 Portable Conferencing Unit 6 Market price Per day Yes \$ 5.82 57 Smoke machine \$64.00 6 Market price Session 58 Yes \$ 1.82 \$20.00 Stage risers Cost recovery Booking Yes Steinway piano Market price Booking \$ 25.00 \$275.00 6 Actual Cost + 15% - 60 Three phase power - external connection only Yes 10% 6 Market price Per day Window Projections 6 - 61 Running Cost Window Projection - Civic Centre & THF Market Display Display Per day Yes \$ 31.09 \$342.00 6 Running Cost Window Projection - Civic Centre Only Market Display Display Per day Yes \$ 25.9 \$285.00 6 - 63 Set up & Design Window Projection - additional design hours Hour Yes \$ 5.73 \$63.00 Cost recovery Set up & Design Window Projection - standard still images - Civic \$ 6 Display Yes 17.00 \$187.00 Cost recovery Centre and THF - up to 3 hours designing Set Up & Design Window Projection - standard still images - Civic 6 - 65 Cost recovery Display Yes \$ 11.36 \$125.00 Centre Only - up to 2 hours designing Set Up & Design Window Projection - video/moving images - Civic \$ 6 Yes 22.64 \$249.00 Cost recovery Display Centre Only - up to 4 hours designing

**KEY THEME 2 - OUR ECONOMY** 

ADOPTION OF THE 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

_						1/14		(IIIC GSI)
7			Airport Operations					
7	-	1	Landing and Passenger Charges: Regular Passenger Transport (RPT) op more than twice in one week and where Airport facilities are made av 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 I fees to be covere under Partnershi agreement (Commercial ir confidence)
							I	
7	-	3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	per landing	Yes	\$ 2.00	\$22.00
7	-	4	2501kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	per tonne	Yes	\$ 2.00	\$22.00
7	-	5	5001kg to 15000kg MTOW - account	Cost recovery	per tonne	Yes	\$ 3.36	\$37.00
7	-	6	15001kg plus MTOW	Cost recovery	per tonne	Yes	\$ 5.00	\$55.00
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
		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 pethree touchdow or part thereof

**KEY THEME 2 - OUR ECONOMY** AIRPORT

**Particulars** 

**Pricing Policy ID** 

2025/26 Fees

(inc GST)

GST

Basis

GST

Fees and Charges 2025-2026

ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)	
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	\$ 3.73	\$41.00	
7 - 16	Airport Reporting Officer supervision airside	Cost recovery	per hour	Yes	\$ 13.00	\$143.00	
7 - 17	Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays	Cost recovery	per hour	Yes	\$ 26.09	\$287.00	
7 - 18	Royal Flying Doctor Service	Community service	per tonne	Yes	10%	50% of Fee	
7 - 19	Annual Landing Fee for GA Aircraft under 2500kg MTOW for Broken Hill LGA Residents. Unlimited Landings (Private Use Only)	Cost recovery	Year	Yes	\$ 20.45	\$225.00	
7	Aircraft Parking Area						
7 - 20	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	Yes	\$ 4.91	\$54.00	
7 - 21	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	Yes	\$ 8.36	\$92.00	

**KEY THEME 2 - OUR ECONOMY** 

ADOPTION OF THE 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 2	- OUR ECONOMY				
	All	RPORT				
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fee (inc GST)
7	Car Parking Hire (Secure car park)					
7 - 22	Permanent space (per space)	Cost recovery	Month	Yes	\$ 6.73	\$74.00
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	\$ 0.64	\$7.00
7 - 26	Five plus hours	Cost recovery	Per Day	Yes	\$ 1.00	\$11.00
7 - 27	Two plus Days	Cost recovery	Per Period	Yes	10%	\$10 first day S each subsec day
7 - 28	Long Term Permit	Cost recovery	Per annum	Yes	\$ 53.55	\$589.00
7	Airport Terminal Building Advertising - External (Must be tourism lin	nked)				
7 - 29	Signage 2.4m x 1.2m	Market price	Year	Yes	10%	POA

Fees and Charges 2025-2026

		KEY THEME 3 - OUR E	NVIRONMENT				
		LIVING DES	ERT				
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
	8	General Admission					
	8 - 1	Adult (each)	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 under 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 Passes					
	8 - 5	Residents annual multi pass for Living Desert and Geocentre (each adult)	Cost recovery	Per person per year	Yes	\$ 2.27	\$25.00
	8 - 6	Residents annual multi pass for Living Desert and Geocentre - Concessions	Cost recovery	Per person per year	Yes	\$ 1.82	\$20.00
	8	Primitive Camping					
	8 - 7	Caravan Site Fee - per night up to two people	Cost recovery	Site	Yes	\$ 2.27	\$25.00
	8 - 8	Additional people	Cost recovery	Person	Yes	10%	\$12.00
	8 - 9	Camping Site Fee	Cost recovery	Person	Yes	10%	\$12.00
	8	Function Hire					
	8 - 9	Up to 100 persons	Cost recovery	Function	Yes	10%	\$120 plus entry fee for each attendee
	8 - 10	101 - 250 persons	Cost recovery	Function	Yes	10%	\$295 plus entry fee for each attendee
	8 - 11	251 persons and above	Cost recovery	Function	Yes	10%	\$580 plus entry fee for each attendee
	8 - 12	Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations	Cost recovery	Function	Yes	10%	By Quotation
	8	WILLYAMA COMMO	N				
	8	Pounding and Impounding					
	8 - 13	Driving fee	Cost recovery	Beast	No	\$ -	\$150.00
		Impoundment fee	Cost recovery	Beast	No	\$ -	\$50.00
		Release fee	Cost recovery	Beast	No	\$ -	\$50.00
	8 - 16	Deterrent fee	Cost recovery	Beast	No	\$ -	\$100.00
	8 - 17	Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	No	\$ -	\$350.00
П	8 - 18	Sustenance fee	Cost recovery	Beast	Yes	10%	Actual Cost

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

ADOPTION OF THE 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

П		PLANNING, DEVELOPMENT AN	ID COMPLIANCE				
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
11	10	Fees for development applications—other than State significant development	pment				
	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	-	\$147.00
	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	-	\$226.00, 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	-	\$469.00 plus \$3.64 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	-	\$1,544.00 plus \$2,34 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$250,000

**KEY THEME 3 - OUR ENVIRONMENT** 

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of Fees and Charges 2025-2026

ADOPTION OF THE 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

Ш		PLANNING, DEVELOPMENT AND COMPLIANCE							
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)		
	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	-	\$2,325.00 plus \$1.64 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$500,000		
	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	-	\$3,483.00 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	-	\$21,146.00 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	-	\$379 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	-	\$606.00		

**KEY THEME 3 - OUR ENVIRONMENT** 

		KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
Item	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
10 -	10	Development application involving subdivision, other than strata subdivision, involving the opening of a public road	Statutory	Each	No	-	\$885.00, 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	-	\$440.00, plus \$53.00 for each additional lot created by the subdivision
10 -	12	Development application involving strata subdivision	Statutory	Each	No	-	\$440.00, plus \$65.00 for eac 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	-	\$379.00
10		Additional fees for development applications — other than State signif	icant development				
10 -	14	Additional fee for development application for integrated development— payable to consent authority	Statutory	Each	No	-	\$187.00
10 -	15	Additional fee for development application for integrated development—payable to approval body	Statutory	Each	No	-	\$426.00
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	-	\$187.00
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	-	\$426.00
10 -	18	Additional fee for development application for designated development	Statutory	Each	No	-	\$1,226.00
10 -	19	Additional fee for development application that is referred to design review panel for advice	Statutory	Each	No	-	\$3,996.00
10 -	20	Giving of notice for designated development	Statutory	Each	No	-	\$2,957.00

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

Fees and Charges 2025-2026

## ADOPTION OF THE 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

GST 2025/26 Fees **Pricing Policy ID** Basis Item No **Particulars GST** Y/N (inc GST) Giving of notice for nominated integrated development, threatened 10 21 Statutory Each No \$1,472.00 _ species development or Class 1 aguaculture development 22 10 Giving of notice for prohibited development Statutory Each No \$1,472 Giving of notice for other development for which a community 10 Statutory Each No \$1,472.00 participation plan requires notice to be given Fees for modification of development consents — other than State significant development 10 Modification application under the Act, section 4.55(1) (minor error, 10 Statutory Each No \$95.00 misdescription or miscalculation) Lesser of— Modification application— (a) \$859.00, or (a) under the Act, section 4.55(1A), or (b) 50% fee for Statutory Each No (b) under the Act, section 4.56(1) that involves, in the consent original authority's opinion, minimal environmental impact application 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— 50% fee for 10 25 (a) less than 1 fee unit, or original Statutory Each No (b) 1 fee unit or more and the original development application did application 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 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 \$253.00 10 26 Statutory Each No (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

KEY THEME 3 - OUR ENVIRONMENT
PLANNING DEVELOPMENT AND COMPLIANCE

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ام، آ	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fee (inc GST)
Fees and Charges	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	-	\$73.00
2020	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	-	\$113.00, plu \$1.50 for ear \$1,000, or po \$1,000, by wh the estimate developme cost, includi GST, exceed \$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	-	\$666.00, plu \$0.85 for ea \$1,000, or po \$1,000, by wh the estimate developme cost, includi GST, excee \$250,000
2025/2026	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	-	\$949.00, plu \$0.50 for ea \$1,000, or pu \$1,000, by wh the estimate developme cost, includi GST, excee \$500,000

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

## ADOPTION OF THE 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

il		PLANNING, DEVELOPMENT AND COMPLIANCE								
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)			
) ; ; ;	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	1	\$1314.00, plus \$0.40 for each \$1,000, or part \$1,000, by which the estimated development cost, including GST, exceeds \$1 million			
	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	-	\$6310.00, 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	-	\$886.00			
	10 - 34	Additional fee for modification application that is accompanied by statement of qualified designer	Statutory	Each	No	-	\$1,013.00			
	10 - 35	Additional fee for modification application that is referred to design review panel for advice	Statutory	Each	No	-	\$3,996.00			
l	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	-	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	-	\$253.00			

**KEY THEME 3 - OUR ENVIRONMENT** 

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

## ADOPTION OF THE 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

ı		PLANNING, DEVELOPMENT AND COMPLIANCE							
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)		
	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	-	\$73.00		
	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	-	\$114.00, 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	-	\$666.00, plus \$0.85 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$250,000		
	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	-	\$949.00, plus \$0.50 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$500,000		

**KEY THEME 3 - OUR ENVIRONMENT** 

Schedule of Fees and Charges 2025/2026

**Broken Hill City Council** 

29 Attachment 1
, DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of
Fees and Charges 2025-2026

## ADOPTION OF THE 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

101		PLANNING, DEVELOPMENT AND COMPLIANCE						
- 1	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)	
rees allu cilaiges	I I() _ // // /	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	-	\$1,314.00, plus \$0.40 for each \$1,000, or part \$1,000, by which the estimated development cost exceeds \$1 million	
		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	-	\$6,310.00, 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	-	\$73.00	
	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	ı	\$199.00	
	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	-	\$333.00	
	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	
3	10 - 47	Notice of application for review of a determination under the Act, section 8.3	Statutory	Each	No	-	\$826.00	

**KEY THEME 3 - OUR ENVIRONMENT** 

		PLANNING, DEVELOPMENT AND COMPLIANCE						
			Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
	10	- 48	Lodgement of building plans at Essential Water for proponent	Cost recovery	Each	Yes	10%	\$98.50 plus Essential Water fee
	10	- 49	Amendment of Local Environmental Plan (LEP) (including rezoning)	Cost Recovery	Each	No	\$ -	\$5,441.00 plus 3rd party charges
10 FEES FOR CERTIFICATION WORK								
Certification Work Category 1:  10 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	\$ 68.64	\$755.00
	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	\$ 85.36	\$939.00
	10	- 52	Application for a Construction Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 43.45	\$478.00
	10	- 53	Application for a Complying Development Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 61.91	\$681.00
	10	- 54	Appointment of Council as Principal Certifier for development relating to a Category 1 building	Market price	Each	Yes	\$ 13.73	\$151.00
	10	- 55	Application for an Occupation Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 12.45	\$137.00
	10	- 56	Critical Stage inspection of Category 1 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.27	\$146.00
	10	- 57	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$455.00
	10	- 58	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$811.00
Certification Work Category 2: A new class 1 building not involving any performance solutions								

	PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)		
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	\$ 133.55	\$1,469.00		
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	\$ 154.36	\$1,698.00		
10 - 61	Application for a Construction Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 71.09	\$782.00		
10 - 62	Application for a Complying Development Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 94.18	\$1,036.00		
10 - 63	Appointment of Council as Principal Certifier for development relating to a Category 2 building	Market price	Each	Yes	\$ 13.73	\$151.00		
10 - 64	Application for an Occupation Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 21.64	\$238.00		
10 - 65	Critical Stage inspection of Category 2 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.27	\$146.00		
10 - 66	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$455.00		
10 - 67	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$811.00		
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	\$ 84.73	\$932.00		

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE									
es 2025-2026	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fee (inc GST)			
and Charges	- 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	\$ 97.27	\$1,070.00			
10 10	- 70	Application for a Construction Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 43.45	\$478.00			
10	- 71	Application for a Complying Development Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 57.27	\$630.00			
10	- 72	Appointment of Council as Principal Certifier for development relating to a Category 3 building	Market price	Each	Yes	\$ 13.73	\$151.00			
10	- 73	Application for an Occupation Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 21.64	\$238.00			
10	- 74	Critical Stage inspection of Category 3 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.27	\$146.00			
10	- 75	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$455.00			
10	- 76	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$811.00			
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	\$ 97.27	\$1,070.00			
		Category 4 CDC Package- includes:  1 Complying Development Certificate application, and	Market price	Each	Yes	\$ 113.82	\$1,252.00			
10	- 78	Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price							
	- 78 - 79	Up to 3 Critical stage inspections, and	Market price	Each	Yes	\$ 57.27	\$630.00			

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of Fees and Charges 2025-2026

## ADOPTION OF THE 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	2025/26 Fees (inc GST)		
10 - 81	Appointment of Council as Principal Certifier for development relating to a Category 4 building	Market price	Each	Yes	\$ 13.73	\$151.00		
10 - 82	Application for an Occupation Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 26.27	\$289.00		
10 - 83	Critical Stage inspection of Category 4 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.27	\$146.00		
10 - 84	Additional CC/CDC fee - Performance Solution not relating to fire safety	Market price	Each	Yes	10%	\$455.00		
10 - 85	Additional CC/CDC fee - Performance Solution relating to fire safety	Market price	Each	Yes	10%	\$811.00		
10	Certification Work Category 5: A new Class 1 dwelling AND a detached Class 10a shed/garage/carport patio, neither involving any performance solutions							
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	\$ 196.55	\$2,162.00		
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	\$ 227.18	\$2,499.00		
10 - 88	Additional critical Stage inspection of Category 5 development where Council is the Principal Certifier	Market price	Each	Yes	\$ 13.27	\$146.00		

**KEY THEME 3 - OUR ENVIRONMENT** 

Schedule of Fees and Charges 2025/2026

**Broken Hill City Council** 

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of Fees and Charges 2025-2026

## ADOPTION OF THE 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 AN					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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%	\$1,001.00
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%	\$1,092.00
10 - 91	Application for a Construction Certificate relating to a Category 6 building	Market price	Each	Yes	10%	\$529.00
10 - 92	Application for a Complying Development Certificate relating to a Category 6 building	Market price	Each	Yes	10%	\$630.00
10 - 93	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	10%	\$252.00
10 - 94	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	10%	\$289.00
10 - 95	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$146.00
10 - 96	Additional CC/CDC fee - Performance Solution relating to Performance Requirement other than H2P4	Market price	Each	Yes	10%	\$811.00
10	Certification Work Category 7: New domestic swimming pool that is BASIX affected development.					

**KEY THEME 3 - OUR ENVIRONMENT** 

2022-2026 Plan 2025- chedule of 2025-2026		KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
al Pla al Pla t Sch es 20	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
DRAFT Delivery Program 2022-2026 ncorporating Operational Plan 2025- 2026 inclusive of Draft Schedule of Fees and Charges 2025-2026	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%	\$1,046.00
i n	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%	\$1,137.00
FLAN 2023/2026, ENUE POLICY AARGES	10 - 99	Application for a Construction Certificate relating to a Category 7 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$579.00
RAFI OPERATIONAL PLAN 2025/20 STATEMENT OF REVENUE POLICY ULE OF FEES AND CHARGES	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%	\$680.00
AL PLAN EVENUE CHARG	10 - 101	Appointment of Council as Principal Certifier for development relating to a Category 7 building	Market price	Each	Yes	10%	\$252.00
OPERATIONAL EMENT OF REVI OF FEES AND CH	10 - 102	Application for an Occupation Certificate relating to a Category 7 development	Market price	Each	Yes	10%	\$289.00
ENT OF	10 - 103	Critical Stage inspection of Category 7 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$146.00
MEN	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%	\$811.00
STATEM	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)					
A IING DRAF OF THE STAT	10 - 105	Application for a Construction Certificate relating to a Category 8 building (note additional fees below may apply)	Market price	Each	Yes	10%	\$478.00
INCURPORATING DRAFT INCLUSIVE OF THE STAT AND DRAFT SCHEDULE O 2025/2026	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%	\$579.00

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of

		KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AN					
lter	n No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fee (inc GST)
10 -	107	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	10%	\$252.00
10 -	108	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	10%	\$289.00
10 -	109	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$146.00
10 -	110	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$202.00
10 -	111	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$455.00
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%	\$811.00

Schedule of Fees and Charges 2025/2026

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### **Broken Hill City Council**

H	em	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 F (inc GS
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 great \$478 OR 0.124% of estimated develop cost (which will be setted to be sett
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 great \$680 OR 0.124% o estimat developr cost (wh estimat developr cost includ and is rou up to the \$1000
10	-	115	Appointment of Council as Principal Certifier for development relating to a Category 10 building	Market price	Each	Yes	10%	\$252.0
10	-	116	Application for an Occupation Certificate relating to a Category 10 development	Market price	Each	Yes	10%	\$289.0
10	-	117	Critical Stage inspection of Category 10 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$146.0
10	_	118	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$202.0

## ADOPTION OF THE 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

-0707		KEY THEME 3 - OUR EN\ PLANNING.DEVELOPMENT AN					
1	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
9	10 - 119	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$455.00
5	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%	\$811.00
-	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					
	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 \$680 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 \$884 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%	\$252.00

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of ADOPTION OF THE 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

	KEY THEME 3 - OUR ENVIRONMENT						
	PLANNING, DEVELOPMENT AN	ND COMPLIANCE					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)	
10 - 124	Application for an Occupation Certificate relating to a Category 10 development	Market price	Each	Yes	10%	\$289.00	
10 - 125	Critical Stage inspection of Category 10 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$146.00	
10 - 126	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$202.00	
10 - 127	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$455.00	
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%	\$811.00	
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						
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 \$782 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)	

Attachment 1 Program 2022-2026 rational Plan 2025- of Draft Schedule of Charges 2025-2026		KEY THEME 3 - OUR ENV					
	Item No	PLANNING, DEVELOPMENT AN Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
DRAFT Delivery incorporating Ope 2026 inclusive o	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 \$985 OR 0.124% of the estimated development cost (where estimated development cost includes GST and is rounded up to the next \$1000)
-202 )26,	10 - 131	Appointment of Council as Principal Certifier for development relating to a Category 11 building	Market price	Each	Yes	10%	\$252.00
M 2025. 2025/20 POLICY ES	10 - 132	Application for an Occupation Certificate relating to a Category 11 development	Market price	Each	Yes	10%	\$289.00
	10 - 133	Critical Stage inspection of Category 11 development where Council is the Principal Certifier	Market price	Each	Yes	10%	\$146.00
OGRA PLAN ENUE	10 - 134	Additional CC/CDC fee - Performance Solution relating to F3P1 only	Market price	Each	Yes	10%	\$202.00
Y PRONAL REVE	10 - 135	Additional CC/CDC fee - Performance Solution not relating to fire safety (other than F3P1)	Market price	Each	Yes	10%	\$455.00
IVERY PROSTIONAL I TOFREVE SAND CH	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%	\$811.00

**Broken Hill City Council** 

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ADOPTION OF THE 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 AN	ID COMPLIANCE				
Item	No No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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		Other Certification work fees					
10 -	139	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%	\$137.00
10 -	140	Critical Stage inspection where Council is not Principal Certifier - Class 1 and 10 buildings only	Market price	Each	Yes	10%	\$275.00

**KEY THEME 3 - OUR ENVIRONMENT** 

		PLANNING, DEVELOPMENT AN	ID COMPLIANCE				
Ite	em No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
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%	\$370.00, plus \$137 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/insubstantial changes only)	Market price	Each	Yes	10%	The greater of either 25% of the original application fee OR \$276
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
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%	\$146.00
10		OTHER - PLANNING, BUILDING AND COMPLIANCE					
10		Subdivision Certificate (SC)					
10	- 145	Subdivision Certificate (LGA Act) - 1 - 10 lots	Market price	Each	Yes	\$ 11.64	\$128.00
10	- 146	Subdivision Certificate (LGA Act) - more than 10 lots	Market price	Each	Yes	\$ 16.09	\$177.00
10		Registration of Certificate by private certifier					
10	- 147	Certificate registration fee	Statutory	Each	Yes	\$ 4.18	\$46.00
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	\$ -	\$71.00
10	- 149	Additional fee if planning certificate includes advice under the Act, section 10.7(5) (formerly Section 149 (5))	Statutory	Each	No	\$ -	\$107.00
10	- 150	Additional fee if Planning Certificate required urgently	Cost recovery	Each	Yes	\$ 8.73	\$96.00
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	\$ -	\$71.00

Schedule of Fees and Charges 2025/2026

2025/2026

2025/2026

2026 inclusive of Draft Schedule of

Charges 2025-2026 PLANNING DEVELOPMENT AND COMPLIANCE **GST** 2025/26 Fees Item No **Particulars Pricing Policy ID GST Basis** (inc GST) **Building Information Certificate Fees** Application for Building Information Certificate relating to a Class 1 No 10 - 153 Statutory Each \$ \$425.00 building or a class 10 building and Application for Building Information Certificate relating to part of a 10 -154 building that consists of an external wall only or does not otherwise Statutory Each No \$ \$425.00 have a floor area Application for Building Information Certificate relating to a class 2-9 10 - 155 building were the floor area of the building or part does not exceed Statutory No \$ \$425.00 Each 200 square metres \$425.00, plus \$0.50 for each square meter or Application for Building Information Certificate relating to a class 2-9 part square 156 building were the floor area of the building or part is between 200m² Statutory Each \$ meter, by which and 2,000 m² the floor area exceeds 200 square meters. \$1325.00, plus \$0.10 per square meter, or part Application for Building Information Certificate relating to a class 2-9 square meter, by building were the floor area of the building or part exceeds 2,000 10 157 Statutory Each \$ which the floor square metres area exceeds 2,000 square meters Additional fee for Building Information Certificate where more than 158 \$ 10 Statutory Each application \$100.00 one inspection is necessary 10 Certificates as to Notices / Orders Application for a certificate as to whether there are any outstanding 10 -159 Cost recovery Each No \$ \$85.00 notices issued by the Council in respect of land 10 ees for Applications under section 68 of the Local Government Act 1993 Application to install manufactured home, or other moveable Cost recovery 10 -160 Each No \$ \$1,094.00 dwelling (includes two inspections) Additional Inspection for manufactured home, moveable dwelling or \$ 10 -161 Each No \$139.00 Cost recovery associated structure

**KEY THEME 3 - OUR ENVIRONMENT** 

Fees and Charges 2025-2026

		KEY THEME 3 - OUR ENV PLANNING.DEVELOPMENT AN					
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
	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	\$ -	\$106 per application and \$22 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	\$ -	\$53.00
	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	\$ -	\$53.00
	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	\$ -	\$426.00
	10 - 166	Amusement devices - small devices	Statutory	Each	No	\$ -	Exempt under cl75 Local Government (General) Regulation 2021
Ш	10 - 167	Amusement devices - application fee for approval	Cost recovery	Each	No	\$ -	\$57.00
Ш	10 - 168	Application to install septic system (includes registration)	Cost recovery	Each	No	\$ -	\$307.00
	10 - 169	Application to install aerated wastewater treatment system (includes registration)	Cost recovery	Each	No	\$ -	\$400.00
Ш	10 - 170	Amended application to install septic or AWTS	Cost recovery	Each	No	\$ -	\$102.00
	10 - 171	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	No	\$ -	\$133.00
	10 - 172	Application to register a septic tank, AWTS, or onsite water treatment	Cost recovery	Each	No	\$ -	\$48.00
Ш	10	Swimming Pools					
	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
Щ	10 - 175	Application for exemption - S22 Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$250.00
IL	10 - 176	Registration - S30B Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$10.00

П		PLANNING, DEVELOPMENT AN	ID COMPLIANCE				
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
11	10 - 177	Public pool registration fee - \$35(2) Public Health Act 2010	Statutory	Each	No	\$ -	\$105.00
Ш	10 - 178	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	No	\$ -	\$102.50
Ш	10 - 179	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	Yes	\$ 2.82	\$31.00
Ш	10	Registered Premises					
	10 - 180	Food premises inspection	Cost recovery	Hour or part thereof	Yes	\$ 11.18	\$123.00
Ш	10 - 181	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	Yes	\$ 11.18	\$123.00
	10 - 182	Inspection - boarding and lodging house	Cost recovery	Hour or part thereof	Yes	\$ 11.18	\$123.00
Ш	10 - 183	Inspection - hawkers, street vendors	Cost recovery	Each	Yes	\$ 5.27	\$58.00
	10 - 184	Inspection - skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	Yes	\$ 11.18	\$123.00
	10 - 185	Inspection - jamboree, pop festival etc	Cost recovery	Hour or part thereof	Yes	\$ 5.27	\$58.00
	10 - 186	Inspection - caravan park	Cost recovery	Hour or part thereof	Yes	\$ 11.18	\$123.00
	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	\$ 11.18	\$123.00
	10 - 188	Cooling tower inspection	Cost recovery	Hour or part thereof	Yes	\$ 11.18	\$123.00
	10 - 189	Inspection - mortuary and crematorium	Cost recovery	Hour or part thereof	Yes	\$ 11.18	\$123.00
	10 - 190	Inspection - Underground Petroleum Storage System (UPSS)	Cost recovery	Hour or part thereof	Yes	10%	\$160.00
	10 - 190	Inspection - footpath restaurants (includes administration charges for public liability follow ups) (annual charge per setting)	Cost recovery	Year	Yes	\$ 11.18	\$123.00
Ш	10	Administration Charges					
	10 - 191	Search of building/development records (minimum fee $rac{1}{2}$ hour)	Cost recovery	Hour	Yes	\$ 9.73	\$107.00
	10 - 192	Copy of building plans (architect consent required)	Cost recovery	Each	Yes	10%	\$128 plus copying charges
	10 - 193	Permanent road closure application	Cost recovery	Each	Yes	\$ 213.09	\$2,344.00
	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

Schedule of Fees and Charges 2025/2026

2025/2026

	PLANNING, DEVELOPMENT AN					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)
10	Companion animals registration and permit fees as per the Companio	n Animals Regulatio	n 2021			
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	\$ -	
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	\$ -	\$27.00

Ш	PLANNING, DEVELOPMENT AND COMPLIANCE							
	Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)	
	10 - 216	Release fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$21.00	
I	10 - 217	Daily sustenance fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$34.00	
Ш	10 - 218	Release fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$34.00	
Ш	10 - 219	Impound fee - (administration charge)	Cost recovery	Each	No	\$ -	\$32.00	
Ш	10 - 220	Surrender fee - Chipped & Vaccinated	Cost recovery	Each or litter	No	\$ -	\$108.00	
I	10 - 221	Surrender fee - Non-Chipped	Cost recovery	Each or litter	No	\$ -	\$169.00	
I	10 - 222	Surrender fee - Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	\$138.00	
I	10 - 223	Surrender fee - Non-Chipped & Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	\$200.00	
	10 - 224	Microchipping fee - external agent	Cost recovery	Each	No	\$ -	POA - External veterinarian fee	
	10 - 225	Micro-chipping of companion animal by Council ranger	Cost recovery	Each	No	\$ -	\$35.00	
	10 - 226	Veterinary Fees	Cost recovery	Each	No	\$ -	POA - External veterinarian fee	
	10 - 227	Adoption fee	Cost recovery	Each	No	\$ -	\$21 plus microchipping, lifetime registration and vaccination from external agency (Desexing fees to be privately arranged).	
	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	\$ -	\$328.00	

ADOPTION OF THE 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

# ADOPTION OF THE 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 3 - OUR ENVIRONMENT									
CULTURAL SERVICES									
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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			
	Child under 5 years	Cost recovery	Each	Yes	10%	Free			
	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	\$ 6.36	\$70.00			
11 - 19	Hire Fees - Artist shed - community groups by application	Cost recovery	Hour	Yes	\$ 2.27	\$25.00			
11 - 20	Hire Fees - Artist shed - commercial by application	Cost recovery	Hour	Yes	\$ 4.55	\$50.00			
11 - 21	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+15%			
## - ##	Hire Fees - Use of audio visual equipment	Cost recovery	Each	Yes	\$ 8.64	\$95.00			

2025/26 CHANGES							
2025/26 Fees (inc GST)	\$ Change	% Change					
\$ 10.00	\$ -	0%					
\$ 5.00	\$ -	0%					
Free		0%					
\$ 20.00	\$ -	0%					
\$ 25.00	\$ -	0%					
\$ 20.00	\$ -	0%					
POA							
Entry by donation		0%					
\$ 42.00	\$ -	0%					
\$ 75.00	\$ -	0%					
\$ 80.00	\$ -	0%					
\$ 140.00	\$ -	0%					
\$ 32.00	\$ -	0%					
\$ 60.00	\$ -	0%					
POA		0%					
\$ 45.00	\$ -	0%					
POA		0%					
\$ 70.00	\$ -	0%					
\$ 25.00	\$ -	0%					
\$ 50.00	\$ -	0%					
POA		0%					
POA		0%					
POA		0%					
POA		0%					
POA		0%					
33%	\$ -	0%					
Actual Cost+15%		15%					
\$ 95.00	\$ -	0%					

Schedule of Fees and Charges 2025/2026 52 of 59

2025/2026

Fees and Charges 2025-2026

	KEY THEME 3 - OUR ENVIRONMENT WASTE MANAGEMENT								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 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 exclud	ing specific category	waste listed belov	v (mini	mum \$10 c	:harge):			
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	\$ 17.64	\$194.00			
	Specific Category Waste	-							
	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	Green waste (Up to 1 Tonne)	Cost recovery	Per Load	No	\$ -	Free			
12 - 10	Green waste (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	\$ 4.00	\$44.00			
12 - 13	Unsorted construction and demolition waste	Cost recovery	Per Tonne	Yes	\$ 22.64	\$249.00			
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	\$ 3.64	\$40.00			
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	\$ 46.55	\$512.00			
12 - 20	Asbestos (N220) from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 55.36	\$609.00			
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	\$ 41.45	\$456.00			
	Loader, tractor or mining tyres will not be accepted								
12 - 25	Offal/meat products/bones	Cost recovery	Per Tonne	Yes	\$ 8.00	\$88.00			
12 - 26	Dead animals - large	Cost recovery	Per animal	Yes	\$ 5.91	\$65.00			
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			

2025/2026

		KEY THEME 3 - OUR I WASTE MANA					
Item	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fee (inc GST)
12 -	29	Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags	Cost recovery	Week	Yes	\$ 32.55	\$358.00
12 -	30	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	Yes	\$ 7.36	\$81.00
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%	\$46.00
12 -	33	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	Yes	\$ 2.27	\$25.00
12		Waste Services					
12 -	_	Garbage removal - Domestic Administration \$496	Cost recovery	Year	No	\$ -	\$61.00
12 -		Garbage removal - Domestic per bin \$502	Cost recovery	Year	No	\$ -	\$347.00
12 -		Garbage removal - Commercial three MGBs	Cost recovery	Year	No	\$ -	\$512.00
12 -	37	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	No	\$ -	\$470.00
12 -	38	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	No	\$ -	\$470.00
12 -	39	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	No	\$ -	\$179.00
12 -		Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	Yes	\$ 70.27	\$773.00
12 -		Trade Waste - Trade Waste Service (Single Bin) – 1.5m ³	Cost recovery	Service	Yes	\$ 5.82	\$64.00
12 -	42	Trade Waste - Trade Waste Service (Single Bin) – 2m³	Cost recovery	Service	Yes	\$ 6.36	\$70.00
12 -	43	Trade Waste - Trade Waste Service (Single Bin) – 3m ³	Cost recovery	Service	Yes	\$ 6.73	\$74.00
12 -	44	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m ³	Cost recovery	Service	Yes	\$ 5.45	\$60.00
12 -	45	Trade Waste - Trade Waste Service (Multiple Bins) – 2m³	Cost recovery	Service	Yes	\$ 6.00	\$66.00
12 -	46	Trade Waste - Trade Waste Service (Multiple Bins) – 3m³	Cost recovery	Service	Yes	\$ 6.36	\$70.00
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	\$ 22.36	\$246.00
12 -	49	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Service	Yes	\$ 29.09	\$320.00
12 -		Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	Yes	\$ 6.82	\$75.00
12 -	51	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	Yes	\$ 8.00	\$88.00
12 -	52	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	Yes	\$ 3.64	\$40.00
12 -	53	Trade Waste - service fee (cardboard collection) - 2m³	Cost recovery	Service	Yes	\$ 4.91	\$54.00

Fees and Charges 2025-2026

	WASTE MANAGEMENT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)	
12 - 54	Trade Waste - service fee (cardboard collection) - 3m ³	Cost recovery	Service	Yes	\$ 5.36	\$59.00	
12 - 55	Paper shredding - hourly rate	Cost recovery	Service	Yes	\$ 12.64	\$139.00	
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	\$ 372.36	\$4,096.00	
12 - 57	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	Yes	\$ 222.91	\$2,452.00	
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	\$ 159.00	\$1,749.00	
12 - 60	Chemical toilet - special pump out services	Cost recovery	Each	Yes	\$ 13.55	\$149.00	
12 - 61	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	Yes	\$ 201.64	\$2,218.00	
12 - 62	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	Yes	\$ 40.73	\$448.00	
12 - 63	MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 8.09	\$89.00	
12 - 64	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 7.73	\$85.00	
12 - 65	MGB Additional Service Charge	Cost recovery	Service	Yes	\$ 3.00	\$33.00	

**KEY THEME 3 - OUR ENVIRONMENT** 

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 4 - OUR LEADERSHIP** POLICY, PLANNING AND ADMINISTRATION **GS1** 2025/26 Fees Item No **Particulars Pricing Policy ID Basis GST** (inc GST) Access to Information - Government Information (Public Access) Act 13 Access to Information - Application Fee Statutory Each No \$ \$30.00 13 2 Access to Information - Processing Fee No \$ \$30.00 Statutory Hour Access to Information - Processing Fee (non personal information 13 - 3 \$ Statutory Hour No \$30.00 after the first 20 hours Access to Information - Advance Deposit of Processing Fee Up to 50% of 13 - 4 (requested where Council estimates processing fees will be Statutory No \$ estimated Each sianificant) processing fee 13 5 Access to Information - Internal Review \$ \$40.00 Statutory Each No 13 - 6 Amendment of Records Statutory Each No \$ No charge Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act Facsimile, Photocopier, Printer and Scanner Fees 0.14 13 Fax Received Cost recovery Paae Yes \$ \$1.50 13 8 Photocopying Fee: A4 - Black and White Yes \$ 0.14 \$1.50 Cost recovery Page 13 9 Photocopyina Fee: A4 - Colour Yes \$ 0.23 \$2.50 Cost recovery Paae 13 - 10 Photocopying Fee: A3 - Black and White Yes \$ 0.32 \$3.50 Page Cost recovery 13 Photocopying Fee: A3 - Colour Yes \$ 0.41 \$4.50 Cost recovery Page 13 Printing Fee: A4 - Black and White Yes 0.14 \$1.50 \$ Cost recovery Page 13 Printing Fee: A4 - Colour Yes 0.23 \$2.50 - 13 Page Cost recovery 13 Printing Fee: A3 - Black and White Cost recovery Yes \$ 0.32 \$3.50 Page 13 Printing Fee: A3 - Colour Yes \$4.50 Cost recovery Page \$ 0.41 13 Yes \$2.50 Printing Fee: Microfilm Cost recovery Page 0.23 13 - 17 Scanning Fee Page Yes 0.14 \$1.50 Cost recovery

	POLICY, PLANNING AND ADMINISTRATION							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2025/26 Fees (inc GST)		
13	FINANCIAL SERVICES							
13 - 18	Supply copy Tax Invoice/Rates Notice	Cost recovery	Each	Yes	\$ 1.14	\$12.50		
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	\$ 5.91	\$65.00		
13 - 21	Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)	Cost recovery	Hour	Yes	\$ 8.18	\$90.00		
13 - 22	Enquiry - Search of Rights of Way (and ownership of old records and additional to Search Fee)	Cost recovery	Each	Yes	10%	\$90 plus LPI Search Fee		
13 - 23	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	No	\$ -	\$75.00		
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	\$ -	\$25.00		
13 - 26	Payment Dishonour Fee - direct debit	Cost recovery	Each	No	\$ -	\$25.00		
13 - 27	Payment Dishonour Fee - Australia Post	Cost recovery	Each	No	\$ -	\$35.00		
13 - 28	Payment Dishonour Fee - cheque	Cost recovery	Each	No	\$ -	\$30.00		
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	\$ 40.00	\$440.00		
13 - 32	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	Yes	\$ 5.91	\$65.00		
13	Subpoenas and Summons							
13 - 33	Subpoenas - research and supply of information	Cost Recovery	Each	Yes	10%	Actual Cost		
13 - 34	Summons	Cost Recovery	Each	Yes	10%	Actual Cost		

**KEY THEME 4 - OUR LEADERSHIP** 

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2025/2026

Attachment 1
DRAFT Delivery Program 2022-2026
incorporating Operational Plan 20252026 inclusive of Draft Schedule of

Fees and Charges 2025-2026

**BROKEN HILL REGIONAL AQUATIC CENTRE** 

**Admission Fees** 

Refe	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	2025/26 Fees (inc GST)		
14								
14 - 1	Persons aged 4 years and over	Third Party	Each	Yes	\$ 0.55	\$6.00		
14 - 2	Pensioners Concession	Third Party	Each	Yes	\$ 0.32	\$3.50		
14 - 3	Aqua Aerobics Casual Visit	Third Party	Each	Yes	\$ 0.91	\$10.00		
14 - 4	Aqua Aerobics Pensioner	Third Party	Each	Yes	\$ 0.73	\$8.00		
14 - 5	Children aged 3 years and under (must be accompanied by a responsible adult)	Third Party	Each	No	\$ -	\$0.00		
14 - 6	Family Swim	Third Party	Five members of the family	Yes	\$ 2.27	\$25.00		
14 - 7	School Carnival Entry	Third Party	Each	Yes	\$ 0.55	\$6.00		
14 - 8	Spectator	Third Party	Each	Yes	\$ 0.27	\$3.00		
14 - 9	School PE Casual Visit	Third Party	Each	Yes	\$ 0.55	\$6.00		
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	\$ 1.36	\$15.00		
14 - 13	Health Club Pensioner Visit	Third Party	Each	Yes	\$ 1.14	\$12.50		
14 - 14	Water Slide/Inflatable (Public Use)	Third Party	Each	No	\$ -			
14 - 15	Multi x 10	Third Party	10	Yes	\$ 5.45	\$60.00		
14 - 16	Multi x 20	Third Party	20	Yes	\$ 10.91	\$120.00		
14 - 17	Multi x 10 - Concession	Third Party	10	Yes	\$ 3.18	\$35.00		
14 - 18	Multi x 20 - Concession	Third Party	20	Yes	\$ 6.36	\$70.00		
14 - 19	Free Day - Australia Day	Third Party	Each	No	\$ -	\$0.00		
14 - 20	Swimming Club Exclusive Use - Lane allocation approved by prior arrangement	Third Party	Week	Yes	\$ 3.18	\$35.00		
14 - 21	Lane Hire 25m or 50m Pool (plus Entry Fee)	Third Party	Hour	Yes	\$ 3.64	\$40.00		
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		

### **BROKEN HILL REGIONAL AQUATIC CENTRE** \$285.00 first hour 14 - 25 10% Buccaneer Third Party Hour Yes and \$170.00 each additional hour Carnivals - Swimming Club (25m or 50m pool) - does not include Entry \$150/day if full pool 14 - 26 \$ Third Party Per Day No is hired \$150/day if full pool Carnivals - Schools (25m or 50m pool) during school hours - does not 14 - 27 \$ Third Party Per Day No include Entry Fee is hired

Schedule of Fees and Charges 2025/2026

2025/2026



### ADOPTION OF THE 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

Additional Submission 30/05/2025 - Draft Operational Plan 2025 2026 Rating Strategy

Dear Mr Nankivell,

At the time of writing my initial concerns and submission to Mayor Kennedy on 16/05/2025 I was not aware of the Proposed Rating Option 4 information and thank the mayor for informing me of that additional option under consideration by Council. I would like to add the following comments in additional to my email to Mayor Kennedy (16/05/2025) for inclusion as a submission regarding the Draft Operational Plan 2025 2026 and Proposed Option 4.

If Option 4 is adopted the average rate increase within the Rakow Street industrial precinct will be approximately 20% (5 x the rate peg of 4%) with smaller average increases in other Industrial precincts (over 3 x the rate peg of 4%) while this results in a better outcome for Industrial precincts than all other options presented it's still disappointing knowing Option 4 will result in other properties within the Business category receiving rate reductions greater than 4%. I have documented my concerns regarding these inconsistencies and variety of land types within the Business Category since 2021and once again call for the Council to review the rating process, rating categories and what options are available to ensure consistency between the proposed rate peg and rates notices. For comparison, the proposed increase experienced by properties within the Kanandah Rd Industrial precinct - Business Industrial category is 5.5-6%? I acknowledge that this precinct experiences greater land values that result in greater rate totals, but the rating category review seems to have resulted in consistency and provided flexibility independent of the NSW Valuer General and I am hoping that other precincts within Broken Hill can be given similar consideration.

Considering the current cost of living increases we are all experiencing in comparison to wage growth and the council's propensity to apply further statutory interest of 10.5% interest to any outstanding / overdue rates, charges or levies, any increases above the proposed rate peg are not only intolerable but are becoming unacceptable.

I have no doubt that I'm the only person lodging a submission regarding the Rakow Street Industrial precinct and one of very few, maybe the only one regarding the rating strategy overall because the majority of the community may not be aware of the Draft Plans being on Public Exhibition, they just accept that change will never eventuate or they just don't care, so it's easy to dismiss and justify doing the same thing over and over but that doesn't mean the issue doesn't exist. Currently there is no way to plan or budget for the annual rates notice due to the inconsistency. I understand both the NSW Government and Local Government policies directly impact this outcome I hope that by providing feedback and raising the very real concern that the Council will implement change where appropriate.

Of the 4 rating options being considered I'm reluctant to say I support option 4 because I fundamentally don't but I do acknowledge and appreciate that this option if adopted by Council will result in a less of a rate burden experienced by myself and potentially others but in reality still imposes increases upwards of 20% compared to the rate peg of 4%.

Thanks

Hello Mayor Kennedy,

I am writing to you today in relation to the Draft 2025 2026 Rating Strategy

I have reviewed the draft rating plan for 2025 and 2026 and I wanted to let you know of some concerns regarding the proposed rates for the Rakow Street Business precinct. As you are aware this area is zoned General Industrial and falls within the Business category for rating purposes. You also may or may not remember I had some email correspondence, verbal conversation and phone discussion with you around 29/04/2022 where I raised concerns about the Rakow Street precinct not being considered as part of the review of rating category for industrial areas (main focus by council then was on Kanandah Rd precinct), I believe this may have occurred under the previous council and Mayor. At the time council's advised me via email 28/07/2021 that the Local Government Act did not allow an additional area(s) to be included within the Kanandah precinct special rating category due to the geographical location being outside Kanandah Rd / Pinnacles Place area. My belief is that shouldn't preclude the Rakow Street area or any other land holding precinct having the same consideration for a category review to address unrealistic and inconsistent rating increases, maybe the entire problem wasn't addressed at the time. I and no doubt others in the area have been seeking consistency on this matter for a number of years now.

My concern then was the spiralling cost of rates for Rakow St precinct under the Labor Council. Since that time under the control of the current council the annual rating amount has been more realistic in comparison to the annual rate peg and living costs.

The Draft 2025 2026 Rating Strategy (attached) proposes three options for consideration and I have outlined in the additional attachments the outcome of each Option in relation to the Rakow Street Precinct. I appreciate there has been an increase in land values set by NSW Valuer General and FY25/26 is a rating year using the new most recent valuations 1 July 2024 but the NSW Valuer general is quick in pointing out they set the land value but it's the relevant Council or Shire that sets the rates. I'm sure you are also aware that the NSW Valuer General objection process is suitably timed to close before any information is known how council will use the land value to calculate the rates and maybe rightly so because Land Value should be independent but unfortunately that just means more scrutiny of how councils set rates.

The outcome for Rakow Street precinct for each option is as follows:

Option 1: Average 28.16% Increase across all properties

Option 2: Average 27.73% Increase across all properties

### Option 3: Average 28.16% Increase across all properties

To put this into perspective in relation to my property at 158 Harris Street and no doubt for others in the area the increase if implemented will be the biggest annual dollar increase in the history of the property under any councils control (maybe fact check but I'm happy to be corrected).

There are also other Industrial land parcels that will experience an increase of around 20% for example Southern side of Crystal Street adjoining Iodide Street and most likely others I just initially focussed on the Rakow Street precinct, but I can find them all and let the owners know if that helps get everyone at the table to discuss?

I'm happy to document my concerns within a formal submission to council in relation to the Draft Operational Plan while the documents are on display and before the close of submissions 31/05/2025 to follow the correct procedure but I wanted to make you aware in the meantime of my concerns, in case my calculations are incorrect, there is additional information I'm not aware of or just generally to provide feedback.

I do hope this matter can be considered when making a decision on the final implemented Rates Strategy and welcome the opportunity to discuss with you or any of the councillors at a time that is convenient.

Have a good weekend.

Thanks

Dear Broken Hill City Council,

As you are hopefully aware, late last year WIRES took over licensing for wildlife rescue and rehabilitation in the region from RRANA. We now proudly have 20 enthusiastic Members in the area and have really appreciated the strong community engagement in this area.

I am writing today to request a permit or agreement for body disposals of larger animals as I understand was in place for RRANA so that the volunteers are able to drop at the tip. Are you able to advise what we need to do arrange this?

Please let me know if any questions. I look forward to hearing from you and continuing to grow our work in the area.

Kind Regards,



WIRES Membership Team

members@wires.org.au | T 02 8977 3394

PO Box 7276, Warringah Mall, NSW 2100 Australia | www.wires.org.au



WIRES acknowledges the Traditional Custodians of this land and recognises their connection to native wildlife. We pay respects to their Elders past and present.

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### ORDINARY MEETING OF THE COUNCIL

May 6, 2025

### ITEM 7

### BROKEN HILL CITY COUNCIL REPORT NO. 123/25

SUBJECT: ADOPTION OF THE DRAFT LONG TERM FINANCIAL PLAN 2026-2035 D25/19998

### **Recommendation**

- 1. That Broken Hill City Council Report No. 123/25 dated May 6, 2025, be received.
- 2. That Council notes that the Draft Long Term Financial Plan 2026-2035 was placed on public exhibition for 28 days and nil submissions were received.
- 3. That Council adopts the Draft Long Term Financial Plan 2026-2035.

### **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.

The Draft Long Term Financial Plan 2026-2035 was placed on public exhibition for 28 days during which time nil submissions were received from the public.

This Plan is now presented to Council for adoption.

### 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

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**

- Surplus in 2026
- Council incurs regular deficits post 2026

Some key financial ratios & OLG benchmarks will not be met.

### **Community Engagement:**

The Long-Term Financial Plan was placed on public exhibited for a period of 28 days, 2 May 2025 until 31 May 2025 during which time Council received nil submissions.

### **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. U Draft Long Term Financial Plan 2026-2035

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

<u>JAY NANKIVELL</u> GENERAL MANAGER





QUALITY CONTROL						
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					
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	, g					

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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.

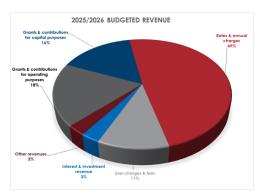
As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the city as well as a growing population base. On this basis, the City must plan to maintain service standards and increase services in some areas to ensure 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

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## 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.

#### **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	CPI	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.

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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 aeneration.

#### **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.

# THE BALANCED SCENARIO REVIEWED

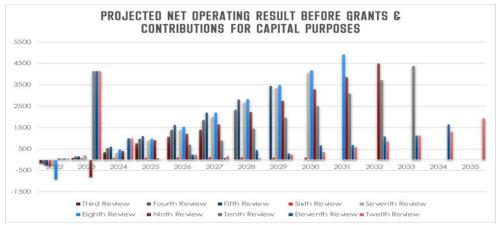
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future.

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.

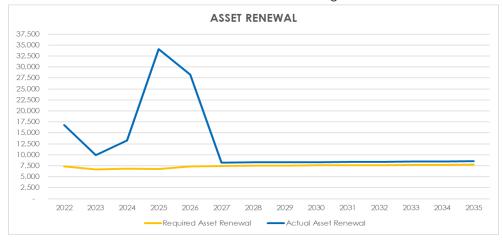


review.

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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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.

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		ONG TERM		L PLAN - STATEMENT	2026-20	135						
\$ '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	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	3.70%	4.50%	4.00%	4.00%	3.00%		2.50%	2.50%	2.50%		2.50%	2.50%
General Index Employee Cost Index	7.80% 3.25%	4.10% 3.25%	2.40% 4.50%	2.40% 3.75%	2.40% 3.75%	2.40% 2.50%	2.40% 2.50%	2.40% 2.50%	2.40% 2.50%		2.40%	2.40%
Grant Index	2.00%	2.00%	5.00%	5.35%	4.59%	4.26%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate Overdue rates interest rate	5.00% 9.00%	5.00% 9.00%	4.50% 10.50%	4.00% 10.00%	3.00% 8.00%	3.50% 8.00%						
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

¢ 1000	0004			INANCIAL POSIT		0000	0020	0021	0020	0022	0004	000
\$ '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	Foreca
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	37,34
Investments	16,093	14,831	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,33
Receivables	5,540	5,355	5,355	5,406	5,601	5,690	5,722	5,827	5,658	5,517	5,559	5,57
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	50-
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	364,89
Investments accounted for using the equity method	803	866	803	803	803	803	803	803	803	803	803	803
Investment property	- 505	-	-	-	-	-	-		-	- 003	-	-
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	1,01
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	2.32
Provisions	10,139	12,312	12,312	12,794	13,230	13,558	13,706	13,656	13,442	13,359	13,072	13,17
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	167,69
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 FOURT	347,948	362,332	340,962	344,051	348,062	352,353	356,889	362,825	368,606	374,766	381,309	388,046
IOIAL EQUITY												
TOTAL EQUITY  Assumptions	041,140	002,002	0.10,7.02	0.1,001	0.0,002	002,000	000,007	002,020	000,000	074,700	001,007	000,011

		ONG TERM	FINANCIA	AL PLAN -	2026-20	35						
				OF CASH FLOWS								
\$ '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		20090. 42	Jougo.									
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	28,196
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	565	630	700	803	923	1,053	1,378
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)	(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	(,	(,	-	-	-	-	-	-	- '	-	-	-
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
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)	(0,403)
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) (771)	(806)	(843)	(881)
NEI CASH FROVIDED (OK USED IN) FINANCING ACTIVITIES	(1,003)	(1,074)	(1,724)	(1,704)	(1,742)	(1,717)	(1,763)	(1,004)	(//1)	(808)	(043)	(001)
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	5,183
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	32,159
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	37,343
·	17,038	333	3,001	7,114	11,020	13,720	10,014	17,307	23,340	21,021	32,137	37,343
Additional Information	16,093	14,831	5.331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331	5,331
plus: Investments on hand - 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	33,149	15,164	0,372	12,440	10,737	17,031	21,345	24,/10	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%	97.00%	97.00%	97.00%	5 97.00%	97.00%	97.00%
Debtor recoviery rate	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%
General Index Investment Interest rate	7.80% 5.00%	4.10% 5.00%	2.40% 5.00%	2.40% 5.00%	2.40% 3.00%	2.40% 3.00%	2.40% 3.00%	2.40%	2.40%			2.40% 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%

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	L	DNG TERM	FINANCIAL		2026-203	15						
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast		Forecast	Forecas
Operating Ratio	710.00.	Budget Q2	Budget	. 0.0000.		. 0.0000.		. 0.0000				
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%	5.659
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												
(current) year's cash 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												
current assets / current liabilities												
Unrestricted Current Ratio  To assess the adequacy of working capital and its ability to satisfy obligations in the short term												
for the unrestricted activities of Council.	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 - Greater than 60%	07.7.070	02.2770	00.0070	71.20,0	70.70,0	70.70,0	70.0070	70.0170	70.70,0	711170	71120/0	71.02/0
rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)												
Debt Service Cover Ratio												
This ratio measures the availability of cash to service debt including interest, principal, and lease payments	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	3.3/	2.72	3.34	3.17	3.74	4.02	4.06	6.30	0.21	0.40	0.02	7.14
periorinals - Gleater (India, 20 operating result before interest and depreciation (EBITDA) / principal repayments +barrowing 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	10.15	10	10.5-	10.55	15.5	17.61	10	01		04:-	00.7	05.55
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												
operating result before interest and depreciation (EBITDA) / interest expense												
Capital Expenditure Ratio												
This rallo 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												

# 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.

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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.

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## SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$250m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

When planning for the long term, we rely on assumptions and we rely on strategies being successful. For example, Council is reliant on grants and contributions for 20% of its overall income and our plan assumes that these grants will continue into the future. We assume, that we will be successful in our strategies to reduce costs. We assume, our rate base will remain the same and we assume, that we will not be faced with any financial shocks.

Long term planning provides decision makers and stakeholders in our community, with a view of how our goals can be achieved, but what if things don't go as planned?

Our plan is sensitive to a number of internal and external drivers including Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation.

The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

#### SCENARIO 2 - 4% Rate Peg 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 - 20		- SCENAI	RIO 2 - 4	% RATE	PEG 2027	-2838				
\$ '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	24,572	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:		,	.,	2,111		2,		,				
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	-	0,007	,,000	,,.00			- ,02,	- 7,000	- 7,070	- ,02,	- ,,,,,,	
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	-	-	-	-	1,200	-	1,275	-	1,000	- 1,071	- 1,727
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
TOTAL EXPENSES FROM CONTINUING OPERATIONS	30,771	36,737	30,000	37,304	40,346	41,011	43,063	43,737	44,017	45,723	46,737	47,574
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												
Rate Peg	3.70%		4.00%	4.00%	4.00%	4.00%	4.00%				2.50%	2.50%
General Index Employee Cost Index	7.80% 3.25%		2.40% 4.50%	2.40% 3.75%	2.40% 3.75%	2.40% 3.75%	2.40% 3.75%				2.40%	2.40%
Grant Index	2.00%	2.00%	5.00%	5.35%	4.59%	4.26%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate Overdue rates interest rate	5.00% 9.00%	5.00% 9.00%	4.50% 10.50%	4.00% 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%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			0.00%	0.00%

Assets  Current Assefs:  Cash & cash equivalents Investments Investments Investments Investments Inventories Inventories Inventories Inventories Inventories Inventories Inventories Inventories Inventories Investments Investments Investments Investments Investments Inventories Infrastructure, property, plant & equipment Investments accounted for using the equity method Investment property Intangible assets Inventories Infrastructure, property Intangible assets Inventories Infrastructure Intangible assets Intangi	3 14,831 5,355 9 90 2 382 - 21,011 380,755 3 866 381,621 402,633	9roposed 8udget  3,061 5,331 5,355 90 382 - 14,219 364,283 803 365,086 379,305	7,114 5,331 5,406 90 382 - 18,324 361,830 803 362,633 380,957	11,856 5,331 5,601 90 382 - 23,260 359,578 803 360,381 383,641	14,202 5,331 5,690 90 382 - 25,695 - - - - 360,327 803 - - 361,130 386,825	16,898 5,331 5,722 90 382 - 28,423 361,080 803 361,883 390,306	20,694 5,331 5,827 90 382 - 32,324 361,836 803 362,639 394,963	25,094 5,331 5,658 90 382 - 36,555 362,595 803 - 363,398 399,953	29,853 5,331 5,517 90 382 - 41,173  - 363,358 803 - 364,161 405,334	34,879 5,331 5,559 90 382 - 46,242 - 364,124 803 - 364,927 411,169	40,601 5,331 5,574 90 382 - 51,978 - - 364,894 803 - - 365,697
Current Assets:         17,05           Cash & cash equivalents         17,05           Investments         16,09           Receivables         5,54           Inventories         9           Other         38           Non-current assets classified as 'held for sale'         -           TOTAL CURRENT ASSETS         39,16           Non-Current Assets:         Investments           Investments         -           Receivables         -           Inventories         -           Investments accounted for using the equity method         80           Investment property         -           Intangible assets         -           TOTAL NON-CURRENT ASSETS         354,27	353 3 14,831 9 5,355 9 90 2 382 	3,061 5,331 5,355 90 382 - 14,219 - - 364,283 803 - - 365,086 379,305	5,331 5,406 90 382 - 18,324 - - - - 361,830 803 - - 362,633 380,957	5,331 5,601 90 382 - 23,260 - - - 359,578 803 - - 360,381 383,641	5,331 5,690 90 382 - 25,695 - - - - 360,327 803 - - 361,130	5,331 5,722 90 382 - 28,423 - - - - - 361,080 803 - 361,883	5,331 5,827 90 382 - 32,324 - - - - 361,836 803 - 362,639	5,331 5,658 90 382 - 36,555 - - - 362,595 803 - - 363,398	5,331 5,517 90 382 - 41,173 - - - 363,358 803 - - 364,161	5,331 5,559 90 382 - 46,242 - - - - 364,124 803 - - 364,927	5,331 5,574 90 382 - 51,978 - - - 364,894 803 - -
Cash & cash equivalents 17,05 Investments 16,09 Receivables 5,54 Inventories 9 Other 38 Non-current assets classified as 'held for sale' - TOTAL CURRENT ASSETS 39,16 Non-Current Assets: Investments - Receivables - Inventories - Infrastructure, property, plant & equipment 353,46 Investments accounted for using the equity method 80 Investment property - Intrangible assets - TOTAL NON-CURRENT ASSETS 354,27 TOTAL ASSETS 354,27 TOTAL ASSETS 393,43 Liabilities Current Liabilities: Payables 4,67 Borrowings 1,85 Provisions 5,12 TOTAL CURRENT LIABILITIES 19,32 Non-Current Liabilities: Payables - Borrowings 1,601	3 14,831 5,355 9 90 2 382 - 21,011 380,755 3 866 381,621 402,633	5,331 5,355 90 382 - 14,219 - - - 364,283 803 - - 365,086 379,305	5,331 5,406 90 382 - 18,324 - - - - 361,830 803 - - 362,633 380,957	5,331 5,601 90 382 - 23,260 - - - 359,578 803 - - 360,381 383,641	5,331 5,690 90 382 - 25,695 - - - - 360,327 803 - - 361,130	5,331 5,722 90 382 - 28,423 - - - - - 361,080 803 - 361,883	5,331 5,827 90 382 - 32,324 - - - - 361,836 803 - 362,639	5,331 5,658 90 382 - 36,555 - - - 362,595 803 - - 363,398	5,331 5,517 90 382 - 41,173 - - - 363,358 803 - - 364,161	5,331 5,559 90 382 - 46,242 - - - - 364,124 803 - - 364,927	5,331 5,574 90 382 - 51,978 - - - 364,894 803 - -
Investments 16,09 Receivables 5,54 Inventories 9 Other 38 Non-current assets classified as 'held for sale'	3 14,831 5,355 9 90 2 382 - 21,011 380,755 3 866 381,621 402,633	5,331 5,355 90 382 - 14,219 - - - 364,283 803 - - 365,086 379,305	5,331 5,406 90 382 - 18,324 - - - - 361,830 803 - - 362,633 380,957	5,331 5,601 90 382 - 23,260 - - - 359,578 803 - - 360,381 383,641	5,331 5,690 90 382 - 25,695 - - - - 360,327 803 - - 361,130	5,331 5,722 90 382 - 28,423 - - - - - 361,080 803 - 361,883	5,331 5,827 90 382 - 32,324 - - - - 361,836 803 - 362,639	5,331 5,658 90 382 - 36,555 - - - 362,595 803 - - 363,398	5,331 5,517 90 382 - 41,173 - - - 363,358 803 - - 364,161	5,331 5,559 90 382 - 46,242 - - - - 364,124 803 - - 364,927	5,331 5,574 90 382 - 51,978 - - - 364,894 803 - -
Receivables         5,54           Inventories         9           Other         38           Non-current assets classified as 'held for sale'         -           TOTAL CURRENT ASSETS         39,16           Non-Current Assets:         -           Investments         -           Receivables         -           Inventories         -           Inventories         -           Investments accounted for using the equity method         80           Investment property         -           Intagible assets         -           TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         -           Current Liabilities:         -           Payables         4,67           Non-corrent Liabilities         7,67           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	5,355 90 90 2 382 - 21,011 - - 380,755 8 866 - - 381,621 402,633	5,355 90 382 - 14,219 - - - 364,283 803 - - 365,086 379,305	5,406 90 382 - 18,324 - - - 361,830 803 - - 362,633 380,957	5,601 90 382 - 23,260 - - - 359,578 803 - - 360,381 383,641	5,690 90 382 - 25,695 - - 360,327 803 - - 361,130	5,722 90 382 - 28,423 - - - 361,080 803 - - 361,883	5,827 90 382 - 32,324 - - - 361,836 803 - - 362,639	5,658 90 382 - 36,555 - - - 362,595 803 - - 363,398	5,517 90 382 - 41,173 - - 363,358 803 - - 364,161	5,559 90 382 - 46,242 - - - - 364,124 803 - - 364,927	5,574 90 382 - 51,978 - - - 364,894 803 - - 365,697
Inventories	90 90 382 - 21,011 380,755 8 866 381,621 402,633 4,914	90 382 - 14,219 - - - 364,283 803 - - 365,086 379,305	90 382 - 18,324 - - - 361,830 803 - - 362,633 380,957	90 382 - 23,260 - - 359,578 803 - - 360,381 383,641	90 382 - 25,695 - - - 360,327 803 - - 361,130	90 382 - 28,423 - - - 361,080 803 - - 361,883	90 382 - 32,324 - - - 361,836 803 - - 362,639	90 382 - 36,555 - - - 362,595 803 - - 363,398	90 382 - 41,173 - - 363,358 803 - - 364,161	90 382 - 46,242 - - - 364,124 803 - - 364,927	9( 383 - 51,978 - - 364,894 803 - - 365,697
Other         38           Non-current assets classified as 'held for sale'         -           TOTAL CURRENT ASSETS         39,16           Non-Current Assets:         -           Investments         -           Receivables         -           Inventories         -           Infrastructure, property, plant & equipment         353,46           Investments accounted for using the equity method         80           Investment property         -           Intangible assets         -           TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         Current Liabilities:           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         -           Borrowings         -	21,011 21,011 - - 380,755 8 866 - 381,621 402,633	382 - 14,219 - - - 364,283 803 - - - 365,086 379,305	382 - 18,324 - - - 361,830 803 - - 362,633 380,957	382 - 23,260 - - - 359,578 803 - - - 360,381 383,641	382 - 25,695 - - - 360,327 803 - - 361,130	382 - 28,423 - - - 361,080 803 - - 361,883	382 - 32,324 - - - 361,836 803 - - 362,639	382 - 36,555 - - - 362,595 803 - - - 363,398	382 - 41,173 - - - 363,358 803 - - 364,161	382 - 46,242 - - - 364,124 803 - - 364,927	383 
Non-current assets classified as 'held for sale'	21,011  380,755 8 866 381,621 402,633	- 14,219 - - - 364,283 803 - - - 365,086 379,305	- 18,324 - - - 361,830 803 - - 362,633 380,957	23,260 - - - 359,578 803 - - 360,381 383,641	25,695 - - - 360,327 803 - - 361,130	28,423 - - - 361,080 803 - - 361,883	32,324 	36,555 - - - 362,595 803 - - 363,398	- 41,173 - - - 363,358 803 - - 364,161	- 46,242 - - 364,124 803 - - 364,927	51,978 - - - 364,894 803 - - 365,697
TOTAL CURRENT ASSETS         39,16           Non-Current Assets:         Investments           Receivables         -           Inventories         -           Infrastructure, property, plant & equipment         353,46           Investments accounted for using the equity method         80           Investment property         -           Intrangible assets         -           TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         Current Liabilities:           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	21,011	14,219	18,324 	23,260 - - - 359,578 803 - - 360,381 383,641	25,695 	28,423 - - - 361,080 803 - - 361,883	32,324 - - 361,836 803 - - 362,639	36,555 - - - 362,595 803 - - 363,398	41,173 - - 363,358 803 - - 364,161	46,242 - - - 364,124 803 - - 364,927	51,978 - - - 364,894 803 - - 365,697
Non-Current Assets:         -           Investments         -           Receivables         -           Inventories         -           Infrastructure, property, plant & equipment         353,46           Investments accounted for using the equity method         80           Investment property         -           Intangible assets         -           TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         Current Liabilities:           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	380,755 8 866 	364,283 803 - - 365,086 379,305	361,830 803 - - 362,633 380,957	359,578 803 - - 360,381 383,641	- - 360,327 803 - - 361,130	361,080 803 - - 361,883	361,836 803 - - 362,639	- - 362,595 803 - - 363,398	363,358 803 - 364,161	364,124 803 - 364,927	364,894 803 - - 365,697
Investments Receivables Inventories Infrastructure, property, plant & equipment Investments accounted for using the equity method Investment property Intangible assets TOTAL NON-CURRENT ASSETS TOTAL ASSETS 354,27 TOTAL CURRENT ASSETS 354,27 TOTAL CURRENT LIABILITIES 1,85 Provisions 5,12 TOTAL CURRENT LIABILITIES 19,32 Non-Current Liabilities: Payables Borrowings 1,65 16,01	380,755 8 866 - 381,621 402,633	364,283 803 - - 365,086 379,305	- 361,830 803 - - 362,633 380,957	359,578 803 - - 360,381 383,641	360,327 803 - - 361,130	361,080 803 - - 361,883	361,836 803 - - 362,639	- 362,595 803 - - 363,398	363,358 803 - - 364,161	- 364,124 803 - - 364,927	364,894 803 - - 365,697
Receivables	380,755 8 866 - 381,621 402,633	364,283 803 - - 365,086 379,305	- 361,830 803 - - 362,633 380,957	359,578 803 - - 360,381 383,641	360,327 803 - - 361,130	361,080 803 - - 361,883	361,836 803 - - 362,639	- 362,595 803 - - 363,398	363,358 803 - - 364,161	- 364,124 803 - - 364,927	364,894 803 - - 365,697
Inventories	380,755 8 866 - - 381,621 402,633	364,283 803 - - 365,086 379,305	361,830 803 - - 362,633 380,957	359,578 803 - - - 360,381 383,641	360,327 803 - - 361,130	361,080 803 - - 361,883	361,836 803 - - 362,639	362,595 803 - - 363,398	363,358 803 - - 364,161	364,124 803 - - 364,927	364,894 803 - - - 365,697
Infrastructure, property, plant & equipment         353,46           Investments accounted for using the equity method         80           Investment property         -           Intangible assets         -           TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         Value           Current Liabilities:         -           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	380,755 866  - 381,621 402,633	364,283 803 - - 365,086 379,305	361,830 803 - - - 362,633 380,957	359,578 803 - - 360,381 383,641	360,327 803 - - 361,130	361,080 803 - - 361,883	361,836 803 - - - 362,639	362,595 803 - - 363,398	363,358 803 - - 364,161	364,124 803 - - 364,927	364,894 803 - - 365,697
Investments accounted for using the equity method Investment property Intangible assets  TOTAL NON-CURRENT ASSETS  393,43  Liabilities  Current Liabilities: Payables Income Received in Advance Contract Liabilities Provisions Frovisions TOTAL CURRENT LIABILITIES  Non-Current Liabilities: Payables Income Received in Advance	381,621 402,633	803 - - 365,086 379,305	803 - - 362,633 380,957	803 - - 360,381 383,641	803 - - - 361,130	803 361,883	803 - - - 362,639	803 - - 363,398	803 - - - 364,161	803 - - - 364,927	803 - - 365,697
Investments accounted for using the equity method Investment property Intangible assets  TOTAL NON-CURRENT ASSETS  393,43  Liabilities  Current Liabilities: Payables Income Received in Advance Contract Liabilities Provisions Frovisions TOTAL CURRENT LIABILITIES  Non-Current Liabilities: Payables Income Received in Advance	381,621 402,633	365,086 379,305	362,633 380,957	360,381 383,641	- - 361,130	- - 361,883	362,639	363,398	364,161	- - 364,927	365,697
Intangible assets	381,621 402,633 4,914	365,086 379,305	362,633 380,957	360,381 383,641	- 361,130	- 361,883	362,639	363,398	- 364,161	364,927	365,697
TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         Current Liabilities:           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	381,621 402,633 4,914	365,086 379,305 4,914	362,633 380,957 4,999	360,381 383,641	361,130	361,883	362,639	363,398	364,161	364,927	365,697
TOTAL NON-CURRENT ASSETS         354,27           TOTAL ASSETS         393,43           Liabilities         Current Liabilities:           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	402,633	<b>379,305</b> 4,914	<b>380,957</b> 4,999	383,641					-		
Liabilities         Current Liabilities:           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	4,914	4,914	4,999		386,825	390,306	394,963	399,953	405,334	411,169	417,675
Current Liabilities:         4,67           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	-			5,062							
Current Liabilities:         4,67           Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	-			5,062							
Payables         4,67           Income Received in Advance         -           Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	-			5,062							
Income Received in Advance	-				5,153	5,250	5,339	5,343	5,023	5,081	5,112
Contract Liabilities         7,67           Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01				-	-	-	-	-	-	-	
Borrowings         1,85           Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01											
Provisions         5,12           TOTAL CURRENT LIABILITIES         19,32           Non-Current Liabilities:         -           Payables         -           Borrowings         16,01	2,467	2,452	2,451	2,151	2,084	2,084	1,281	1,015	1,015	1,015	1,015
TOTAL CURRENT LIABILITIES 19,32  Non-Current Liabilities: Payables - Borrowings 16,01		4,813	4,810	4,826	4,852	4,917	5,001	5,031	5,010	4,899	4,897
Payables - Borrowings 16,01		12,179	12,260	12,039	12,089	12,251	11,622	11,389	11,048	10,995	11,024
Payables - Borrowings 16,01											
Borrowings 16,01	_	-	_	-	-	_	_	-	_	-	_
	15,813	13.883	11,895	10,134	8.411	6,657	5,647	4,870	4,058	3,210	2,322
		12,312	12,794	13,230	13,558	13,706	13,656	13,442	13,359	13,072	13,175
TOTAL NON-CURRENT LIABILITIES 26,15		26,195	24,689	23,365	21,969	20,363	19,303	18,312	17,418	16,282	15,497
TOTAL LIABILITIES 45,48	40,320	38,375	36,949	35,404	34,058	32,614	30,925	29,701	28,466	27,276	26,521
NET ASSETS 347,94	362,313	340,931	344.008	348,237	352,767	357,692	364,039	370,252	376,868	383,892	391,154
Equity			,			551,612		,	0.0,000	000/01	
Retained earnings 127,59	156,052	120,581	123,658	127,887	132,417	137,342	143,689	149,902	156,518	163,542	170,804
Revaluation reserves 220,35		220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350	220,350
Council equity interest 347,94		340,931	344,008	348,237	352,767	357,692	364,039	370,252	376,868	383,892	391,154
Non-controlling interest	- 302,313	-	-	-	-	-	-	-	-	-	- 371,134
TOTAL EQUITY 347,94	362,313	340,931	344,008	348,237	352,767	357,692	364,039	370,252	376,868	383,892	391,154

	_			F CASH FLOWS								
\$ '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
Cash Flows from Operating Activities		20090. 42	Jougo.									
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)	-	-	-	-	-	-	- ()	-	-	- (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	11,704	12,308	12,739	13,117	13,523	13,955	14,296	15,066
NEI CASII I KOVIDED (OK USED IN) OF EKAIING ACTIVITIES	7,777	17,207	11,001	11,030	11,704	12,300	12,737	13,117	13,323	13,733	14,270	13,000
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 debtors & 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	4.053	4.742	2,346	2.696	3,796	4,399	4.759	5.027	5.722
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	1,657	(10,703)	1,061	4,033	4,742	2,340	2,070	3,770	4,377	4,737	3,027	3,722
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
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	17,050	333	3,001	7,114	11,030	14,202	10,070	20,074	23,074	27,033	34,077	40,001
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
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - ENd of year	33,147	13,104	6,372	12,440	17,107	17,333	22,230	20,020	30,423	33,104	40,210	43,732
Assumptions												
Assumptions Rates & charges recoviery 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% 2.40%	97.00% 2.40%	97.00% 2.40%	97.00% 2.40%	97.00% 2.40%	97.00% 2.40%			97.00% 2.40%	97.00 2.40
General Index  nv estment Interest rate	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.509
Overdue rates interest rate No restricted cash	9.00%	9.00%	10.50%	10.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00

Broken Hill City Council

LONG TERM F	INANGIAL I	PLAN - 202	- 2035 - Financial		U 2 - 4:	% KAIE P	EG 202/.	-2030				
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecas							
erating Ratio		bouger Q2	boagei									
ratio measures Council's ability to contain operating expenditure within operating revenu	e 2.65%	0.01%	1.72%	0.68%	2.07%	3.01%	3.55%	4.05%	4.59%	5.14%	5.47%	6.61%
chmark - Greater than 0%												
erating revenue excl. capital grants and contributions - operating expenses) / rating revenue excluding capital grants and contributions												
sh Expense Cover Ratio												
ratio indicates the number of months Council can continue paying for its immediate												
enses 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
chmark - Greater than 3.0 months rrent year's cash and cash equivalents / (total expenses - depreciation - interest costs)	•											
rrent Ratio												
ratio represents Council's ability to meet debt payments as they fall due. It should be note Council's externally restricted assets will not be available as operating funds and as such significantly impact Council's ability to meet its liabilities.	d 2.03	1.72	1.17	1.49	1.93	2.13	2.32	2.78	3.21	3.73	4.21	4.72
chmark - Greater than 1.5												
rent assets / current liabilities												
estricted Current Ratio												
issess the adequacy of working capital and its ability to satisfy obligations in the short term												
he 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
chmark - Greater than 1.5												
ent assets less all external activities/ current liabilities, less specific purpose liabilities												
n Source Operating Revenue												
ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on extern fing sources such as operating grants and contributions. Council's financial flexibility roves the higher the level of its own source revenue	al 67.76%	52.29%	65.53%	71.28%	71.11%	71.07%	71,23%	71.36%	71.51%	71.67%	71.83%	72.09%
chmark - Greater than 60%	0, 1, 0,0	02.27,0	30.00,0	71.2070	711170	71.07,0	7 1.20/0	71.00/0	71.0170	71.0770	71.00,0	72.07
es, utilities and charges / total operating revenue (inclusive of capital grants and												
tributions)												
ot Service Cover Ratio												
ratio measures the availability of cash to service debt including interest, principal, and ie 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
chmark - Greater than 2.0 rating result before interest and depreciation (EBITDA) / principal repayments rrowing interest costs												
erest Cover Ratio												
ratio indicates the extent to which Council can service its interest bearing debt and take a tilitional borrowings. It measures the burden of the current interest expense upon Council's rating cash		10.83	12.53	13.18	15.45	17.50	19.72	22.15	24.73	27.88	31.54	37.72
chmark - Greater than 4.0	10.00	10.03	12.55	13.10	10.40	17.50	17.72	22.13	24./3	27.00	31.34	37.7.
rating result before interest and depreciation (EBITDA) / interest expense												
pital Expenditure Ratio												
ratio indicates the extent to which Council is forecasting to expand its asset base with title expenditive spent on both new assets and replacement and renewal of existing assets at Long Lerm Financial Plan 2026-2035	1.94	5.01	2.47	0.67	0.70	1.10	1.10	1.10	1.10	1.10	1.10 <b>r</b> r	1.10 uge 20
ual capital expenditure / annual depreciation												-

#### 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.

Draft Long Term Financial Plan 2026-2035

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LONG TERM	FINANCIAL	PLAN – 2		- SCENA BTATEMENT	RIO 3 - 2	2% RATE	PEG 2027	7-2030	i.			
\$ '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	23,172	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	-	-	-	-	-	-	-	-	-	-	-	-
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	15047	1 / 400	17.570	10.000	10.015	10.000	10.070	00.070	00.070	01 401	01.000	00.044
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
CONTRIBUTIONS FOR CAPITAL PURPOSES	1,007	4	6/8	(184)	(93)	41		192	405	636	/66	1,2/3
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
Assumptions												
Assumptions Rate Peg	3.70%		4.00%				2.00%				2.50%	2.50%
General Index Employee Cost Index	7.80% 3.25%		2.40% 4.50%		2.40% 3.75%		2.40%				2.40%	2.40%
Grant Index	2.00%	2.00%	5.00%	5.35%	4.59%	4.26%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate Overdue rates interest rate	5.00% 9.00%		4.50% 10.50%		3.00% 8.00%		3.00% 8.00%				3.00% 8.00%	3.50% 8.00%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	0.00%	0.00%	0.00%		0.00%				0.00%	0.00%

\$ '000	2024	2025	STATEMENT OF F	2027	2028	2029	2030	2031	2032	2033	2034	2035
<del>,</del>	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecas							
Assets		Budger Q2	Buagei									
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
Liabilifies												
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
	0.171.10	002,010	0.10,10.1	0.10,007	0.10,07.1	000,101	000,011	000,000	002,010	007,001	V,	
Equity  Detained carrings	107 500	15/050	100 501	102 017	107 504	100 027	122 227	127.055	140 4/5	147.007	150 400	157 / 40
Retained earnings Revaluation reserves	127,598 220,350	156,052 206,261	120,581 220,350	123,217 220,350	126,524 220,350	129,837 220,350	133,227 220,350	137,955 220,350	142,465 220,350	147,287 220,350	152,422 220,350	157,640 220,350
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	- 3/2,//2	3//,770
	247.040											
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 crosh	3.25%	3.25%	4.50%	3.75%	3.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00

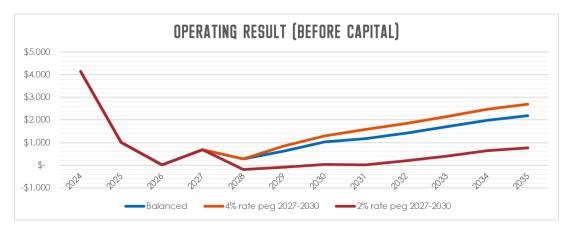
\$ '000	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	203
4 000	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	20,641	21,160	22,036	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:	_,		.,	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	(000)	(0/0)	-	-	-	-	-	-	- (-11)	-	-	(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	10,597	10,782	11,091	11,204	11,499	11,820	12,161	12,407	13,022
NEI CASII I KOVIDED (OK USED IN) OF EKATING ACTIVITIES	7,777	17,207	11,001	10,377	10,702	11,071	11,204	11,477	11,020	12,101	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 debtors & 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 IN COLUMN (DECORAGE) IN CARNA CARNA CONTRACTOR		(7 ( 700)							2 / 2 =	2212		2 / 72
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
	10,011	,	_,,,,,	.,	2,2	,	,	,	,	,		
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			0=	07	07	07.55		07	07	07.5	07.5	0=
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
General Index Investment Interest rate	7.80% 5.00%		2.40% 5.00%		2.40% 3.00%	2.40% 3.00%	2.40% 3.00%	2.40%	2.40%		2.40% 3.00%	2.40 3.50

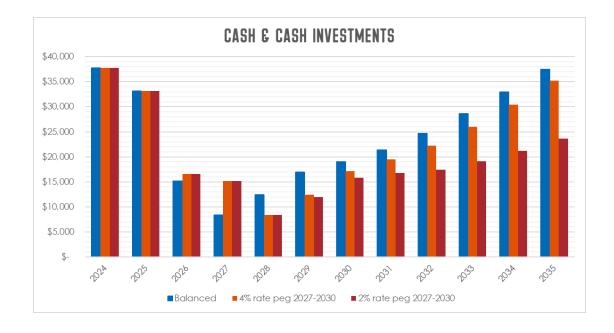
**Broken Hill City Council** 

LONG TERM FINANCIAL PLAN - 2026-2035 - SCENARIO 3 - 2% RATE PEG 2027-2030 FINANCIAL RATIOS												
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Actual	Revised Budget Q2	Proposed Budget	Forecast	Forecas							
perating Ratio												
nis rafio 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%	2.649
enchmark - Greater than 0%												
perating revenue excl. capital grants and contributions - operating expenses) / perating revenue excluding capital grants and contributions												
ash Expense Cover Ratio												
is ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	13.06	6.23	7.03	8.19	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												
urrent Ratio												
nis ratio represents Council's ability to meet debt payments as they fall due. It should be noted												
at 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												
urrent assets / current liabilities												
nrestricted Current Ratio												
o assess the adequacy of working capital and its ability to satisfy obligations in the short term or the unrestricted activities of Council.	30.09	1.89	1.17	1.55	2.04	2.16	1.66	1.95	2.22	2.48	2.79	3.1
enchmark - Greater than 1.5	30.07	1.07	1.17	1.55	2.04	2.10	1.00	1.73	2.22	2.40	2.77	5.1
urrent 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%	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												
nis ratio measures the availability of cash to service debt including interest, principal, and	3.37	2.92	3.34	0.00	3.43	0.50	0.54	5.65		7.01	7.40	7.0
enchmark - Greater than 2.0	3.3/	2.92	3.34	3.02	3.43	3.58	3.56	3.63	7.11	7.31	7.42	7.84
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 ddilional borrowings. It measures the burden of the current interest expense upon Council's perating cash.	10.68	10.83	12.53	12.46	13.80	15.14	16.48	18.42	20.47	22.98	25.83	30.7
enchmark - Greater than 4.0	10.68	10.83	12.53	12.46	13.80	13.14	10.48	10.42	20.4/	22.78	23.83	30.7
perating result before interest and depreciation (EBITDA) / interest expense												
Capital Expenditure Ratio												
his rafio indicates the extent to which Council is forecasting to expand its asset base with												
is runo marcules the extent to which council is to recasting to expand its asset base with	1.94	5.01	2.47	0.67	0.70	1.10	1.10	1.10	1.10	1.10	1.10	1.1
capital expenditure spent on both new assets and replacement and renewal of existing assets  Praft Long Term Financial Plan 2026-2035	1.74	3.01	2.17	0.07	0.70						FT	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.



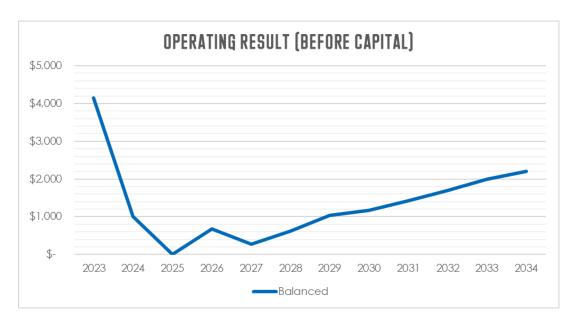


Draft Long Term Financial Plan 2026-2035

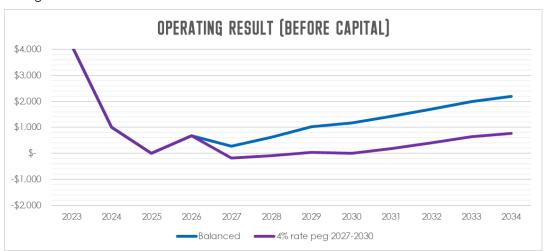
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#### SENSITIVITY ANALYSIS

The LTFP Balanced Scenario (proposed) is demonstrated below.

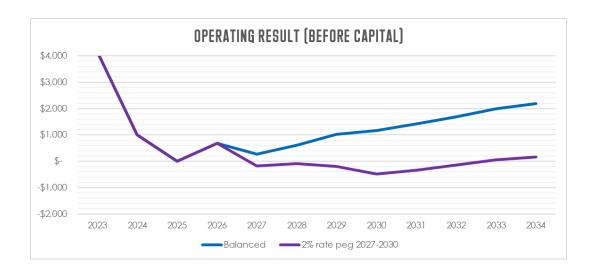


The below section illustrates the financial effect on Council's result if assumptions were to change as detailed in scenarios 2 and 3.



Draft Long Term Financial Plan 2026-2035

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Draft Long Term Financial Plan 2026-2035

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# **MEASURING PERFORMANCE**

Council will continue to report on and monitor its financial performance based on standard financial indicators.

These indicators include:

#### **Operating Ratio**

This measures the capacity of Council to contain its operating expenditure within its operating revenue, allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 0%. The current operating ratio based on the proposed 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

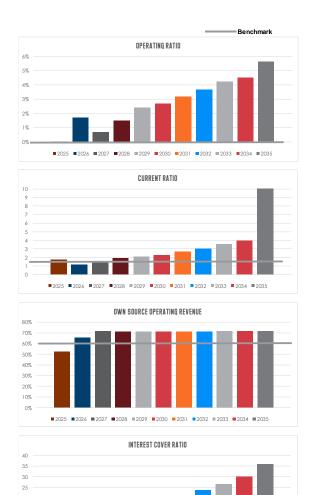
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#### Capital Expenditure Ratio

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.





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# 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.

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Ordinary Council 30 June 2025

#### ORDINARY MEETING OF THE COUNCIL

May 6, 2025

#### ITEM 8

#### BROKEN HILL CITY COUNCIL REPORT NO. 96/25

<u>SUBJECT:</u> <u>ADOPTION OF THE WORKFORCE MANAGEMENT STRATEGY</u> 2025-2028 D25/19960

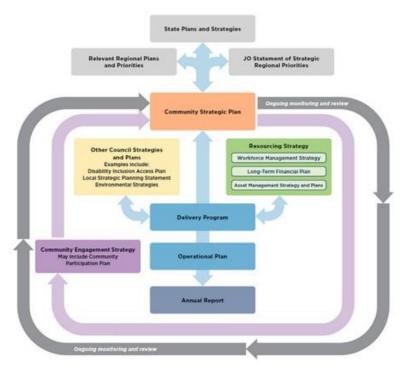
#### **Recommendation**

- 1. That Broken Hill City Council Report No. 96/25 dated May 6, 2025, be received.
- 2. That Council notes that the draft Workforce Management Strategy 2025-2028 was placed on Public Exhibition 2 May 2025 to 31 May 2025, during which times Council received nil submissions.
- 3. That Council adopts the draft Workforce Management Strategy 2025-2028, which will replace the previous version of the Workforce Management Strategy.

#### **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.

During the Public Exhibition and submission period, Council received nil submissions from the public.

This Plan is now presented to Council for adoption.

# 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 been 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:**

The draft Workforce Management Strategy was publicly exhibited for a period of 28 days, concluding on 31 May 2025 and during which time Council received nil submissions.

#### **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. UDRAFT Workforce Management Strategy 2025-26 to 2028-29

<u>CASEY DEERY</u> <u>EXECUTIVE MANAGER PEOPLE AND CULTURE</u>

JAY NANKIVELL GENERAL MANAGER

Attachment 1 DRAFT Workforce Management Strategy 2025-26 to 2028-29



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QUALITY CONTROL					
KEY THEME	4. Our Leadership				
OJECTIVE	4.1 Openness and transparency in decision making				
STRATEGY	4.1.5 Support the organization to operate within its legal framework				
FUNCTION	Human Resources				
EDRMS REFERENCE	22/64 FILE REFER	ENCE	D25/16972		
RESPONSIBLE POSITION	Executive Manager People & Culture				
APPROVED BY	General Manager				
REVIEW DATE	April 2029				
DATE	ACTION	MINUTE N	IUMBER		
30 April 2025	Public Exhibition	47833			
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	Document content and images prepared by Council.  Community Strategic Plan – Your Broken Hill 2040  Long Term Financial Plan – 2025-2034  Delivery Program 2022-2026 incorporating Operational Plan 2024/2025  Annual Report 2023/2024				

# Acknowledgement of Country

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

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

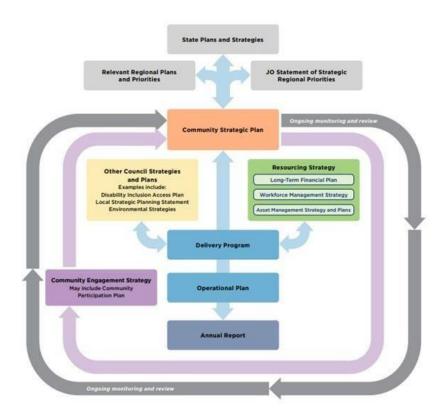
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# 2. WHERE DOES THIS STRATEGY FIT?

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.

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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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# Youth Population Broken Hill has a me

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

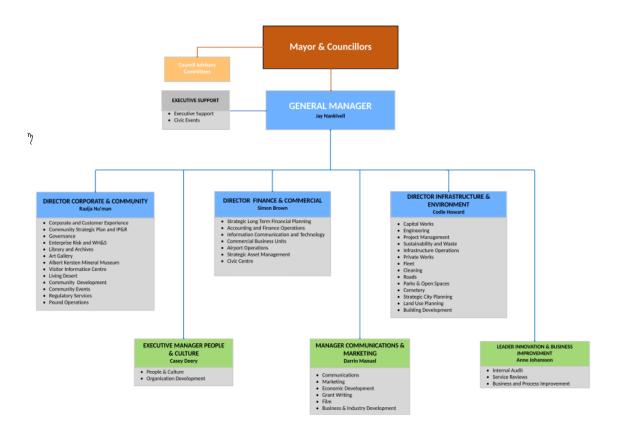
#### 5.1. OUR SERVICE MODEL

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

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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.

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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

<b>†††</b>	Ť	Ť		†
191 Employees	53% Male	47% Female	66% Senior Leaders are Female	45 Years Median Age of Staff
		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
	3			
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.

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#### 8.1. WORKFORCE DEMOGRAPHICS

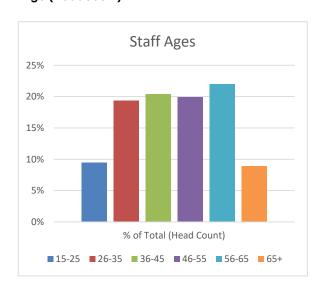
Our workforce demographics describe the personal characteristics of our staff. For this reason, they are reported by headcount

(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	

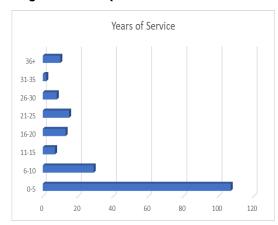
As at March 2024

#### 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



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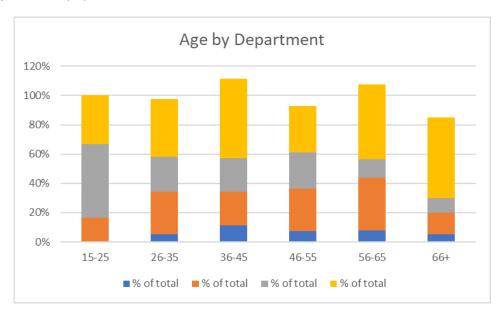
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#### 8.4. AGING WORKFORCE

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



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

As at March 2025

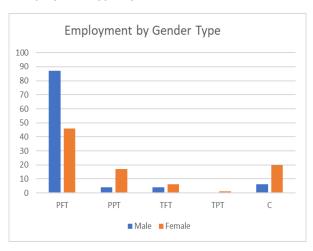
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#### 8.5. GENDER

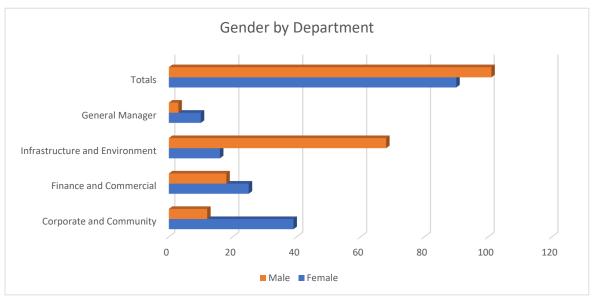
Council's workforce comprises 47% female and 53% male staff. Whilst this is Council's overall gender mix, the proportion of females employed in the Corporate and Community division is 76% (mostly across the Library, Community and Cultural Services), with the proportion of males working in the Infrastructure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

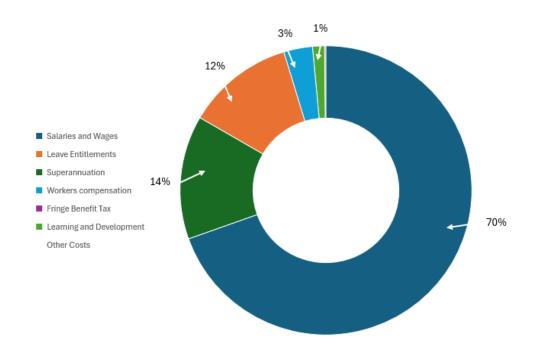
Priority areas of investment over the next four (4) years include:

- 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

BHCC Workforce Management Strategy 2025/26 – 2028/29

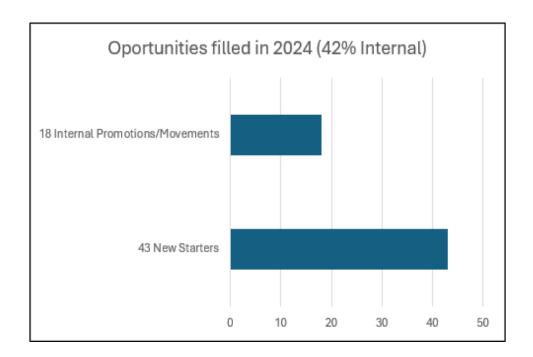
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# Opportunities filled in 2024 (42% internal)



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



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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.

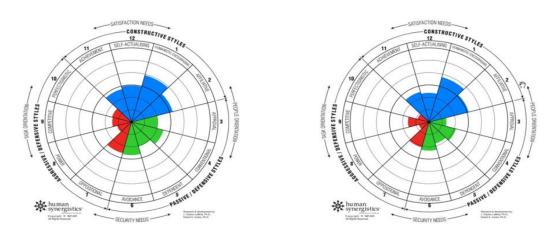
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#### 12. ENGAGEMENT AND CONSULTATION

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.



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# 15. ACTION PLAN

# 15.1. ATTRACTION AND RETENTION

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

ACTIONS	MEASURES
Continuously review and improve recruitment and selection practices to ensure fair and equitable processes which are effective in attracting quality candidates.	<ul> <li>Number of Industrial disputes and grievances regarding recruitment decisions.</li> <li>Implement Internal Recruitment Audit recommendations.</li> <li>Complete a formal review of employment conditions and benefits.</li> </ul>
Embed our values in all aspects of employment.	<ul> <li>Complete an employee survey regarding opportunities to further embed and apply our values.</li> <li>Proactively discuss the application of organisation values at each employee's annual appraisal.</li> <li>Recognition and reward programs align with corporate values.</li> </ul>
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.	<ul> <li>Number of system improvements identified from employee feedback.</li> <li>Performance management system training provided to all employees.</li> <li>Annual performance review completed by July each year.</li> </ul>
Proactive career management, professional development, mentoring programs and learning and development support.	<ul> <li>Feedback from annual appraisals regarding career goals and training needs is actioned.</li> <li>Number of employees supported with tertiary studies, mentoring and training.</li> </ul>

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Support career progression through fair and equitable processes that enable all interested and capable employees to act at higher levels and to trial other roles.	Number of higher acting opportunities and job rotations undertaken.
	Employee engagement feedback.
	Formal succession plan developed and implemented.
	Number of Industrial disputes and grievances regarding recruitment decisions.
Expand the trainee, apprentice, and graduate program.	Increased numbers of trainees, apprentices, and graduates in all identified areas.
	Succession planning reporting to Executive team annually.
Implement innovative workforce strategies and measure employee engagement, commitment, and organisational performance.	Employee engagement feedback.
	Employee retention.
	Applications by suitable candidates for employment.
Develop and implement a Council Employee Value Proposition, to promote for new recruits and retain existing staff.	Decrease in position vacancies.
	Decrease in staff turnover %.
	Decrease in time-to-fill days.
Employee Value Proposition, to promote for	Decrease in staff turnover %.

#### 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.	<ul> <li>Number of trainees, cadets and apprentices.</li> <li>Completion rates for traineeships, cadets and apprentices.</li> <li>Number of trainees, cadets and apprentices obtaining permanent employment with Council.</li> </ul>
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.	<ul> <li>Plan completed on time.</li> <li>Employee's feedback reflected in plan.</li> <li>Changes in organisation profile.</li> </ul>
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.	<ul> <li>Number of on-going training programs.</li> <li>Number of employees expanding skills to other areas of the organization.</li> </ul>
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.	<ul> <li>Training sessions provided for new software/equipment.</li> <li>Employee participation in training/educational programs.</li> </ul>
Develop ongoing organisational leadership strategies, including coaching and support for managers.	<ul><li> Employee engagement survey outcomes.</li><li> Employee participation in leadership programs.</li><li> Number of grievances.</li></ul>
Develop our peoples' skills to improve business processes and systems, respond to changes to internal and external environment, manage and implement change.	<ul> <li>Annual Performance review results.</li> <li>Results from skills assessment.</li> <li>Number of business processes reviewed.</li> </ul>
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.	<ul> <li>Performance metrics in comparison to industry benchmarks.</li> <li>Level of employee engagement.</li> <li>Feedback from employee surveys.</li> </ul>
Implement health and wellbeing, mentoring and education programs for a resilient, motivated, healthy, and productive culture.	<ul> <li>Participation and satisfaction rates for health and wellbeing programs.</li> <li>Feedback on effectiveness of programs implemented.</li> </ul>

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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.	<ul> <li>Annual review of workforce resource strategy completed on time.</li> <li>Employee engagement feedback on retention strategies.</li> <li>Flexible work arrangements in place.</li> </ul>
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.	<ul> <li>Program aligns with Council's values.</li> <li>Effectiveness of programs implemented.</li> <li>Level of involvement in programs.</li> <li>Feedback from employees.</li> </ul>

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#### 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: <a href="http://www.nationalskillscommission.gov.au/our-work/skills-priority-list">http://www.nationalskillscommission.gov.au/our-work/skills-priority-list</a>

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#### ORDINARY MEETING OF THE COUNCIL

June 9, 2025

# ITEM 9

# BROKEN HILL CITY COUNCIL REPORT NO. 107/25

SUBJECT: DRAFT LOCAL ORDERS POLICY FOR PUBLIC EXHIBITION
D25/25629

# **Recommendation**

- 1. That Broken Hill City Council Report No. 107/25 dated June 9, 2025, be received.
- 2. That Council endorse the Draft Local Orders Policy for the purposes of public exhibition and invite submissions.
- 3. That the draft Local Orders Policy be exhibited for public comment for a 28-day period.
- 4. That Council receives a further report at the conclusion of the public exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the Draft Local Orders Policy.

# **Executive Summary:**

Section 131 of the *Local Government Act 1993* provides that if Council has adopted a local orders policy under Part 3 of Chapter 7 of the Act, it must take into consideration the criteria specified therein before issuing an order under Section 124 of the Act.

Section 159 of the *Local Government Act 1993* - (Preparation of draft local policy for orders) states that:

- (1) A council may prepare a draft local orders policy.
- (2) A draft local orders policy is to specify the criteria which (if the policy were to be adopted) the council must take into consideration in determining whether or not to give an order under Section 124.
- (3) This section does not apply in relation to order No 22A in the Table to Section 124.

Section 160 of the *Local Government Act 1993* - (Public notice and exhibition of draft local policy) states that:

- (1) The council must give public notice of a draft local policy after it is prepared.
- (2) The period of public exhibition must be not less than 28 days.
- (3) The public notice must also specify a period of not less than 42 days after the date on which the draft local policy is placed on public exhibition during which submissions may be made to the council.
- (4) The council must, in accordance with its notice, publicly exhibit the draft local policy together with any other matter which it considers appropriate or necessary to better enable the draft local policy and its implications to be understood.

Section 161 of the *Local Government Act 1993* - (Amendment and revocation of local policy) states that:

(1) After considering all submissions received by it concerning the draft local policy, the council may decide—

- (a) to amend its draft local policy, or
- (b) to adopt it without amendment, or
- (c) not to adopt it, except where the adoption of criteria is mandatory.
- (2) If the council decides to amend its draft local policy, it may publicly exhibit the amended draft local policy in accordance with this Part or, if the council is of the opinion that the amendments are not substantial, it may adopt the amended draft local policy without public exhibition.

Section 165 of the Local Government Act 1993 - (Adoption of draft local policy) states that:

- (1) A council may amend a local policy adopted under this Part by means only of a local policy so adopted.
- (2) An amending local policy may deal with the whole or part of the local policy amended.
- (3) A council may at any time revoke a local policy adopted under this Part.
- (4) A local policy (other than a local policy adopted since the last general election) is automatically revoked at the expiration of 12 months after the declaration of the poll for that election.

# Report:

The purpose of a Local Orders Policy is to firstly provide a guideline for all local residents as to what is usually considered acceptable and secondly, to provide publicly accepted and documented criteria which Council will use in investigating complaints.

This policy is developed to establish criteria to be considered before issuing certain orders under section 124 of the *Local Government Act 1993*, in pursuance of having clearly defined acceptable standards and requirements to which stakeholders may refer when addressing relevant matters.

This policy applies to the Broken Hill City Council Local Government Area and to orders under section 124 the *Local Government Act 1993* but does not include order 22A in the table to that section.

Note: Clause (3) of Section 159 of the Local Government Act 1993 specifies that a local orders policy cannot apply to order number 22A in the table to section 124. A copy of the draft Local Orders Policy is attached.

Council's Planning and Development Team and Community Safety Team undertook a policy review workshop during May 2025 to focus on the review of Council's Local Orders Policy and Local Approvals Policy. The review amendments are listed in the table on the following page.

Section	Local Orders Policy – D12/11916
Reference Introduction	Reference to Division of Local Government Circular 01/39 removed to make the sentence plain English and easier to understand.
Policy wide	Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 updated to 2021
Policy wide	Local Government (General) Regulation 2005 updated to 2021
Section 4.2 –	(Additional Criteria Considered)
Order 10 and	Sand, soil, rock, blue metal and any other material (removed further
Order 27	description of derived from any extraction or dredging process)
Section 5	Roles and responsibilities for implementation and adherence to this policy review and updated:  • General Manager  • Director Infrastructure and Environment  • Director Corporate and Community  • All employees who deal with complaints and the enforcement of the Local Government Act 1993, including the issuing of orders, are responsible for implementing this Policy e.g. compliance staff being: Building Surveyors, Town Planners, Community Safety Officers, Environmental Health Officers and any authorised officers appointed by the General Manager.
Section 5.3	Associated Documents
	Local Approval Policy included in associated documents.
Section 6	Responsible Officer for this policy updated to reflect Council's
<u>Review</u>	organisational structure.

# **Community Engagement:**

The Draft Local Orders Policy will be advertised for public exhibition for a period of 28-days prior to the matter being referred to Council for final adoption.

# **Strategic Direction:**

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

# **Relevant Legislation:**

- Local Government Act 1993
- Local Government (General) Regulation 2021
- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021

# **Financial Implications:**

There are no financial implications for Council to implement this Policy.

## **Attachments**

1. U Draft Local Orders Policy

RAZIJA NU'MAN DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



# DRAFT LOCAL ORDERS POLICY

QUALITY CONTROL					
TRIM References	D12/11916 - 12/114				
Responsible Position	Director Infrastructure	and Environment			
Approved by	Council				
Review Date	September 2028	Revision No.	4		
Effective Date	Action	Minute No.			
31 January 2007	Adopted	42143			
29 July 2015	Public Exhibition	45008	45008		
30 September 2015	Adopted	45072	45072		
27 July 2022	Public Exhibition	46906			
28 September 2022	Adoption	46976			
	Public Exhibition				

#### 1. INTRODUCTION

Section 131 of the Local Government Act 1993 provides that if council has adopted a local orders policy under Part 3 of Chapter 7 of the Act, it must take into consideration the criteria specified therein before issuing an order under Section 124 of the Act.

The policy provides guidelines for all local residents as to what is usually considered acceptable and provides publicly accepted and documented criteria which council will use in investigating complaints and issuing Orders.

# 2. POLICY OBJECTIVE

This policy is developed to establish criteria to be considered before issuing certain orders under section 124 of the *Local Government Act 1993*, in pursuance of having clearly defined acceptable standards and requirements to which stakeholders may refer when addressing relevant matters.

## 3. POLICY SCOPE

This policy applies to the Broken Hill City Council Local Government Area and to orders under section 124 the *Local Government Act* 1993 but does not include order 22A in the table to that section.

Note: Clause (3) of Section 159 of the Local Government Act 1993 specifies that a local orders policy cannot apply to order number 22A in the table to section 124.

DRAFT LOCAL ORDERS POLICY

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## 4. POLICY STATEMENT

# 4.1. Threat to Health and/or Safety

When determining whether or not to issue any order within the scope of this policy, whether the matter constitutes or is likely to constitute a threat to the health and/or safety of any person is to be a criteria which Council must take into consideration.

#### 4.2. Additional Criteria to be considered

When determining whether to issue an order listed in column 1 of the following table (described in column 2 of the table) under Section 124 of the Local Government Act 1993, Council must take into consideration the matters described opposite in column 5 of the table.

Note: The contents of columns 1, 2, 3 and 4 are directly copied from the table to Section 124 of the Local Government Act 1993.

DRAFT LOCAL ORDERS POLICY

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Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
1	To demolish or remove a building	(a)–(c) (Repealed) (d) Building is erected in a catchment district and causes or is likely to cause pollution of the water supply	Owner of building	No additional criteria specified.
2	[Repealed]			
3	To repair or make structural alterations to a building	(a), (b) (Repealed) (c) Building is erected in a catchment district and causes or is likely to cause pollution of the water supply	Owner of building	No additional criteria specified.
4	[Repealed]			
5(a) and 5(b)	To take such action as is necessary to bring a camping ground, caravan park or manufactured home estate or a moveable dwelling or manufactured home into compliance with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	Failure to comply with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	Owner, occupier or manager or, in the case of a water meter, water supply or sewerage system in respect of which a defect occurs in work due to faulty workmanship of, or defective material supplied by, a licensed contractor (being the holder of a licence in force under the Home Building Act 1989 authorising the holder to contract to do the work) within 12 months after the work is carried out or the material is supplied, the licensed contractor	The applicable standards as set out in the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021.
5(c)	[Repealed]			

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Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
5(d)	To take such action as is necessary to bring a place of shared accommodation into compliance with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	Failure to comply with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	Owner, occupier or manager or, in the case of a water meter, water supply or sewerage system in respect of which a defect occurs in work due to faulty workmanship of, or defective material supplied by, a licensed contractor (being the holder of a licence in force under the Home Building Act 1989 authorising the holder to contract to do the work) within 12 months after the work is carried out or the material is supplied, the licensed contractor	The standards for places of shared accommodation set out in Part 1 of Schedule 2 of the Local Government (General) Regulation 2021.  Regulation 2021.
5(e)	To take such action as is necessary to bring a hairdresser shop or beauty salon into compliance with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	As above	As above	<ul> <li>The standards for hairdresser shops set out in Part 2 of Schedule 2 of the Local Government (General) Regulation 2021.</li> <li>The standards for beauty salons set out in Part 3 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>
5(f)	To take such action as is necessary to bring a mortuary into compliance with relevant standards or requirements set or made by or under the Local	As above	As above	The standards for mortuaries set out in Part 4 of Schedule 2 of the Local Government (General) Regulation 2021.

Column 1	Column 2	Column 3	Column 4	Column 5	
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered	
	Government Act 1993 or under the Local Government Act 1919				
5(g)	To take such action as is necessary to bring a water meter on premises into compliance with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	As above	As above	No additional criteria specified.	
5(h)	To take such action as is necessary to bring a water supply or sewerage system on premises, but only in relation to any work that is not plumbing and drainage work within the meaning of the Plumbing and Drainage Act 2011 into compliance with relevant standards or requirements set or made by or under the Local Government Act 1993 or under the Local Government Act 1919	As above	As above	Clauses 87 and 88 of the Local Government (General) Regulation 2021.	
6	[Repealed]				
7	To fence land	Public health, safety or convenience renders it necessary or expedient to	Owner or occupier of land	Whether the condition, location or use of the land poses a threat to the health, safety and convenience of the public.	

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		do so and there is no adequate fence between the land and a public place		
8	To identify premises with such numbers or other identification in such	Premises have a frontage to or entrance from a road and there are no	Owner or occupier of land	Whether a local emergency service or other relevant body considers that the property lacks adequate identification.
	manner as is specified in the order	markings that can readily be seen and understood from the road		Whether the property number can be easily legible from the road. Digits should be no less than 50mm in height.
				For residential premises, whether the house numbers are displayed in large, reflective digits on the house facade and/or the letter box.
				For non-residential premises, whether the property numbers are displayed in large, reflective digits on the facade of the main building.
				Where this position or building is not clearly visible from the road, the digits should be placed on a fence, sign or similar structure close to the street frontage.
				Whether there is unauthorised use of, or duplication of, numbers.
				Whether numbers are not in accordance with the street patterns.
				Whether there is potential for confusion in the identification of premises.
				If plants, trees or other objects obstruct existing identification signage or numbers

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				from being clearly legible from the road, additional identification should be erected or the obstruction removed.
				Kerbside numbering is recommended and encouraged but does not replace the need for the premises to be identified elsewhere, in accordance with the above principles.
9	To fence, empty, fill in or cover up a hole or waterhole in the manner specified in the order	Hole or waterhole is or may become dangerous to life	Owner or occupier of land	Whether the hole or waterhole is located within an urban area and is directly accessible from a public place or another private property.
				The hole or waterhole is not adequately covered or fenced to the minimum requirements of the Swimming Pools Act 1992 to prevent direct access to it from a public place or any other private property.
				Holes or waterholes should not be of such a character as to be likely to harbor pests, including (but not limited to) mosquitoes, fungi and algae.
10	To remove or stack articles or matter, to	Land is in the immediate vicinity of a public place	Owner or occupier of land	Definition of "article" or "matter" includes but is not limited to: -
	cover articles or matter, to erect fences or screens or to plant trees	and is used for the storage of articles or matter so as to create or be likely to create unsightly conditions		<ul> <li>Disused motor vehicles, caravans, trailers, boats or associated parts;</li> </ul>
				<ul> <li>Disused machinery, equipment and appliances;</li> </ul>
				<ul> <li>Old, used or second-hand materials (including building materials);</li> </ul>
				<ul> <li>Sand, soil, rock, blue metal and any other material;</li> </ul>
				<ul> <li>Any organic or vegetative material;</li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<ul> <li>Any industrial or commercial waste products;</li> </ul>
				<ul> <li>Any household rubbish or domestic waste;</li> </ul>
				Any recycled or composted material;
				o Furniture.
				Whether the articles or matter are visible from the public place.
				Whether the articles or matter are being kept in an orderly fashion or not.
11	To do or to refrain from doing such things as are specified in the order to prevent environmental damage, to repair environmental damage or to prevent further environmental damage	Work carried out on land has caused or is likely to cause environmental damage, being damage to the physical environment that is caused by:  (a) drainage, or  (b) drainage works, or  (c) obstructing a natural watercourse other than by a work constructed or used under a water management work approval granted under the Water Management Act 2000, not being environmental damage arising from premises, works or equipment the subject of	Owner or occupier of land	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		a licence issued under the Protection of the Environment Operations Act 1997 or the subject of a notice or direction issued by a regulatory authority under that Act		
12	To do such things as are necessary to control the	Other land, or a building on the land or other land,	Owner or occupier of land	Clause 89 of the Local Government (General) Regulation 2021.
	flow of surface water across land	is being damaged or is likely to be damaged		Whether the premises has been altered or changed in the last (approximately) 18 months to create the issue where rectification works are required.
				Whether it is likely that the flow of water will result in a threat to the health or safety of any person if left uncontrolled or unaltered.
				Paved, cemented or other hard surfaced areas must have surface water diverted to an appropriate stormwater disposal system to minimise discharge onto adjoining properties.
				Any stormwater disposal system should direct water (including overflows) in such a manner as to avoid damage to any land, building or structure.
13,14	[Repealed]			
15	Not to conduct, or to cease conducting, an activity on premises (whether or not the activity is approved under this Act)	The activity constitutes or is likely to constitute:  (a) a life-threatening hazard, or  (b) a threat to public health or public safety	Any person apparently engaged in promoting, conducting or carrying out the activity	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		and is not regulated or controlled under any other Act by a public authority		
15A	[Repealed]		T	
16	To cease the use of	A person to whom order	The person to whom order No	The terms of the order previously issued
	premises or to evacuate premises	No 15 is given has failed to comply with the order	15 is given	The nature of the activity to which the previous order related to
				Whether the whole or part of the premises should cease being used or be vacated
				The nature/type of premises
17	To leave premises or not	A person to whom order	Any person	The terms of the order previously issued
	to enter premises	No 15 is given has failed to comply with the order		The nature of the activity to which the previous order related to
				Whether the whole or part of the premises should cease being used or be vacated
				The nature/type of premises
18	Not to keep birds or animals on premises, other than of such kinds, in such numbers or in such manner as specified	Birds or animals kept on premises are:  (a) in the case of any premises (whether or not in a catchment	Occupier of premises	The terms of an order should generally be consistent with the standards for the keeping of birds or animals set out in Part 5 of Schedule 2 of the Local Government (General) Regulation 2021.
in	in the order	district)—of an inappropriate kind or number or are kept inappropriately, or		There are no restrictions on the number of birds and animals that can be kept in the City in normal circumstances. However, limits and standards may be applied via an order when:
		(b) in the case of premises in a catchment district—birds or animals		A legitimate problem has been identified relating to the numbers and/or types of

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Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		(being birds or animals that are		birds or animals kept on particular premises.
		suffering from a disease which is communicable to man or to other birds		<ul> <li>There is a detrimental impact on the health, amenity and/or safety of others including, but not limited to:</li> </ul>
		or animals) or pigs		<ul> <li>Continuing offensive noise at inappropriate times.</li> </ul>
				<ul> <li>Continuing offensive odours.</li> </ul>
				<ul> <li>Vermin infestation through poor cleaning.</li> </ul>
				<ul> <li>Actual and potential impacts on neighbours or the public.</li> </ul>
				<ul> <li>The number and type of bird(s) or animal(s) being kept is either not appropriate or not acceptable.</li> </ul>
				<ul> <li>The conditions in which the animals are being kept are either not appropriate or not acceptable.</li> </ul>
				Where the keeping of birds or animals on premises is capable of being regulated by the Environment Protection Authority, Council is excluded from making an order.
				Council will not issue this order in relation to:
				a) Damage caused by wild or native birds or animals;
				b) The trapping of any wild or native birds or animals;
				c) The control of or treatment of termites on private or public land;

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				In relation to pigeons kept in a predominantly residential area, the following criteria are to be taken into consideration:
				<ul> <li>The requirements of any local Pigeon Fanciers' Association or club,</li> </ul>
				<ul> <li>The release of pigeons for free flight or training should not be carried out on Saturdays, Sundays or Mondays,</li> </ul>
				<ul> <li>The release of pigeons for free flight or training is to be restricted to dawn to 8.30 a.m. and 3.30 p.m. to sunset,</li> </ul>
				<ul> <li>Any pigeon loft, cages or aviary shall be erected a minimum distance of 10m from any dwelling or associated structure,</li> </ul>
				<ul> <li>Premises are to be kept free from any nuisance caused by rodents, vermin or odour at all times,</li> </ul>
				<ul> <li>Grain and other food to be kept in vermin/rodent proof and sealed containers,</li> </ul>
				o The pigeon loft, cages or aviary should be constructed in a proper, workmanlike manner, free from debris and unsightly accumulations upon the roof, with a concrete floor and wall nib, or alternatively a raised timber/slatted floor no less than 450mm off the ground, with the roof graded appropriately.
19	To use or not to use a tennis court as specified	Actual or likely annoyance or threat to	Occupier of land	No additional criteria specified.

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Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		the safety of neighbours or users of a public place		
20	To do such things as are specified in the order to put premises, vehicles or articles used for the manufacture, preparation, storage, sale, transportation or other handling or use of or in relation to food into a clean or sanitary condition	The premises, vehicle or article is not in a clean or sanitary condition	Owner or occupier of premises or owner or operator of vehicle or article	This order should not be used where provision is available for action under the Food Act 2003.  When the Food Act 2003 is not applicable, the standards and requirements set for food premises under that act shall be taken into consideration and the terms of any order should generally reflect those standards and requirements.
21	To do or refrain from doing such things as are specified in the order to ensure that land is, or premises are, placed or kept in a safe or healthy condition	The land or premises are not in a safe or healthy condition	Owner or occupier of land or premises	Circumstances in which land or premises would be considered not to be in a safe and/or healthy condition include but are not limited to:  The presence of dampness in walls and ceilings in any property;  The presence of leaky roofs, defective guttering and/or downpiping;  Defective floor timbers and/or stair treads;  Accumulations or deposits likely to afford harbourage for vermin;  Defective sewerage service pipes;  The presence and/or accumulation of vegetation or vegetative matter (whether alive or dead) which is likely to become a harbourage for rubbish or vermin;  Circumstances in which premises being used as a dwelling would be considered not to be in a

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Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				safe and/or healthy condition include but are not limited:
				The lack of adequate wholesome water supply;
				The lack of or damage to waste pipes, sanitary fittings and/or flush pipe to water closet pans;
				The presence of windows that:
				o contain broken glass
				<ul> <li>have been rendered incapable of being opened</li> </ul>
				<ul> <li>have been covered over (boarded up) so as to prevent the entry of natural light;</li> </ul>
				Lack of provision of suitable kitchen sink, facilities for bathing and for washing of clothes with water;
				Lack of provision of an adequate stove or other facilities for cooking.
22	To store, treat, process, collect, remove, dispose of or destroy waste which is on land or premises in the manner specified in the order, provided that it is not inconsistent with regulations made under the Protection of the Environment Operations Act 1997	Waste is present or generated on the land or premises and is not being dealt with satisfactorily, and is not regulated or controlled by, or subject to, a licence or notice granted or issued under the Protection of the Environment Operations Act 1997	Owner or occupier of land or premises, owner of or person responsible for the waste or for any receptacle or container in which the waste is contained	No additional criteria specified.

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Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
22A	To remove or dispose of waste that is on any residential premises or to refrain from keeping waste on those premises	The waste is causing or is likely to cause a threat to public health or the health of any individual	Owner or occupier of the premises	This order is outside the scope of this policy (refer section 159(3) of the Local Government Act 1993).
23	To connect premises to the council's water supply by a specified date	The premises are situated within 225 metres of a water pipe of the council	Owner or occupier of land	No additional criteria specified.
24	To connect premises with a sewerage system by a specified date	The premises are situated within 75 metres of a sewer of the council	Owner or occupier of premises	No additional criteria specified.
25	Not to use or permit the use of a human waste storage facility on premises after a specified date	It is necessary for the purpose of protecting public health	Owner or occupier of premises	No additional criteria specified.
26	[Repealed]			
27	To remove an object or matter from a public place or prevent any object or matter being deposited there	The object or matter:  (a) is causing or is likely to cause an obstruction or encroachment of or on the public place and the obstruction or encroachment is not authorised by or under any Act, or  (b) is causing or is likely to cause danger, annoyance or	Person causing obstruction or encroachment or owner or occupier of land from which the object or matter emanates or is likely to emanate	<ul> <li>An object or matter includes (but is not limited to):         <ul> <li>Advertising signs, advertisement generally;</li> <li>Motor vehicles or motor vehicle parts;</li> <li>Caravans or caravan parts;</li> <li>Trailers/boats or trailer/boat parts;</li> <li>Machinery, equipment and appliances;</li> <li>Second hand materials including building materials;</li> <li>Demolition materials;</li> </ul> </li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		inconvenience to the public		<ul> <li>Sand, soil rock, blue metal and any other material;</li> </ul>
				<ul> <li>Any organic or vegetative material;</li> </ul>
				<ul> <li>Any industrial or commercial waste product;</li> </ul>
				<ul> <li>Any household rubbish or waste;</li> </ul>
				<ul> <li>Any recycled or composted material;</li> </ul>
				<ul> <li>Any stand, or article used for the display, distribution or sale of products;</li> </ul>
				<ul> <li>Any products or merchandise for distribution or sale.</li> </ul>
				Whether any approval (under any Act) has been sought or gained that relates to the location of the object or article and the terms of any such approval.
28	To take whatever steps are necessary to prevent damage to a public place and to repair damage to a public place	There is actual or likely damage:  (a) by excavation or removal of material from or adjacent to the public place, or  (b) by a work or structure, or  (c) by surface drainage or irrigation	Person responsible for the excavation or the removal of the material  Owner or person entitled to the benefit of the work or structure  Owner or occupier of land from which surface drainage flows or from which spray emanates	No additional criteria specified.
29	To alter or repair a work or structure on, over or under a public place	It is in the public interest to do so	Owner of the work or structure	Circumstances where Council may issue this order include (but are not limited to) when

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				structures on, over, or under a footway or road are:
				Not maintained, erected or installed in accordance with approvals;
				Considered unsafe or dangerous.
				This includes (but is not limited to):
				Private services within a public place (for example, sewer services and roof water/stormwater pipes not covered by lease agreements) that require repairs
				Driveway crossings which are not being maintained in a safe condition.
				Shop awnings which are not being maintained in a safe or sightly condition.
				Maintenance of underground pipes within a public place.
30	To comply with an	The approval is not being	Person entitled to act on the	The requirements of the relevant approval.
	approval	complied with	approval or person acting otherwise than in compliance with the approval	The provisions of any Local Approvals Policy council has adopted under Part 3 of Chapter 7 of the Local Government Act 1993.

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#### 5. IMPLEMENTATION

## 5.1. Roles and Responsibilities

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

- General Manager
- Director Infrastructure and Environment
- Director Corporate and Community
- All employees who deal with complaints and the enforcement of the Local Government
  Act 1993, including the issuing of orders, are responsible for implementing this Policy e.g.
  compliance staff being: Building Surveyors, Town Planners, , Community Safety
  Officers/Rangers, Environmental Health Officers and any authorised officers appointed by
  the General Manager.

#### 5.2. Communication

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

#### 5.3. Associated Documents

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

- Compliance and Enforcement Policy;
- Code of Conduct Policy
- Local Approvals Policy

## 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; with adoption within 12 months following a general election under the Local Government Act 1993, so as to avoid automatic revocation under Section 165, clause (4) of that Act. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Director Infrastructure and Environment 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, especially Chapter 7;
- Local Government (General) Regulation 2021, particularly Part 3 and Schedule 2;
- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021;

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

#### 8. DEFINITIONS

Terms or expressions used in this policy which are defined in the Local Government Act 1993 or one of its regulations have the meanings set out in those instruments.

Relevant terms and expressions defined by the Local Government Act 1993 and/or its Regulations include:

"Approval" shall mean an approval that is in force under the Local Government Act 1993.

**"Building"** includes part of a building and any structure or part of a structure but does not include a moveable dwelling or associated structure or part of a moveable dwelling or associated structure.

"Building" includes a proposed building.

"Carry out an Activity" includes to organise, arrange for or otherwise cause the activity to be carried out.

"Domestic Waste" shall mean waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled but does not include sewage.

"Human Waste" shall mean human faeces and urine.

**"Human Waste Storage Facility"** shall mean a device for holding or disposing of human waste, including a cesspit, septic tank, septic closet, water closet, chemical closet, humus closet and combustion closet.

"Manufactured Home" shall mean a self-contained dwelling (that is, a dwelling that includes at least one kitchen, bathroom, bedroom and living area and that also includes toilet and laundry facilities), being a dwelling:

- (a) that comprises one or more major sections, and
- (b) that is not a motor vehicle, trailer or other registrable vehicle within the meaning of the Road Transport Act 2013,

and includes any associated structures that form part of the dwelling.

"Manufactured Home Estate" shall mean land on which manufactured homes are, or are to be, erected.

## "Moveable Dwelling" shall mean:

- (a) any tent, or any caravan or other van or other portable device (whether on wheels or not), used for human habitation, or
- (b) a manufactured home, or
- (c) any conveyance, structure or thing of a class or description prescribed by the regulations for the purposes of this definition.

"Place of Shared Accommodation" includes a boarding house, a common lodging house, a house let in lodgings and a backpacker's hostel.

"Premises" shall mean any of the following:

- (a) a building of any description or any part of it and the appurtenances to it,
- (b) land, whether built on or not,
- (c) a shed or other structure,
- (d) a tent,

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- (e) a swimming pool,
- (f) a ship or vessel of any description (including a houseboat),
- (g) a van.

## "Public Place" shall mean:

- (a) a public reserve, public bathing reserve, public baths or public swimming pool, or
- (b) a public road, public bridge, public wharf or public road-ferry, or
- (c) a Crown reserve comprising land reserved for future public requirements, or
- (d) public land or Crown land that is not:
- (e) a Crown reserve (other than a Crown reserve that is a public place because of paragraph (a), (b) or (c)), or
- (f) a common, or
  - (i) land subject to the Trustees of Schools of Arts Enabling Act 1902, or
  - (ii) land that has been sold or leased or lawfully contracted to be sold or leased, or
- (g) land that is declared by the regulations to be a public place for the purposes of this definition.

#### "Road" includes:

- (a) highway, street, lane, pathway, footpath, cycleway, thoroughfare, bridge, culvert, causeway, road-ferry, ford, crossing, by-pass and trackway, whether temporary or permanent, and
- (b) any part of a road and any part of anything referred to in paragraph (a), and
- (c) anything forming part of a road or anything forming part of anything referred to in paragraph (a).

#### Waste" shall mean:

- (a) effluent, being any matter or thing, whether solid or liquid or a combination of solids and liquids, which is of a kind that may be removed from a human waste storage facility, sullage pit or grease trap, or from any holding tank or other container forming part of or used in connection with a human waste storage facility, sullage pit or grease trap, or
- (b) trade waste, being any matter or thing, whether solid, gaseous or liquid or a combination of solids, gases and liquids (or any of them), which is of a kind that comprises refuse from any industrial, chemical, trade or business process or operation, including any building or demolition work, or
- (c) garbage, being all refuse other than trade waste and effluent,

and includes any other substance defined as waste for the purposes of the *Protection of the Environment Operations Act 1997*, and a substance is not precluded from being waste merely because it is capable of being refined or recycled.

## ORDINARY MEETING OF THE COUNCIL

June 9, 2025

# **ITEM 10**

# BROKEN HILL CITY COUNCIL REPORT NO. 108/25

SUBJECT: DRAFT LOCAL APPROVALS POLICY FOR PUBLIC EXHIBITION D25/25630

# **Recommendation**

- 1. That Broken Hill City Council Report No. 108/25 dated June 9, 2025, be received.
- 2. That Council endorse the Draft Local Approvals Policy for the purposes of public exhibition and invite submissions.
- 3. That the draft Local Approvals Policy be exhibited for public comment for a 28-day period.
- 4. That Council receives a further report at the conclusion of the public exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the Draft Local Approvals Policy.

# **Executive Summary:**

Council has a responsibility under Section 8 of the *Local Government Act 1993* to ensure that its regulatory activities are carried out in a consistent manner and without bias; and that all stakeholders have confidence in the decision making and internal review processes.

The Local Approvals Policy is prepared under Chapter 7, Part 3 of the *Local Government Act* 1993 ("the Act"). This policy has been developed to ensure good governance and best practice standards are adhered to.

Section 158 of the *Local Government Act 1993* - (<u>Preparation of draft local policy for</u> approvals) states that:

- (1) A council may prepare a draft local approvals policy.
- (2) A draft local approvals policy is to consist of three parts.
- (3) Part 1 is to specify the circumstances (if any) in which (if the policy were to be adopted) a person would be exempt from the necessity to obtain a particular approval of the council.
- (4) Part 2 is to specify the criteria (if any) which (if the policy were to be adopted) the council must take into consideration in determining whether to give or refuse an approval of a particular kind.
- (5) Part 3 is to specify other matters relating to approvals

Section 160 of the *Local Government Act 1993* - (Public notice and exhibition of draft local policy) states that:

- (1) The council must give public notice of a draft local policy after it is prepared.
- (2) The period of public exhibition must be not less than 28 days.

(3) The public notice must also specify a period of not less than 42 days after the date on which the draft local policy is placed on public exhibition during which submissions may be made to the council.

(4) The council must, in accordance with its notice, publicly exhibit the draft local policy together with any other matter which it considers appropriate or necessary to better enable the draft local policy and its implications to be understood.

Section 161 of the *Local Government Act 1993* - (Adoption of draft local policy) states that:

- (1) After considering all submissions received by it concerning the draft local policy, the council may decide—
- (a) to amend its draft local policy, or
- (b) to adopt it without amendment, or
- (c) not to adopt it, except where the adoption of criteria is mandatory.
- (2) If the council decides to amend its draft local policy, it may publicly exhibit the amended draft local policy in accordance with this Part or, if the council is of the opinion that the amendments are not substantial, it may adopt the amended draft local policy without public exhibition.

Section 165 of the *Local Government Act 1993* - (Amendment and revocation of local policy) states that:

- (1) A council may amend a local policy adopted under this Part by means only of a local policy so adopted.
- (2) An amending local policy may deal with the whole or part of the local policy amended.
- (3) A council may at any time revoke a local policy adopted under this Part.
- (4) A local policy (other than a local policy adopted since the last general election) is automatically revoked at the expiration of 12 months after the declaration of the poll for that election.

## Report:

Council Officers are required to make decisions and use discretion when applications for approval under section 68 of the Act are assessed.

The purpose of this Policy is to supplement provisions of the Act and the Local Government (General) Regulation 2021 by:

- Part 1: Specifying the circumstances in which a person is not required to obtain a particular approval from the Council.
- Part 2: Specifying criteria which the Council must consider when determining whether or not to grant approval to a particular activity.
- Part 3: Specifying other matters relating to such approvals that are not dealt with by the Act or Regulations.

Council's Planning and Development Team and Community Safety Team undertook a policy review workshop during May 2025 to focus on the review of Council's Local Approvals Policy and Local Orders Policy. The review amendments are listed in the table following.

In accordance with Section 160 of the *Local Government Act 1993* the Draft Approvals Policy will be placed on public exhibition for a period of 28 days, during which time submissions may be made to the Council.

Section Reference	Local Approvals Policy – D16/26160 – Review Amendments	
Policy wide	Local Government (General) Regulation 2005 updated to 2021	
Section 4 - Policy Statement	Wording from first paragraph to last paragraph of policy statement – The Broken Hill Local Environmental Plan 2013 (LEP) outlines those activities which require approval under the <i>Environmental Planning and Assessment Act 1979</i> .	
Policy wide	Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 updated to 2021	
Policy wide	Local Government (General) Regulation 2005 – updated to 2021	
Section 4 – Other relevant documents (d)	Removed reference to Local Government Practice Note 14 – no longer accessible.	
Section 4.1 – Part 1 (Part B)	Carry out stormwater drainage work – Exemption under the Policy.  Change to "No" exemption to ensure that Council assesses and approves stormwater drainage works across the City.	
Section 4.1 –	Exemption under the Policy changed to "No" for the following:	
Part 1 (Part E-2)	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.	
Section	Exemption under the Policy changed to:	
4.1.2.1	No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.	
Section 4.1.5.2	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	
	Exemptions removed for under awning advertising sign	
Section 4.1.6.4	Install a domestic oil or solid fuel heating appliance, other than a portable appliance Addition of Note: Development Consent under the Environmental Planning and Assessment Act 1979 may be required.	
Section 4.2.1.1	Level 1 – Legislative Criteria Introductory paragraph updated to simplify reading and understanding.	
Section 4.2.1.2	Level 3 – Council Policies Food hawker and Vendor Regulations updated to Mobile Food Vehicles, Temporary Food Stalls and Hawking Policy Footpath Restaurants Settings Policy updated to Footway Restaurants	
	Settings Policy Inclusion of Broken Hill Film Policy	
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Section	Local Approvals Policy – D16/26160 – Review Amendments			
Reference	Local Approvals Policy - D10/20100 - Review Amendments			
	Removal of Procedure for the issue of General Permits and Permission for Street Activities and Community Markets Policy; to be replaced with Event Management Framework and Event Guide 2024			
	Note: amended to advise policies available on Council's website.			
Section 4.2.3	Part A missing from Policy – (described in Regulation)			
	What activities, generally, require the approval of the council?			
	<b>4.2.3 Part A</b> - Structures or places of public entertainment - (Local Government Act 1993)			
	1 Install a manufactured home, moveable dwelling or associated structure on land.			
	Consideration Criteria			
	Installation of manufactured homes moveable dwellings and associated structures must be in accordance with the provisions of the (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021			
Section	Part B missing from Policy - (described in Regulation)			
4.2.10	<b>4.2.10 PART B –</b> Water supply, sewage, sewage and stormwater drainage works			
	Introduction			
	The purpose of this section is to provide information as to Council's requirements in respect to:			
	1. Carry out water supply work – Not relevant to Broken Hill City Council			
	2. Carry out sewage work - Not relevant to Broken Hill City Council			
	3. Carry out stormwater drainage work			
	Matters Council will take into consideration			
	Council requires the following information when assessing applications for stormwater drainage work:			
	<ul> <li>Completed application form through the NSW Planning Portal</li> </ul>			
	<ul> <li>Written permission from the landowner of the subject site on which work is to be undertaken.</li> </ul>			
	<ul> <li>A site plan showing the proposed development and point of connection, easement pipe size and proposed connection pipe size.</li> </ul>			
	<ul> <li>In circumstances where access is required from adjoining land, please provide evidence of an established easement – either a copy of the relevant 88B instrument or the Title for the subject land.</li> </ul>			
	Approvals will be subject to the following conditions:			
	(1) The connection hole is to be a neatly drilled or saw cut into the existing pipe.			
	(2) The pipe connection is to finish flush with the inside of the existing pipe, NO intrusion.			
	(3) Cement or epoxy resin to be used to seat the new pipe to existing pipe.			
	(4) The new connection is to be made above the spring line of the existing pipe, i.e. top half of the pipe.			

Section	Local Approvals Policy – D16/26160 – Review Amendments		
Reference			
	(5) The new pipe is to be installed so that flows run with the downstream flow of the existing pipe and at an angle no greater than 60 degrees.		
	(6) A pit or junction chamber is to be constructed if the connecting pipe is greater than 1/3 the diameter of the existing pipe.		
	(7) A final inspection from Council's authorised officer will be required on completion of works.		
	Note: For applications that require the establishment of private easements, independent legal advice should be obtained by the applicant prior to lodging their application.		
Policy Wide	Roads and Traffic Authority updated to Transport for NSW		
Section 4.2.11.1 and Policy wide	Applications: Updated to advise submitting application form via NSW Planning Portal.		
	(a) required under the <i>Environmental Planning and Assessment Act 1979</i> (removed) advised beforehand in the Policy		
Policy wide (b) and (c)	(b) and Policy wide - wording updated to "listed in Council's Schedule of Fees and Charges.		
(b) and (c)	(c) Wording added to described application to be "application be made by the owner of the land"		
Section 4.2.11.3	Amendments to reflect Local Government (General) Regulations 2021  Applications – replaced with:		
	An application for approval to install or construct a sewage management facility on any premises must be accompanied by the documents specified in this section.		
	a) Plan - The application must be accompanied by a plan, to scale, showing the location of—		
	<ul> <li>i. the sewage management facility proposed to be installed or constructed on the premises, and</li> </ul>		
	ii.any related effluent application areas, and		
	iii. any buildings or facilities existing on, and any environmentally sensitive areas of, any land located within 100 metres of the sewage management facility or related effluent application areas, and		
	iv. any related drainage lines or pipework (whether natural or constructed).		
	<ul> <li>Specifications - The application must be accompanied by full specifications of the sewage management facility proposed to be installed or constructed on the premises concerned.</li> </ul>		
	c) Site assessment - The application must be accompanied by details of the climate, geology, hydrogeology, topography, soil composition and vegetation of any related effluent application areas together with an assessment of the site in the light of those details.		
	d) Statement - The application must be accompanied by a statement of—		
	i. the number of persons residing, or probable number of persons to reside, on the premises, and		
	ii. such other factors as are relevant to the capacity of the proposed sewage management facility.		

Section Reference	Local Approvals Policy – D16/26160 – Review Amendments			
	e) Operation and maintenance The application must be accompanied by details of—			
	<ul> <li>i. the operation and maintenance requirements for the proposed sewage management facility, and</li> </ul>			
	ii. the proposed operation, maintenance and servicing arrangements intended to meet those requirements, and			
	iii. the action to be taken in the event of a breakdown in, or other interference with, its operation.			
	f) Be accompanied by a certificate of accreditation from the Secretary of the Ministry of Health.			
	Matters Council will take into consideration – (g) replaced with:			
	g) Whether the proposed sewage management facility (or the proposed sewage management facility as altered) and any related effluent application area will make appropriate provision for the following—			
	<ul> <li>i. preventing the spread of disease by micro- organisms,</li> </ul>			
	ii. preventing the spread of foul odours,			
	iii. preventing contamination of water,			
	iv. preventing degradation of soil and vegetation,			
	v. discouraging insects and vermin,			
	vi. ensuring that persons do not come into contact with untreated sewage or effluent (whether treated or not) in their ordinary activities on the premises concerned,			
	vii. the re-use of resources (including nutrients, organic matter and water),			
	viii. the minimisation of any adverse impacts on the amenity of the land on which it is installed or constructed and other land in the vicinity of that land.			
Section	<ul> <li>a) The safety of the public and the protection of property;</li> </ul>			
4.2.12.4 For fee or	<ul> <li>b) Protecting members of the public against injuries resulting from obstructions placed on public places by "buskers";</li> </ul>			
reward, play a musical	<ul> <li>c) Protecting Council against claims for damages resulting from injuries resulting from the activities of "buskers";</li> </ul>			
instrument or sing	<ul> <li>d) Ensuring that members of the public are not harassed by or obstructed by buskers; and</li> </ul>			
	e) Limiting the duration, days and locations upon which and where busking will be permitted.			
	Now becomes (j) - Any other matter that Council considers relevant in the particular case			
	Matters Council will take into consideration			
	(f) – replaced with:			
	<ul> <li>f) Protecting members of the public against injuries resulting from obstructions placed on public places by "buskers";</li> </ul>			

Section Reference	Local Approvals Policy – D16/26160 – Review Amendments		
Kororoneo	<ul> <li>g) Protecting Council against claims for damages resulting from injuries resulting from the activities of "buskers";</li> <li>h) Ensuring that members of the public are not harassed by or obstructed by buskers; and</li> <li>i) Limiting the duration, days and locations upon which and where busking will be permitted.</li> </ul>		
Section 4.2.13.1 and Policy wide	Applications Updated owner to "owner of the building".		
Section 4.2.13. 1 and Policy wide	Applications (d) (ii) Updated to include "or adjoining the land"		
Policy wide	Work Health and Safety Regulation 2011 updated to 2017		
Section 4.2.14.3 And Policy wide	Applications – Install lor operate amusement device  (a) Updated to include "device" owner  (e) Insurance and public indemnity limits updated		
4.3.1	Refund of Fees – Updated to refer to Council's Schedule of Fees and Charges		
4.3.1	Refund of Fees – Replaced Director Engineering Services with Director Infrastructure and Environment		
Section 5	Roles and responsibilities for implementation and adherence to this policy review and updated:		
Section 5.3	Associated Documents  The following policies have been included as associated documents:  • Mobile Food Vehicles, Temporary Food Stalls and Hawking Policy  • Footway Restaurants Settings Policy  • Shop Front Displays and Moveable Signs Policy  • Community Markets Policy  • Broken Hill Film Policy		
Section 6 Review	Responsible Officer for this policy updated to reflect Council's organisational structure		

# **Community Engagement:**

The Draft Local Approvals Policy will be advertised for public exhibition for a period of 28-days prior to the matter being presented back to Council for consideration to adopt.

# **Strategic Direction:**

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

# **Relevant Legislation:**

Local Government Act 1993

Local Government (General) Regulation 2021.

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and

Moveable Dwellings) Regulation 2021

Street Vending Guidelines 1996 - Office of Local Government

Protection of the Environment Operations Act 1997

Environmental Planning and Assessment Act 1979

Environmental Planning and Assessment Regulation 2000

Roads Act 1993

Work Health and Safety Regulation 2017

Broken Hill Local Environmental Plan 2013

# **Financial Implications:**

There are no financial implications for Council to implement this Policy.

## **Attachments**

1. U Draft Local Approvals Policy

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



# DRAFT LOCAL APPROVALS POLICY

QUALITY CONTROL				
TRIM REFERENCES	D16/26160 - 11/660			
RESPONSIBLE POSITION	Director Infrastructure and Environment			
APPROVED BY	Council			
REVIEW DATE	September 2028	REVISION NUMBER 3		
EFFECTIVE DATE	ACTION	MINUTE NUMBER		
27 July 2016	Public Exhibition	45293		
28 September 2016	Adoption	45341		
27 July 2022	Public Exhibition	46907		
28 September 2022	Adoption	46978		
	Public Exhibition			

# 1. INTRODUCTION

The Policy is a local approvals policy prepared and adopted under Chapter 7, Part 3 of the Local Government Act 1993 ('the Act').

The purpose of this Policy is to supplement provisions of the Act and the Local Government (General) Regulation 2021 by:

- Part 1: Specifying the circumstances in which a person is not required to obtain a particular approval from the Council.
- Part 2: Specifying criteria which the Council must consider when determining whether or not to grant approval to a particular activity.
- Part 3: Specifying other matters relating to such approvals that are not dealt with by the Act or Regulations.

# 2. POLICY OBJECTIVE

The Policy aims to:

- a) provide guidance for those participating in the local approvals process in the Broken Hill City Council local government area;
- b) specify the criteria which Council will take into consideration in determining applications for approval under the Local Government Act 1993; and
- c) specify any other matters relating to the approvals process under the Local Government Act 1993.

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#### 3. POLICY SCOPE

The Policy applies to all land within the Broken Hill City Council local government area. The Policy applies to approvals for the following activities which are listed in the Table to Section 68 of the Act.

#### **SECTION 68 ACTIVITIES**

#### Part A – Structures or Places of Public Entertainment

- 1. Install a manufactured home, moveable dwelling or associated structure on land.
- 2. (Repealed)
- 3. (Repealed)

#### Part B – Water Supply, Sewage and Stormwater Drainage Work

- 1. Not applicable Contact the water authority for approvals (Essential Water).
- 2. As above
- 3. As above
- 4. As above
- 5. Carry out stormwater drainage work.
- 6. Not applicable Contact the water authority for approvals (Essential Water).

#### Part C - Management of Waste

- 1. For fee or reward, transport waste over or under a public place.
- 2. Place waste in a public place.
- 3. Place a waste storage container in a public place.
- 4. Not applicable Contact water authority for approval.
- 5. Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility.
- 6. Operate a system of sewage management (within the meaning of Section 68A).

## Part D - Community Land

- 1. Engage in a trade or business.
- 2. Direct or procure a theatrical, musical or other entertainment for the public.
- 3. Construct a temporary enclosure for the purpose of entertainment.
- 4. For fee or reward, play a musical instrument or sing.
- 5. Set up, operate or use a loudspeaker or sound amplifying device.
- 6. Deliver a public address or hold a religious service or public meeting.

## Part E – Public Roads

- 1. 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.
- 2. 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.
- 3. (Repealed)

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#### Part F - Other Activities

- 1. Operate a public car park.
- 2. Operate a caravan park or camping ground.
- 3. Operate a manufactured home estate.
- 4. Install a domestic oil or solid fuel heating appliance, other than a portable appliance.
- 5. Install or operate amusement devices.
- 6. (Repealed)
- 7. Use a standing vehicle or any article for the purpose of selling any article in a public place.
- 8. (Repealed)
- 9. (Repealed)
- 10. Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations.

#### 4. POLICY STATEMENT

Section 68 of the Local Government Act 1993 lists those activities, which require approval under the Local Government Act 1993.

Development activity often requires approval under both the *Local Government Act 1993* and the *Environmental Planning and Assessment Act 1979*. To improve approval procedures and increase efficiency, the opportunity exists for those who wish to do so, to obtain all required approvals relating to a development activity under both Acts in one simplified process.

Where an activity requires approval under the Local Government Act and the Environmental Planning and Assessment Act it may be applied for as part of the Development Application. The Broken Hill Local Environmental Plan 2013 (LEP) outlines those activities which require approval under the Environmental Planning and Assessment Act 1979.

# What are other relevant documents?

The following documents are related, either directly or indirectly, to the Policy:

- a) Local Government Act 1993 particularly Chapter 7.
- b) Local Government (General) Regulation 2021.
- c) Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021.
- d) Street Vending Guidelines 1996 Office of Local Government
- e) Other legislation may also be applicable, depending on the type of activity involved, for example the Protection of the Environment Operations Act 1997, the Environmental Planning and Assessment Act 1979.

#### 4.1 PART 1 - EXEMPTIONS FROM THE NECESSITY TO OBTAIN APPROVAL

- Column 1 Outlines the activities for which approval is required under Section 68 of the Local Government (General) Regulation 2021
- Column 2 Outlines where exemptions are provided under the Regulations.
- Column 3 Outlines where exemptions are provided under this Policy.

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If exemptions are not provided by either the Regulations or by this Policy or if exemption criteria cannot be met, approval from Council is required. Further exemptions may be provided under Council's Local Environmental Plan (LEP) or under State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 in respect of the need for approval under the Environmental Planning and Assessment Act 1979, as amended.

Column 1	Column 2 – Exemptions under the Regulation	Column 3 – Exemptions under the Policy			
Part A – Structures or Places of Public Entertainment					
Install a manufactured home,     moveable dwelling or associated     structure on land.	Yes	No			
2. Repealed	n/a	n/a			
3. Repealed	n/a	n/a			
Part B – Water Supply, Sewage and Stormwater Drainage Work					
Carry out water supply work.	Contact water authority	Contact water authority			
Draw water from a council water supply or a standpipe or sell water so drawn.	Contact water authority	Contact water authority			
3. Install, alter, disconnect or remove a meter connected to a service pipe.	Contact water authority	Contact water authority			
4. Carry out sewage work.	Contact water authority	Contact water authority			
5. Carry out stormwater drainage work.	No	No			
<ol> <li>Connect a private drain or sewer with a public drain or sewer under the control of a council or with a drain which connects with such a public drain or sewer.</li> </ol>	Contact water authority	Contact water authority			
Part C – Management of Waste					
For fee or reward, transport waste over or under a public place.	Yes	No			
2. Place waste in a public place.	Yes	Yes			
3. Place a waste storage container in a public place.	No	Yes			
4. Dispose of waste into a sewer of the council.	Yes	No			
5. Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility.	Yes	No			
<ol> <li>Operate a system of sewage management (within the meaning of Section 68A)</li> </ol>	Yes	No			
Part D – Community Land	1				
1. Engage in a trade or business.	No	No			
Direct or procure a theatrical, musical or other entertainment for the public.	No	No			
3. Construct a temporary enclosure for the purpose of entertainment.	No	No			
<ol> <li>For fee or reward, play a musical instrument or sing.</li> </ol>	No	No			

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Column 1	Column 2 – Exemptions under the Regulation	Column 3 – Exemptions under the Policy
<ol> <li>Set up, operate or use a loudspeaker or sound amplifying device.</li> </ol>	Yes	Yes
Deliver a public address or hold a religious service or public meeting.	No	No
Part E – Public Roads		
<ol> <li>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.</li> </ol>	No	No
2. 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.	No	No
3. (Repealed)	n/a	n/a
Part F – Other Activities	T	
1. Operate a public car park.	Yes	No
Operate a caravan park or camping ground.	No	No
Operate a manufactured home estate.	No	No
<ol> <li>Install a domestic oil or solid fuel heating appliance, other than a portable appliance.</li> </ol>	Yes	Yes
<ol><li>Install or operate amusement devices.</li></ol>	Yes	No
6. (Repealed)	n/a	n/a
<ol> <li>Use a standing vehicle or any article for the purpose of selling any article in a public place.</li> </ol>	No	No
8. (Repealed)	n/a	n/a
9. (Repealed)	n/a	n/a
10.Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations.	No	No

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## 4.1.1 Part A – Structures or Places of Public Entertainment

## 4.1.1.1 Install a manufactured home, moveable dwelling or associated structure on land

## Exemptions provided under the Regulations

The following exemptions are provided by the Regulations for these activities:

Activity	Regulation	
Installation of moveable dwellings and associated structures in caravan parks and camping grounds, provided the structure is designed, constructed and installed in accordance with the relevant provisions of the Regulations, the site is not liable to flooding and the installation occurs with the consent of the holder of the approval to operate the caravan park or camping ground concerned.	Clause 74 of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021	
Installation of not more than two caravans, campervans or tents on any land, so long as they are not occupied for more than two days at a time and are not occupied for more than 60 days (in total) in any single period of 12 months.	Clause 77(a) of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021	
Installation of not more than one caravan or campervan on land occupied by the owner of the caravan or campervan in connection with that owner's dwelling/house, so long as it is used for habitation only by the owner or by members of the owner's household and is maintained in a safe and healthy condition.	Clause 77(b) of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021	
Installation of a caravan or campervan on pastoral or agricultural land, so long as it is merely occupied seasonally by persons employed in pastoral or agricultural operations on the land.	Clause 77(c) of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021	
Installation of a caravan, campervan or tent on Crown reserves or on land that is reserved or dedicated under the Forestry Act 1916.	Clause 78 of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021	

If the above exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

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# 4.1.2 Part B – Water Supply, Sewage, Sewage and Stormwater Drainage Works

# 4.1.2.1 Carry out stormwater drainage work

# Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.3 Part C – Management of Waste

# 4.1.3.1 For fee or reward, transport waste over or under a public place

# Exemptions provided under the Regulations

The following exemptions are provided by the Regulations:

Activity		Regulation
The transporting of waste over or under a public place for fee or reward if:		Clause 48(a) of the Local Government (General) Regulation
i.	the activity is licenced under the Protection of the Environment Operations Act 1997, or	2021
ii.	the activity is being carried out in the Sydney metropolitan area as defined in Part 3 (Interpretative provisions) of Schedule 1 to that Act, or	
iii.	the waste is being transported through the area of the council and is not being collected or deposited in that area.	

If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council.

# 4.1.3.2 Place waste in a public place

# **Exemptions provided under the Regulations**

The following exemptions are provided by the Regulations:

Activity	Regulation
The placing of waste in a public place, if is done in accordance with arrangements instituted by the Council.	Clause 48(b) of the Local Government (General) Regulation 2021

If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

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# **Exemptions provided under this Policy**

The following exemptions are provided for these activities under this Policy:

Activity	Exemption Requirements/Conditions	
Place waste in a public place	The placing of waste or recyclable materials in a public place may be carried out if it is in accordance with arrangements instituted by the Council.	
	NOTE: At the time of printing the only arrangements instituted by Council for the placing of waste or recyclable materials in a public place are:	
	a) to allow residents to place mobile garbage bins or recycling bins on the footpath for collection by Council's solid waste and recycling collection service; and	
	b) to provide street litter bins into which the public may deposit litter.	

If the exemption criteria provided by this Policy cannot be met, consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.3.3 Place a waste storage container in a public place

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

The following exemptions are provided for these activities under this Policy:

Activity	Exemption Requirements/Conditions	
Place a waste storage container in a	The placing of waste or recyclable materials in a public place may be carried out if it is in accordance with arrangements instituted by the Council.	
public place	NOTE: At the time of printing the only arrangements instituted by Council for the placing of waste or recyclable materials in a public place are:	
	a) to allow residents to place mobile garbage bins or recycling bins on the footpath for collection by Council's solid waste and recycling collection service; and	
	b) to provide street litter bins into which the public may deposit litter.	

If the exemption criteria provided by this Policy cannot be met, consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

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# 4.1.3.4 Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility

# Exemptions provided under the Regulations

The following exemptions are provided by the Regulations:

Activity		Regulation
The installation, construction or alteration of a waste treatment device, if that installation, construction or alteration is done:		Clause 48(e) of the Local Government
i.	under the authority of a licence in force under the Protection of the Environment Operations Act 1997, or	(General) Regulation 2021
ii.	in a vessel used for navigation, or in a motor vehicle registered under the Road Transport (Vehicle Registration) Act 1997 that is used primarily for road transport.	

If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.3.5 Operate a system of sewage management (within the meaning of Section 68A)

Exemptions provided under the Regulations.

The following exemptions are provided by the Regulations:

Activity		Regulation
So much of the operation of a system of sewage management as is limited to an action carried out:		Clause 48(f) of the Local Government
i.	under the authority of a licence in force under the Protection of the Environment Operations Act 1997, or	(General) Regulation 2021
ii.	in a vessel used for navigation, or in a motor vehicle registered under the Road Transport (Vehicle Registration) Act 1997 that is used primarily for road transport.	
Despite the other provisions of this Regulation, a person who purchases (or otherwise acquires) land on which any sewage management facilities are installed or constructed may operate a system of sewage management without the approval required under section 68 of the Act for the period of three months after the date on which the land is transferred or otherwise conveyed to the person (whether or not an approval is in force, as at that date, in relation to the operation of a system of sewage management on that land).		Clause 47 of the Local Government (General) Regulation 2021
Further, if the person duly applies, within the period of 2 months after the date on which the land is transferred or otherwise conveyed to the person, for approval to operate the system of sewage management concerned, the person may continue to operate that system of sewage management without approval until the application is finally determined.		

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If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council.

#### 4.1.4 Part D - Community land

#### 4.1.4.1 Engage in a trade or business

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

#### 4.1.4.2 Direct or procure a theatrical, musical or other entertainment for the public

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.4.3 Construct a temporary enclosure for the purpose of entertainment

# Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.4.4 For fee or reward, play a musical instrument or sing

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

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#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.4.5 Set up, operate or use a loudspeaker or sound amplifying device

# Exemptions provided under the Regulations

The following exemptions are provided by the Regulations:

Activity	Regulation
A loudspeaker or sound amplifying device may be set up, operated or used on community land without the prior approval of the council if it is done in accordance with a notice erected on the land by the council or if it is done in the circumstances specified, in relation to the setting up, operation or use (as the case may be), in Part 1 of the local approvals policy applying to the land. See exemptions provided under this policy below.	Clause 49 of the Local Government (General) Regulation 2021

If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

The following exemptions are provided for these activities under this Policy:

Activity	Exemption Requirements/Conditions
Set up, operate or use a loudspeaker or sound amplifying device	The loudspeaker or sound amplifying device is set up, operated or used on community land if it is in accordance with a Notice on that land permitting the activity.

If the exemption criteria provided by this Policy cannot be met, consent is required from Council.

#### 4.1.4.6 Deliver a public address or hold a religious service or public meeting

# **Exemptions provided under the Regulations**

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

DRAFT LOCAL APPROVALS POLICY

#### 4.1.5 Part E – Public Roads

# 4.1.5.1 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

# **Exemptions provided under the Regulations**

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.5.2 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

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

#### 4.1.6 Part F – Other activities

# 4.1.6.1 Operate a public car park

#### Exemptions provided under the Regulations

The following exemptions are provided by the Regulations:

Activity	Regulation
A public car park may be operated without the prior approval of the council if approval for its erection or operation has already been given by the council in connection with another approval or development consent and the car park complies with any applicable conditions of that approval or development consent.	Clause 66 of the Local Government (General) Regulation 2021

If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council.

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# 4.1.6.2 Operate a caravan park or camping ground

# Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

#### 4.1.6.3 Operate a manufactured home estate

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.6.4 Install a domestic oil or solid fuel heating appliance, other than a portable appliance

# Exemptions provided under the Regulations

The following exemptions are provided by the Regulations:

Activity	Regulation
A domestic oil or solid fuel heating appliance (other than a portable appliance) may be installed without the prior approval of the council if details of the appliance are included in plans and specifications for the relevant building approved under Part 4A of the Environmental Planning and Assessment Act 1979.	Clause 70 of the Local Government (General) Regulation 2021

If the exemption criteria provided by the Regulations cannot be met, see below for exemption criteria provided by this Policy.

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# Exemptions provided under this Policy

The following exemptions are provided for these activities under this Policy:

Activity	Exemption Requirements/Conditions
Install a domestic oil or solid fuel heating appliance, other than a portable appliance.	a) The flue/chimney height is to be 1 metre above any other building within a 15-metre radius. The flue height is to be at least 4.6 metres above floor level.
	b) Installation is to be in accordance with:
	<ul> <li>The National Construction Code (Building Code of Australia).</li> </ul>
	<ul> <li>AS 2918: Domestic Solid Fuel Burning Appliances and Installation.</li> </ul>
	<ul> <li>NSW Department of Environment and Conservation's publication Environmental Guidelines for Selecting, Installing and Operating Domestic Solid Fuel Heaters.</li> </ul>
	c) The heater must comply with the emission controls stated in AS 4013:
	<ul> <li>Domestic Solid Fuel Burning Appliances - Methods for determination of flue gas emission.</li> </ul>
	d) Must not cause a smoke or odour nuisance to adjoining or nearby properties.
	Note: Development Consent under the Environmental Planning and Assessment Act 1979 may be required

If the exemption criteria provided by this Policy cannot be met, consent is required from Council.

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# 4.1.6.5 Install or operate amusement devices

Exemptions provided under the Regulations

The following exemptions are provided by the Regulations:

Activity	Regulation
Amusement devices not required to be registered under the Work Health and Safety Regulation 2017 may be installed or operated without the prior approval of the council.	Clause 71 of the Local Government (General) Regulation 2021
A small amusement device may be installed or operated without the prior approval of the council if:	Clause 75 of the Local Government (General) Regulation 2021
a) the ground or other surface on which the device is to be or has been erected is sufficiently firm to sustain the device while it is in operation and is not dangerous because of its slope or irregularity or for any other reason, and	
b) the device is registered under the Work Health and Safety Regulation 2017, and	
c) the device:	
i. is to be or has been erected, and	
<ul> <li>ii. it is to be or is being operated, in accordance with all conditions (if any) relating to its erection or operation set out in the current certificate of registration issued for the device under that Regulation, and</li> </ul>	
d) there exists for the device a current logbook within the meaning of Chapter 5 of that Regulation, and	
e) in the case of a device that is to be or is installed in a building, fire egress is not obstructed, and	
(f) there is in force a contract of insurance or indemnity that indemnifies to an unlimited extent (or up to an amount of not less than \$10,000,000 in respect of each accident) each person who would be liable for damages for death or personal injury arising out of the operation or use of the device and any total or partial failure or collapse of the device against that liability.	

# Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

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# 4.1.6.6 Use a standing vehicle or any article for the purpose of selling any article in a public place

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

# 4.1.6.7 Carry out activity prescribed by the regulations or an activity of a class or description prescribed by the regulations

#### Exemptions provided under the Regulations

No exemptions are provided for this activity under the Regulations; see below for exemption criteria provided by this Policy.

#### Exemptions provided under this Policy

No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.

#### 4.2 PART 2 - CRITERIA COUNCIL MUST CONSIDER WHEN DETERMINING APPLICATIONS

# 4.2.1 The Approvals System

There are three levels to the NSW approvals system. The first level consists of the primary legislation being the Environmental Planning and Assessment Act 1979 and Local Government Act 1993.

The second level is the regulations made under the Environmental Planning and Assessment Act 1979 and Local Government Act 1993.

The third level is Council Policies, Guidelines and Codes, including this document. Council must consider various matters in each level of the approvals system when it determines applications for development activity as listed in the sections below.

# 4.2.1.1 Level 1 - Legislative Criteria

Section 89 of the Local Government Act 1993 sets out the main issues which must be considered in assessing applications.

# 4.2.1.2 Level 3 - Council Policies

The following Council documents also include criteria for the assessment of development activity and will be considered as part of the Local Approvals Policy:

- Mobile Food Vehicles, Temporary Food Stalls and Hawking Policy
- Footway Restaurants Settings Policy
- Shop Front Displays and Moveable Signs Policy
- Event Management Framework
- Event Guide 2024

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Broken Hill Film Policy

**NOTE**: Above policies are not contained within the Local Approvals Policy. These policies are available on Council's website: <a href="www.brokenhill.nsw.gov.au">www.brokenhill.nsw.gov.au</a>

The following external documents adopted by Council include criteria for the assessment of development activity and will be considered as part of the Local Approvals Policy:

- Australian Standard AS4674-2004 Design, Construction and Fitout of Food Premises
- NSW Food Authority Guidelines for Mobile Food Vending Vehicles
- NSW Food Authority Guidelines for Food Businesses at Temporary Events

**NOTE**: The above documents are not contained within the Local Approvals Policy. A copy of these documents will need to be obtained by the applicant from external sources.

#### 4.2.2 General matters for consideration under Regulations

The regulations made under the Local Government Act 1993 prescribe a number of matters that must be considered by Council when dealing with an activity application, as detailed under the respective headings below:

#### 4.2.3 What activities, generally, require the approval of the council?

# Part A - Structures or places of public entertainment - (Local Government Act 1993)

1. Install a manufactured home, moveable dwelling or associated structure on land.

#### Consideration Criteria

Installation of manufactured homes moveable dwellings and associated structures must be in accordance with the provisions of the (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021:

# Part B – Water supply, sewage, sewage and stormwater drainage works

- 1. Carry out water supply work Not relevant to Broken Hill City Council
- 2. Carry out sewage work Not relevant to Broken Hill City Council
- 3. Carry out stormwater drainage work

# Consideration Criteria

Clause 13 of the Local Government (General) Regulation 2021 specifies matters that must be taken into consideration by Council as follows:

'The council must not approve an application for an approval allowing water supply, sewage or stormwater drainage work to be carried out unless it is satisfied that the activity as proposed to be carried out will comply with any applicable standards set out or referred to in Part 2 of Schedule 1 and with any other applicable standards or requirements set out or referred to in this Regulation'.

Clause 15 of the Local Government (General) Regulation 2021 specifies matters that must be taken into consideration by Council as follows:

- (1) This clause applies to the following activities:
  - (a) carrying out water supply work,
  - (b) drawing water from the council water supply or a standpipe,
  - (c) installing, altering, disconnecting or removing a water meter connected to a service pipe,
  - (d) carrying out sewage work,
  - (e) carrying out stormwater drainage work.

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- (2) In determining an application for the purposes of section 68 of the Act for an approval to do any of the activities to which this clause applies, the Council must have regard to the following considerations:
  - (a) the protection and promotion of public health,
  - (b) the protection of the environment,
  - (c) the safety of its employees,
  - (d) the safeguarding of its assets,
  - (e) any other matter that it considers to be relevant in the circumstances.

Part 2 of Schedule 1 of the Local Government (General) Regulation 2021 specifies mandatory that water supply work or sewage work that is plumbing and drainage work within the meaning of the *Plumbing and Drainage Act 2011* must comply with that Act and the regulations under that Act. Any water supply work or sewage work that is not plumbing and drainage work under that Act, and any stormwater drainage work, must comply with the National Construction Code (Plumbing Code of Australia).

# 4.2.4 Part C – Management of waste

#### 4.2.4.1 Place a waste storage container in a public place

# Consideration Criteria

Clause 27 of the Local Government (General) Regulation 2021 specifies matters that must be taken into consideration by Council as follows:

In determining an application for approval to place on a road a building waste storage container, the council is to take into consideration any requirements or guidelines relating to the location, size and visibility of building waste storage containers that are notified to the council from time to time by the Transport for NSW.

# 4.2.5 Part C – Management of waste

# 4.2.5.1 Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility

# Consideration Criteria

Clause 29 of the Local Government (General) Regulation 2021 specifies matters that must be taken into consideration by Council as follows:

- In determining an application for approval to install, construct or alter a sewage management facility, the council must take into consideration the matters specified in this clause.
- 2) Environment and health protection matters.
- 3) The council must consider whether the proposed sewage management facility (or the proposed sewage management facility as altered) and any related effluent application area will make appropriate provision for the following:
  - a) preventing the spread of disease by micro-organisms,
  - b) preventing the spread of foul odours,
  - c) preventing contamination of water,
  - d) preventing degradation of soil and vegetation,
  - e) discouraging insects and vermin.

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- 4) Ensuring that persons do not come into contact with untreated sewage or effluent (whether treated or not) in their ordinary activities on the premises concerned, the reuse of resources (including nutrients, organic matter and water), the minimisation of any adverse impacts on the amenity of the land on which it is installed or constructed and other land in the vicinity of that land.
- 5) Guidelines and directions

The council must consider any matter specified in guidelines or directions issued by the Director-General in relation to the matters referred to in subclause (2).

# 4.2.6 Part E – Public roads

- 1. 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.
- 2. 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.

# **Consideration Criteria**

Clause 50 of the Local Government (General) Regulation 2021 specifies matters that must be taken into consideration by Council as follows:

In determining an application for an approval under Part E of the Table to section 68 of the Act the council must take into account:

- a) the provisions of the Roads Act 1993, and
- b) any relevant standards and policies of public authorities applying to the use of the road.

# 4.2.7 Part F – Other activities

# 4.2.7.1 Operate a public car park

# Consideration Criteria

Clause 53 of the Local Government (General) Regulation 2021 specifies matters that must be taken into consideration by Council as follows:

In determining an application for approval to operate a public car park the council is to take the following matters into consideration:

- a) the roads and traffic authorities views about the application,
- b) the effect of the car park on the movement of vehicular traffic and pedestrian traffic,
- c) whether the number of vehicles proposed to be accommodated is appropriate having regard to the size of the car park and the need to provide off-street parking facilities within the car park for the temporary accommodation of vehicles,
- d) whether the means of ingress and egress and means of movement provided or to be provided within the car park are satisfactory,
- e) whether there will be adequate provision for pedestrian safety and access for people with disabilities.
- f) whether the internal design of parking facilities and system of traffic management are satisfactory,
- g) whether, in the case of a car park that is a building, adequate ventilation is provided or to be provided,

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- h) the Work Health and Safety Act 2011, and the regulations made under that Act, as regards the safety of persons who will be employed at the proposed car park or of persons who will go there,
- i) whether there will be adequate provision for the management of stormwater and the minimisation of stormwater pollution.

#### 4.2.8 Part F – Other activities

# 4.2.8.1 Operate a caravan park or camping ground

# Consideration Criteria

The Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021 contains mandatory requirements for the operation of a caravan park and camping ground. As a result, Council will evaluate all relevant activity applications to ensure that:

- a) Supporting plans and documents clearly demonstrate an intention to comply with the requirements of the regulation.
- b) Where such an intention is not demonstrated, an assessment will be made of whether it is feasible for the applicant to comply and hence whether it is appropriate to issue a conditional approval or hold the application pending the supply of the necessary information.

# 4.2.8.2 Application requirements and general matters for consideration under this Local Approvals Policy

Under the terms of this Local Approvals Policy, the following matters must be considered in addition to any matters prescribed by the regulations for the respective activity applications.

NOTE: For an application to be acceptable to Council the application must contain all of

the information and documents required by:

- a) The Local Government Act 1993 as amended and the Regulations made thereunder;
- b) The provisions of this section; and
- c) The Environmental Planning and Assessment Act 1979 (where applicable).

Applications not meeting these requirements will be deemed by Council as "containing insufficient information" and therefore unacceptable pursuant to Section 86 of the Local Government Act 1993 as amended. Such applications will not be dealt with until all of the required information and documents have been submitted to Council.

# 4.2.9 Part A – Structures or Places of Public Entertainment

#### 4.2.9.1 Install a manufactured home, moveable dwelling or associated structure on land

# Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for the installation of manufactured homes, moveable dwellings and associated structures on land; and
- b) The matters that Council will take into consideration when determining applications to install manufactured homes, moveable dwellings and associated structures.

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# **Applications**

Applications to install a manufactured home, moveable dwelling or associated structure shall be submitted using the NSW Planning Portal and;

 a) contain all of the information required by the Local Government Act 1993, as amended, the Regulations made thereunder and the Broken Hill City Council Local Approvals Policy to enable Council to properly consider and determine the application;

**NOTE**: This approval may be applied for as part of a Development Application

- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- c) Be made by the owner of the land or a person authorised by the owner land in writing;
- d) Be accompanied by a plan showing the proposed location of the manufactured home, moveable dwelling or associated structure and its relationship to:
  - i. The boundaries of the property;
  - ii. Any roads or footways on the land;
  - iii. Other manufactured homes, moveable dwellings or associated structures on the land; and
  - iv. Any permanent or temporary structure on the land.
- e) Be accompanied by Plans and Specifications showing:
  - Floor plan of the manufactured home, moveable dwelling or associated structure showing dimensions;
  - ii. Details of amenities such as water supply, gas supply, electricity supply, waste disposal, laundry facilities, toilet facilities, shower facilities and cooking facilities.
- f) Be accompanied by details of how the manufactured home, moveable dwelling or associated structure is to be secured on the proposed site; and
- g) Any additional information required to be submitted with the Development Application under the Environmental Planning and Assessment Act 1979.

# Matters Council will take into consideration

When determining an application to install a manufactured home, moveable dwelling or associated structure Council will take into consideration:

- a) Whether all of the information required to enable Council to properly consider and determine the application has been submitted;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- c) The provisions of the Local Government Act 1993 as amended, and in particular, those matters prescribed in Section 89 of that Act;
- d) The provisions of any other relevant Statute or Regulation;
- e) Any applicable standards that are specified in the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021:
- f) Whether adequate provision has been made to ensure the health, safety and convenience of the occupants of any moveable dwelling or associated structure;

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- g) Whether Development Consent pursuant to the provisions of the *Environmental Planning and Assessment Act 1979*, as amended, is required prior to an approval being granted pursuant to Chapter 7 of the *Local Government Act 1993*, as amended, and if so, whether such Development Consent has been granted; and
- h) Any other matter that Council considers relevant in the particular case.

# 4.2.10 PART B – Water supply, sewage, sewage and stormwater drainage works

#### 5.2.10.11 Carry out stormwater drainage work

#### **Introduction**

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) Carry out water supply work Not relevant to Broken Hill City Council
- b) Carry out sewage work Not relevant to Broken Hill City Council
- c) Carry out stormwater drainage work

#### Matters Council will take into consideration:

Council requires the following information when assessing applications for stormwater drainage work:

- a) Completed application form through the NSW Planning Portal
- b) Written permission from the landowner of the subject site on which work is to be undertaken
- c) A site plan showing the proposed development and point of connection, easement pipe size and proposed connection pipe size.
- d) In circumstances where access is required from adjoining land, please provide evidence of an established easement either a copy of the relevant 88B instrument or the Title for the subject land.

# Approvals will be subject to the following conditions:

- a) The connection hole is to be a neatly drilled or saw cut into the existing pipe.
- b) The pipe connection is to finish flush with the inside of the existing pipe, NO intrusion.
- c) Cement or epoxy resin to be used to seat the new pipe to existing pipe.
- d) The new connection is to be made above the spring line of the existing pipe, i.e., top half of the pipe.
- e) The new pipe is to be installed so that flows run with the downstream flow of the existing pipe and at an angle no greater than 60 degrees.
- f) A pit or junction chamber is to be constructed if the connecting pipe is greater than 1/3 the diameter of the existing pipe.
- g) A final inspection from Council's authorised officer will be required on completion of works.

Note: For applications that require the establishment of private easements, independent legal advice should be obtained by the applicant prior to lodging their application.

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# 4.2.11 Part C – Management of waste

#### 4.2.11.1 Place waste in a public place

#### **Introduction**

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications to place waste in a public place; and
- b) The matters Council will take into consideration when determining applications to place waste in a public place.

#### **Applications**

Applications to place waste in a public place shall:

- a) Be made on the appropriate application form, or by a letter or other document containing all of the information required to enable Council to properly consider and determine the application;
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- c) Be accompanied by a site plan, drawn to scale, showing the location where it is proposed to place waste in a public place;
- d) Be accompanied by Plans and Specifications, reports, standards and such other documents as Council deems necessary in the particular case to enable Council to give appropriate consideration to the application; and
- e) Be accompanied by any other information considered necessary by Council in the particular case.

# Matters Council will take into consideration

When determining an application to place waste in a public place Council will take into consideration:

- a) Whether all of the information required to enable Council to properly consider and determine the application has been submitted to Council;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- The provisions of the Local Government Act 1993, as amended, and in particular Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021, and in particular Division 4 of Part 2 of that Regulation;
- e) The provisions of the Roads Act 1993 and the Regulations made thereunder;
- f) The provisions of any relevant Statute or Regulation;
- g) The safety of the public and the protection of property; and
- h) Any other matter that Council considers relevant in the particular case.

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#### 4.2.11.2 Place a waste storage container in a public place

# **Introduction**

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications to place a waste storage container in a public place;
   and
- b) The matters Council will take into consideration when determining applications to place a waste storage container in a public place.

#### **Applications**

The Application to place a waste storage container in a public place shall:

- a) Be made on the appropriate application form, or by a letter or other document containing all of the information required to enable Council to properly consider and determine the application;
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- c) Be accompanied by a site plan, drawn to scale, showing the proposed location of the waste storage container;
- d) Be accompanied by Plans and Specifications showing the design, type and location of any structure or structures to be used to prevent public access to the waste storage container and the type, design and location of any proposed signs, warning lights or other safety equipment;
- e) Be accompanied by a statement providing details of:
  - The days on which it is proposed to have the waste storage container in the public place; and
  - ii. Any public risk insurance policy available to indemnify Council and the applicant against claims; and
- f) Be accompanied by any other information deemed necessary by Council in the particular case.

#### Matters Council will take into consideration

When determining an application to place a waste storage container in a public place

Council will take into consideration:

- a) Whether all of the information required to enable Council to properly consider and determine the application has been submitted to Council;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- c) The provisions of the *Local Government Act 1993* as amended, and in particular Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021;
- e) The provisions of the Roads Act 1993 and the Regulations made thereunder;
- f) The effect that the waste storage container and any barricades or structures erected to prevent public access to the container, will have on pedestrian movements in the

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vicinity of the waste storage container and whether adequate provision has been made for pedestrian access to nearby premises;

- g) The safety of the public and the protection of property;
- h) The effect that the waste storage container and any barricade or structure erected to
  - i. prevent public access to that container will have on vehicular movements and
  - ii. vehicular parking in the vicinity of the waste storage container;
- The period during which it is proposed to have the waste storage container in the public place;
- j) The adequacy of the available public risk insurance with regard to the protection of Council and the public; and
- k) Any other matter considered relevant by Council in the particular case.

# 4.2.11.3 Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility

#### Introduction

This section contains information in respect to Council's requirements regarding:

- a) The submission of applications for the installation, construction or alteration of a waste treatment device or a human waste storage facility, or a drain connected to such device or facility; and
- b) The matters that Council will take into consideration when determining an application to install, construct or alter such waste treatment device or human waste storage facility, and the drains connected to such device or facility.

NOTE: The Dictionary to the Local Government Act 1993 defines the following as:

"Human waste storage facility" means a device for holding or disposing of human waste, including a cesspit, septic tank, septic closet, water closet, chemical closet, humus closet and combustion closet.

"Waste" means:

- (a) effluent, being any matter or thing, whether solid or liquid or a combination of solids and liquids, which is of a kind that may be removed from a human waste storage facility, sullage pit or grease trap, or from any holding tank or other container forming part of or used in connection with a human waste storage facility, sullage pit or grease trap, or
- (b) trade waste, being any matter or thing, whether solid, gaseous or liquid or a combination of solids, gases and liquids (or any of them), which is of a kind that comprises refuse from any industrial, chemical, trade or business process or operation, including any building or demolition work, or garbage, being all refuse other than trade waste and effluent, and includes any other substance defined as waste for the purposes of the *Protection of the Environment Operations Act 1997*, and a substance is not precluded from being waste merely because it is capable of being refined or recycled.

# **Applications**

An application for approval to install or construct a sewage management facility on any premises must be accompanied by the documents specified in this section.

- a) Plan The application must be accompanied by a plan, to scale, showing the location of
  - i. the sewage management facility proposed to be installed or constructed on the premises, and
  - ii. any related effluent application areas, and
  - iii. any buildings or facilities existing on, and any environmentally sensitive areas of, any land located within 100 metres of the sewage management facility or related effluent application areas, and
  - iv. any related drainage lines or pipework (whether natural or constructed).
- b) Specifications The application must be accompanied by full specifications of the sewage management facility proposed to be installed or constructed on the premises concerned.
- c) Site assessment The application must be accompanied by details of the climate, geology, hydrogeology, topography, soil composition and vegetation of any related effluent application areas together with an assessment of the site in the light of those details.
- d) Statement The application must be accompanied by a statement of
  - i. the number of persons residing, or probable number of persons to reside, on the premises, and
  - ii. such other factors as are relevant to the capacity of the proposed sewage management facility.
- e) Operation and maintenance The application must be accompanied by details of
  - i. the operation and maintenance requirements for the proposed sewage management facility, and
  - ii. the proposed operation, maintenance and servicing arrangements intended to meet those requirements, and
  - iii. the action to be taken in the event of a breakdown in, or other interference with, its operation.
- Be accompanied by a certificate of accreditation from the Secretary of the Ministry of Health.

#### Matters Council will take into consideration

When determining an application to install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to such device or facility, Council will take into consideration:

- a) The provisions of the Local Government Act 1993, as amended, and in particular
- b) the provisions of Section 89 of that Act;
- c) The provisions of the Local Government (General) Regulation 2021;
- d) The provisions of ASNZ 3500 Parts 1 to 4 published by the Standards Association of Australia;
- e) The provisions of the National Construction Code (Plumbing Code of Australia);

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- f) Whether approval to erect a building pursuant to Section 68 of the Local Government Act 1993 as amended is required prior to the waste treatment device or human waste storage facility being installed, constructed or altered, and if so whether such approval has been issued by Council;
- g) Whether the proposed sewage management facility (or the proposed sewage management facility as altered) and any related effluent application area will make appropriate provision for the following
  - i. preventing the spread of disease by micro-organisms,
  - ii. preventing the spread of foul odours,
  - iii. preventing contamination of water,
  - iv. preventing degradation of soil and vegetation,
  - v. discouraging insects and vermin,
  - vi. ensuring that persons do not come into contact with untreated sewage or effluent (whether treated or not) in their ordinary activities on the premises concerned,
  - vii. the re-use of resources (including nutrients, organic matter and water),
- viii. the minimisation of any adverse impacts on the amenity of the land on which it is installed or constructed and other land in the vicinity of that land. Whether all of the information required to enable Council to properly consider the application has been submitted to Council;
- i) Whether all the fees, charges and security deposits required to be paid by Council's Schedule of Fees and Charges have been paid; and
- j) Any other matter Council considers relevant in the particular case.

#### 4.2.12 Part D - Community land

#### 4.2.12.1 Engage in a trade or business

# <u>Introduction</u>

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to engage in a trade or business on community land; and
- b) The matters that Council will take into consideration when determining applications for approval to engage in a trade or business on community land.

# **Applications**

Applications for approval to engage in a trade or business on community land, shall:

- Be made on the appropriate application form, or by a letter which contains all of the information required to enable Council to properly determine the application.
- b) Be accompanied by the relevant fees, charges and security deposits incorporated in Council's Schedule of Fees and Charges.
- c) Where the activity involves selling food to the public, be accompanied by documentary evidence that the provisions of the NSW Food Authority – Guidelines for Mobile Food Vending Vehicles and the NSW Food Authority – Guidelines for Food Businesses at Temporary Events, will be complied with.
- d) Be accompanied by a statement providing details of:
  - i. The days and times during which it is proposed to engage in the trade or business;

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- ii. Any public liability insurance designed to indemnify the applicant and Council against claims for injury to persons and damage to property while the trade or business is being conducted;
- e) If considered necessary by Council in the particular case, be accompanied by plans and specifications showing the design, type and location of any structures, barricades, tables or articles proposed to be placed or left on the community land for the purpose of engaging in the trade or business; and
- f) Be accompanied by any other information that Council considers relevant in the particular case.

#### Matters Council will take into consideration

When determining an application to engage in a trade or business on community land Council will take into consideration the following criteria:

- a) The provisions of the Local Government Act 1993 as amended, and in particular Section 89 of that Act;
  - i. The provisions of the Local Government (General) Regulation 2021;
  - ii. Whether all of the information necessary for Council to properly determine the application has been submitted to Council;
  - Whether all the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- b) Whether, if the trade or business involves selling food to the public, the provisions of the NSW Food Authority – Guidelines for Mobile Food Vending Vehicles and the NSW Food Authority – Guidelines for Food Businesses at Temporary Events, will be complied with;
- c) The effect that the proposed trade or business will have on the enjoyment of the community land by members of the public;
- d) The safety of the public and the protection of property;
- e) Any management plan that Council has adopted in respect to the management of Community Land;
- f) Whether any public liability insurance taken out in respect to the proposed trade or business is adequate to protect Council against claims for injuries to persons and damage to property; and
- g) Any other matter that Council considers relevant in the particular case.

# 4.2.12.2 Direct or procure a theatrical, musical or other entertainment for the public.

# Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to direct or procure a theatrical, musical or other entertainment for the public on community land; and
- b) The matters Council will take into consideration when determining applications for approval to direct or procure a theatrical, musical or other entertainment for the public on community land.

# **Applications**

Applications for approval to direct or procure a theatrical, musical or other entertainment for the public on community land shall:

a) Be made on the appropriate application form, or by a letter which contains all of the information required to enable Council to properly consider the application.

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- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges.
- c) Be accompanied by a statement providing details of:
  - The days and times during which it is proposed to conduct the theatrical, musical or other entertainment;
  - ii. The number of persons expected to attend the function;
  - iii. The procedures and methods proposed to be used for crowd control;
  - iv. The arrangements proposed for cleaning the site during and after the function;
  - The number and type of toilets and other facilities proposed to be provided at the function;
  - vi. The location, design and type of all amplification equipment proposed to be used at the function, and the expected noise levels (in dB(A)) at the boundaries of the community land concerned;
  - vii. The location, type and design of all food outlets proposed to be operated at the function; and
  - viii. The location and type of any seating proposed to be provided at the function.
- d) Be accompanied by plans and specifications and the proposed location of any barricades or structures proposed to be used at the activity.
- e) Be accompanied by documentation providing details of any public risk insurance available for the function from the time work commences in setting up the equipment until the site is cleared.
- f) Be accompanied by any other information deemed necessary by Council in the particular case.

# Matters Council will take into consideration

When determining an application for approval to direct or procure a theatrical, musical or other entertainment for the public on community land, Council will take into consideration the following criteria:

- a) Whether development consent under the Environmental Planning and Assessment Act 1979 as amended, is required prior to an approval being granted pursuant to Section 68 of the Local Government Act 1993 as amended, to a person to direct or provide a theatrical, musical or other entertainment for the public on community land, and if so, whether such consent has been issued by Council;
- b) Whether all of the information required to enable Council to properly consider and determine the application has been submitted to Council;
- c) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges has been paid;
- d) The provisions of the Local Government Act 1993 as amended, and in particular Section 89 of that Act;
- e) The provisions of the Local Government (General) Regulation 2021;
- f) The provisions of the *Protection of the Environment Operations Act 1997* (POEO Act) as amended, and the Regulations made thereunder;
- g) The safety of the public and the protection of property;

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- h) The adequacy of the available public liability insurance with regard to the protection of the Council and the applicant against claims for injuries to persons and damage to property;
- Any management plan adopted by Council in respect to the management of Community Land;
- j) Whether alcohol will be available on the site, and if so, whether a liquor licence has been issued and any conditions attached thereto;
- k) Whether adequate toilet facilities will be available on the site; and
- 1) Any other matter that Council considers relevant in the particular case.

#### 4.2.12.3 Construct a temporary enclosure for the purpose of entertainment

#### Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to construct a temporary enclosure for the purpose of entertainment on community land; and
- b) The matters Council will take into consideration when determining an application to construct a temporary enclosure for the purpose of entertainment on community land.

#### **Applications**

Applications for approval to construct a temporary enclosure on community land for the purpose of entertainment shall:

- a) Be made on the appropriate application form and contain all of the information requested to enable Council to properly determine the application;
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- Be accompanied by plans and specifications showing the design, type and location
  of the structure or structures proposed to be used to enclose the section of
  community land, and the type, design and location of any proposed signs, warning
  lights or other safety equipment;
- d) Be accompanied by details of any public liability insurance designed to indemnify Council and the applicant against claims for injury to persons and damage to property while the section of community land is enclosed; and
- e) Be accompanied by any other information that Council considers relevant in the particular case.

#### Matters Council will take into consideration

When determining an application to construct temporary enclosures on community land for the purpose of entertainment, Council will take the following criteria into consideration:

- a) Whether all of the information required to enable Council to properly determine the application has been submitted to Council;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- c) The provisions of the Local Government Act 1993 as amended, and particularly Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021;
- e) The effect that the enclosure will have on the enjoyment of the community land by members of the public;

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- f) The provisions of any relevant Statute or Regulation, and any relevant standards and policies of public authorities applying to the use of the road;
- g) The safety of the public and the protection of property;
- h) The period during which it is proposed to enclose the section of community land;
- Whether any public liability insurances taken out in respect to the enclosure of the community land is adequate to protect Council against claims for injury to persons and damage to property;
- j) Any management plan which Council has adopted in respect to the management of community land;
- k) Whether development consent pursuant to the provisions of the Environmental Planning and Assessment Act, 1979 as amended is required for the activity, and if so, whether such consent has been issued:
- I) Whether adequate toilet facilities will be available on the site;
- m) Whether alcohol will be available on the site, and if so, whether a liquor licence has been issued and any conditions attached thereto; and
- n) Any other matter that Council considers relevant in the particular case.

# 4.2.12.4 For fee or reward, play a musical instrument or sing

# Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to play a musical instrument or sing for a fee or reward on community land; and
- b) The matters Council will take into consideration when determining applications for approval to play a musical instrument or sing for a fee or reward on community land.

# **Applications**

Applications for approval to play a musical instrument or sing for a fee or reward on community land shall:

- a) Be made on the appropriate application form, or by a letter which contains all of the information required to enable Council to properly consider the application.
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;.
- c) Be accompanied by a statement providing details of:
  - i. The days and times during which it is proposed to play the musical instrument or sing;
  - i. The location where it is proposed to play the musical instrument or sing; and
  - ii. The name, address and telephone number of the persons accepting responsibility for the activities.

#### Matters Council will take into consideration

When determining an application for approval to play a musical instrument or sing for a fee or reward on community land, Council will take the following criteria into consideration:

- a) Whether all of the information required to enable Council to properly determine the application has been submitted to Council;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;

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- The provisions of the Local Government Act 1993 as amended, and in particular Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021;
- e) The safety of the public and the protection of property;
- f) Protecting members of the public against injuries resulting from obstructions placed on public places by "buskers";
- g) Protecting Council against claims for damages resulting from injuries resulting from the activities of "buskers";
- h) Ensuring that members of the public are not harassed by or obstructed by buskers; and
- Limiting the duration, days and locations upon which and where busking will be permitted.
- j) Any other matter that Council considers relevant in the particular case.

# 4.2.12.5 Deliver a public address or hold a religious service or public meeting

#### Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to deliver a public address or hold a religious service or public meetings on community land; and
- a) The matters Council will take into consideration when determining applications for approval to deliver a public address or hold a religious service or public meetings on community land.

# **Applications**

Applications for approval to deliver a public address or hold a religious service or public meetings on community land, shall:

- a) Be made on the appropriate application form, or by a letter which contains all of the information required to enable Council to properly consider the application.
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges.
- c) Be accompanied by a statement providing details of:
  - i. The days and times during which it is proposed to conduct the activity;
  - ii. The number of persons expected to attend the function;
  - iii. The procedures and methods proposed to be used for crowd control;
  - iv. The arrangements proposed for cleaning the site during and after the function;
  - The number and type of toilets and other facilities proposed to be provided at the function;
  - vi. The location, design and type of any artificial lighting proposed to be used at the function:
  - vii. The location, design and type of any amplification equipment proposed to be used at the function, and the expected noise levels (in dB(a)) at the boundaries of the community land concerned;
  - viii. The location, type and design of all food outlets proposed to be operated at the function; and
  - ix. The location and type of any seating proposed to be provided at the activity;

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- x. Be accompanied by plans and specifications and the proposed location of any barricades or structures proposed to be used at the function.
- d) Be accompanied by documentation providing details of any public risk insurance available for the function from the time work commences in setting up the equipment until the site is cleared.
- e) Be accompanied by any other information deemed necessary by Council in the particular case.

#### Matters Council will take into consideration

When determining an application for approval to deliver a public address or hold a religious service or public meetings on community land Council will take into consideration the following criteria:

- a) Whether development consent under the Environmental Planning and Assessment Act 1979 as amended is required prior to an approval being granted pursuant to Section 68 of the Local Government Act 1993 as amended, for the proposed activity and if so, whether such consent has been issued by Council;
- b) Whether all the information required to enable Council to properly consider and determine the application has been submitted to Council;
- c) Whether all relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- d) The provisions of the Local Government Act 1993 as amended, and in particular Section 89 of that Act;
- e) The provisions of the Local Government (General) Regulation 2021;
- f) The provisions of the Protection of the Environment Operations Act 1997 (POEO Act) as amended and the Regulations made under that Act;
- g) The safety of the public and the protection of property;
- h) The adequacy of the available public risk insurance with regard to the protection of Council and the public; and
- i) Any other matter that Council considers relevant in the particular case.

#### 4.2.13 Part E – Public roads

# 4.2.13.1 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

# **Introduction**

The purpose of this section is to provide the public with information as to Council's requirements in respect to:

- a) The submission of applications to 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; and
- b) The matters that Council will take into consideration when determining applications to 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.

#### **Applications**

Applications to 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 shall:

 a) Be made by the owner of the building, or by a person authorised in writing by the owner:

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- b) Be made on the appropriate application form and contain all of the information deemed necessary by Council to enable Council to properly determine the application;
- c) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- d) Be accompanied by plans and specifications showing the design, type and location of the machinery or structure proposed to be used to swing or hoist goods across the roadway;
- e) Be accompanied by plans and specifications showing the design, type and location of the structure or structures proposed to be used to enclose the area over which the goods will be lifted, and the type, design and location of any proposed signs, warning lights or other safety equipment; and
- Be accompanied by any current approval or licence issued by the WorkCover Authority of NSW.

# Matters Council will take into consideration

When determining an application for approval to 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, Council will take into consideration:

- a) Whether all of the information required to enable Council to properly consider and determine the application has been submitted to Council;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- The provisions of the Local Government Act 1993, as amended, and in particular Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021;
- e) The provisions of the Roads Act 1993 and the Regulations made thereunder;
- f) The effect that the enclosure of the portion of the road over which the goods will be lifted will have on pedestrian movements in the vicinity of the proposed enclosure;
- g) and whether adequate provision has been made for pedestrian access to nearby premises:
- h) The safety of the public and the protection of property;
- i) The effect that the enclosure of the portion of the road over which the goods will be lifted will have on vehicular parking in the vicinity of the proposed enclosure;
- j) The period during which it is proposed to keep the public place enclosed; and
- k) Any other matter or thing Council considers relevant in the particular case.
- 4.2.13.2 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

# **Introduction**

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to erect an advertising structure over a public road, or expose or allow to be exposed (whether for sale or otherwise) any article in or on so as to overhang any part of a road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road; and
- b) The matters that Council will take into consideration when determining applications for approval to erect an advertising structure over a public road or expose or allow to

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be exposed (whether for sale or otherwise) any article in or on so as to overhang any part of a road or outside a shop window or doorway abutting the road or hang an article beneath an awning over the road.

#### **Applications**

Applications for approval to erect an advertising structure over a public road, or expose or allow to be exposed (whether for sale or otherwise) any article in or on so as to overhang any part of a road, shall:

- Be made on the appropriate application form and contain all of the information required to enable Council to properly determine the application;
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- c) Be accompanied by plans and specifications drawn to scale of the proposed advertising structure or article which is intended to overhang the road, showing:
  - i. The dimensions of the proposed advertising structure or article;
  - ii. The location of the proposed advertising structure or article; and
  - iii. The minimum distance between the footpath and the lowest part of the advertising structure or article.
  - NOTE: The minimum clearance between the footpath and the lowest part of the advertising structure or article is 3.0 metres.
- d) Be made and requested by the owner of the building to which the advertising structure or article is to be attached, by a letter signed by the owner authorising the submission of the application; and
- e) Be accompanied by any other information considered necessary by Council in the particular case.

# Matters Council will take into consideration

When determining an application to erect an advertising structure over a public road, or expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of a road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road, Council will take into consideration:

- a) The provisions of the Local Government Act 1993 as amended and in particular, Section 89 of that Act;
- b) The provisions of the Local Government (General) Regulation 2021 and in particular, Division 5 of Part 2 of that Regulation;
- c) The provisions of the National Construction Code (Building Code of Australia);
- The provisions of the Roads Act 1993 as amended and the Regulations made thereunder;
- e) The provisions of any relevant Statute or Regulation, and any relevant standards and policies of public authorities applying to the use of the road;
- f) Whether development consent under the *Environmental Planning and Assessment Act* 1979 as amended is required prior to an approval for the proposed activity being issued under the *Local Government Act* 1993 as amended, and if so, whether such development consent has been issued by Council;
- g) The safety of the public and the protection of property;
- h) Whether adequate access to utility services will be maintained; and
- i) Any other matter that Council considers relevant in the particular case.

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#### 4.2.14 Part F – Other activities

#### 4.2.14.1 Operate a caravan park or camping ground

#### **Introduction**

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) the submission of applications to operate a caravan park and/or camping ground on land; and
- b) The matters that Council will take into consideration when determining applications to operate a caravan park and/or camping ground.

# **Applications**

Applications to operate a caravan park or camping ground shall:

- a) Be made by the owner of the land or a person authorised by the owner in writing;
- b) Be made on the NSW Planning Portal and contain all of the information required to enable Council to properly consider and determine the application;

Note: This approval may be obtained as part of the Development Application required under the *Environmental Planning and Assessment Act 1979*.

- Be accompanied by the relevant fees and charges listed in Council's Schedule of Fees and Charges;
- d) Be accompanied by a plan showing the proposed location and layout of the caravan park and/or camping ground and its relationship to:
  - i. The boundaries of the property;
  - ii. Any roads or footways on the land or adjoining the land;
  - iii. All manufactured homes, moveable dwellings or associated structures on the land; and
  - iv. Any permanent or temporary structure on the land.
- e) Be accompanied by Plans and Specifications showing:
  - The location and layout of all caravans and camping sites designated as either for short term or long-term residence;
  - ii. The location and layout of caravan and campsites;
  - iii. The details of amenities such as electricity supply, waste disposal, laundry facilities, toilet facilities, and shower facilities; and
  - iv. The location of all firefighting services within the land.

# Matters Council will take into consideration

When determining an application to operate a caravan park and/or camping ground Council will take into consideration:

- a) Whether all of the information required to enable Council to properly consider and determine the application has been submitted;
- b) Whether all of the relevant fees and charges listed in Council's Schedule of Fees and Charges have been paid;
- c) The provisions of the Local Government Act 1993 as amended, and in particular, those matters prescribed in Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021;

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- e) Any applicable standards that are specified in the Local Government (Manufactured Home Estates caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021;
- f) The provisions of any other relevant Statute or Regulation;
- g) Whether adequate provision has been made to ensure the health, safety and convenience of the occupants of any moveable dwelling or associated structure or campsite;
- h) Whether Development Consent is required pursuant to the provisions of the Environmental Planning and Assessment Act 1979 as amended, prior to an approval being granted pursuant to Chapter 7 of the Local Government Act 1993, and if so, whether such Development Consent has been granted; and
- i) Any other matter Council considers relevant in the particular case.

#### 4.2.14.2 Operate a manufactured home estate

#### Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications to operate a manufactured home estate on land; and
- b) The matters that Council will take into consideration when determining applications to operate a manufactured home estate.

#### **Applications**

Applications to operate a manufactured home estate shall:

- a) Be accompanied by the relevant fees and charges listed in Council's Schedule of Fees and Charges;
- b) Be made by the owner of the land or a person authorised by the owner in writing;
- c) Be made on the NSW Planning Portal and contain all of the information required by the Local Government Act 1993, as amended, the Regulations made thereunder and the Broken Hill City Council Local Approvals Policy to enable Council to properly consider and determine the application;

**Note:** This approval may be obtained as part of the Development Application required under the *Environmental Planning and Assessment Act 1979*.

- d) Be accompanied by a plan showing the proposed location and layout of the manufactured home estate and its relationship to:
  - i. The boundaries of the property;
  - ii. Any roads or footways on the land and adjoining to the land;
  - iii. All manufactured homes, moveable dwellings or associated structures on the land;
  - iv. Any permanent or temporary structure on the land, including community amenities and buildings.
- e) Be accompanied by Plans and Specifications showing:
  - i. All those services and facilities required by the Local Government (Manufactured Homes Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021;
  - ii. The location and layout of all parking spaces for vehicles;
  - iii. The area and dimensions of residential sites; and
  - iv. The location of all firefighting services within the land.

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f) Be accompanied by such additional information required by Council to enable Council to properly determine the application.

#### Matters Council will take into consideration

When determining an application to operate a manufactured home estate Council will take into consideration:

- a) Whether all of the information required to enable Council to properly consider and determine the application has been submitted;
- b) Whether all of the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges have been paid;
- c) The provisions of the Local Government Act 1993, as amended, and in particular, those matters prescribed in Section 89 of that Act;
- d) The provisions of the Local Government (General) Regulation 2021;
- e) Any applicable standards that are specified in the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021;
- f) The provisions of any other relevant Statute or Regulation;
- g) Whether adequate provision has been made to ensure the health, safety and convenience of the occupants of any moveable dwelling or associated structure or campsite;
- h) Whether Development Consent is required pursuant to the provisions of the Environmental Planning and Assessment Act 1979, as amended, prior to an approval being granted pursuant to Chapter 7 of the Local Government Act 1993, and if so, whether such Development Consent has been granted; and
- i) Any other matter Council considers relevant in the particular case.

#### 4.2.14.3 Install or operate amusement devices

# <u>Introduction</u>

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications to install or operate amusement devices (within the meaning of the Work Health and Safety Regulation 2017); and
- b) The matters that Council will take into consideration when determining applications to install or operate amusement devices (within the meaning of the Work Health and Safety Regulation 2017).

# **Applications**

Applications for approval to install or operate amusement devices (within the meaning of the Work Health and Safety Regulation 2017) shall:

- a) Be made by the device owner, or a person authorised in writing by the owner to;
- b) Be made on the appropriate application form and contain all of the information deemed necessary by Council to enable Council to properly determine the application;
- c) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;

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- d) Be accompanied by documentary evidence that the amusement device is registered with the WorkCover Authority of NSW under the Work Health and Safety Regulation 2017 as amended;
- e) Be accompanied by documentary evidence that there is in force a contract of insurance or indemnity which indemnifies to an unlimited extent (or up to an amount of not less than \$10,000,000 in respect of each accident (\$20,000,000 on Council land) each person who would be liable for damages for death or personal injury arising out of the operation or use of the amusement device and any total or partial failure or collapse of the device against that liability;
- f) Be accompanied by a statement as to the dates and times upon which it is proposed to operate the amusement device; and
- g) Be accompanied by a statement as to the date and time upon which the amusement device will be installed and ready for operation to enable an inspection to be carried out for the purpose of issuing an approval prior to the amusement device being operated.

# Matters Council will take into consideration

In its assessment and determination of an application to install or operate amusement devices (within the meaning of the Work Health and Safety Regulation 2017), Council will take the following criteria into consideration:

- a) The provisions of the Local Government Act 1993 as amended, and in particular the provisions of Section 89 of that Act;
- b) The provisions of the Local Government (General) Regulation 2021, and in particular Subdivision 5 of Division 5 of Part 2 of that Regulation;
- c) The provisions of the Work Health and Safety Act 2017 as amended;
- d) The provisions of the Work Health and Safety Regulation 2017 as amended;
- e) Whether all of the information deemed necessary by Council to enable the application to be properly considered has been submitted to Council;
- f) Whether all of the fees, charges and security deposits required to be paid by Council's Schedule of Fees and Charges have been paid; and
- g) any other matter or thing Council considers relevant in the particular case.

# 4.2.14.4 Use a standing vehicle or any article for the purpose of selling any article in a public place

#### Introduction

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications to use a standing vehicle or any article for the purpose of selling any article in a public place; and
- b) The matters Council will take into consideration when determining applications to use a standing vehicle or any article for the purpose of selling any article in a public place.

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#### **Applications**

Applications for approval to use a standing vehicle or any article for the purpose of selling any article in a public place shall:

- a) Be made on the appropriate application form which provides details of:
  - i. The location where it is proposed to sell the articles;
  - ii. The articles that it is proposed to sell; and
  - iii. The dates and times on which and during which it is proposed to sell the articles.
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- c) Be accompanied by details of public risk insurance to indemnify the applicant and Council against claims for damages; and
- d) Be accompanied by documentation showing how any food to be sold is to be protected.

#### Matters Council will take into consideration

In its assessment and determination of an application to use a standing vehicle or any article for the purpose of selling any article in a public place, Council will take the following criteria into consideration:

- a) The provisions of the Local Government Act 1993 as amended, and particularly Section 89 of that Act;
- b) The provisions of the Local Government (General) Regulation 2021;
- c) Whether if the trade or business involves selling food to the public, the provisions of:
  - i. the NSW Food Authority Guidelines for Mobile Food Vending Vehicles; and
  - ii. NSW Food Authority Guidelines for Food Businesses at Temporary Events, will be complied with.
- d) The provisions of the *Roads Act 1993* as amended and the Regulations made thereunder:
- e) The safety of the public and the protection of property;
- f) The effect that the standing vehicle or article used for the purpose of selling articles will have on pedestrian movements in the vicinity of the vehicle or article, and whether adequate provision has been made for pedestrian access to nearby premises;
- g) The effect that the standing vehicle or articles used for the purpose of selling articles will have on vehicular movements and vehicular parking;
- h) Whether the applicant has made provision for public liability insurance to a level considered adequate by Council; and
- i) Any other matter that Council considers relevant in the particular case.

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# 4.2.14.5 Carry out activity prescribed by the regulations or an activity of a class or description prescribed by the regulations

# <u>Introduction</u>

The purpose of this section is to provide information as to Council's requirements in respect to:

- a) The submission of applications for approval to carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations; and
- b) The matters Council will take into consideration when determining an application for approval to carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulation.

#### **Applications**

Application for approval to carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations shall:

- a) Be made on the appropriate application form or by a letter which contains all of the information required to enable Council to properly determine the application;
- b) Be accompanied by the relevant fees, charges and security deposits listed in Council's Schedule of Fees and Charges;
- c) Be made by the owner, or by a person authorised in writing by the owner; and
- d) Be accompanied by any other documents or information deemed necessary by Council in the particular case.

#### Matters Council will take into consideration

When determining an application to carry out an activity prescribed by the regulations or an activity of a clause or description prescribed by the regulations, Council will take the following criteria into consideration:

- a) The provisions of the Local Government Act 1993 as amended, and particularly Section 89 of that Act;
- b) The provisions of the Local Government (General) Regulation 2021;
- c) Whether all of the information required to enable Council to properly consider the application has been submitted;
- d) The provision of any relevant Statute or Regulation;
- e) Whether development consent under the *Environmental Planning and Assessment Act* 1979 as amended is required prior to an approval for the proposed activity being issued under the *Local Government Act* 1993 as amended, and if so, whether such development consent has been issued by Council; and
- f) Any other matter that Council considers relevant in the particular case.

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# 4.3 PART 3 – OTHER MATTERS

# 4.3.1 Refund of Fees

If an application is withdrawn or is cancelled or lapses, the applicant may be eligible for a part refund of some fees. Applications for a refund of fees must be in writing to Council.

Upon receipt of such an application, Council will determine the refund in accordance with the criteria shown in the table below.

The Stage at which the Refund is requested	How to Determine the Fees that are Refundable
Applications which are Unclear or Illegible.	When the application has been returned to the applicant pursuant to Section 85 of the Local Government Act 1993 or Clause 51 of the Environmental Planning & Assessment Regulations 2000 on the grounds that the application is unclear or illegible, the whole of the application fee and the security deposit, if any, shall be refunded.
Withdrawal of applications before checking of Documentation has commenced.	When an application is withdrawn by the applicant in writing pursuant to Section 88 of the Local Government Act 1993 or Clause 52 of the Environmental Planning and Assessment Regulation 2000 and the checking of the plans, specifications and/or other relevant documentation has not commenced, a percentage of the application fee may be refunded, as per Council's Schedule of Fees and Charges.
Withdrawal of applications after checking of Documentation has commenced.	When an application is withdrawn by the applicant in writing pursuant to Section 88 of the Local Government Act 1993 or Clause 52 of the Environmental Planning and Assessment Regulation 2000 and Council has commenced processing the application by checking the plans, specifications and/or other relevant documentation, a percentage of the application fee may be refunded, as per Council's Schedule of Fees and Charges.
Land Use component of Combined Development Application refused.	All Council fees relating to the building component of the application will be refunded.
Applications withdrawn, cancelled or lapsed after checking of Documentation has been completed.	When an application is withdrawn, cancelled or lapses after the checking of the documentation has been completed, Council shall retain the whole of the application fee.
Security Deposits - Circumstances where Security Deposits will be refunded in full.	Security deposits shall be refunded in full where:  a) the application is returned to the applicant by Council as being unclear or illegible and no further action is taken in respect to the application; b) the application is withdrawn by the applicant and the proposed activity is not commenced; and c) the activity has reached the stage of practical completion in accordance with the approval issued by Council and approval to occupy the building has been issued by Council, provided that no damage
Security Deposits - Circumstances where	has been caused to Council works.  Security deposits shall be retained by Council in full or in part where damage has been caused to Council works as a

DRAFT LOCAL APPROVALS POLICY

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The Stage at which the Refund is requested	How to Determine the Fees that are Refundable
Council will retain part or all of Security Deposit.	result of the activity, the subject of the application, in accordance with the following criteria:
	<ul> <li>a) the cost or estimated cost of repairing the damage to Council's works or property as determined by the Director Infrastructure and Environment shall be deducted from the security deposit, and the remainder, if any, shall be refunded to the applicant; or</li> </ul>
	b) where the cost or estimated cost of repairing the damage to Council works or property as determined by the Director Infrastructure and Environment exceeds the amount of Security Deposit held by Council, the whole of the Security Deposit shall be retained by Council and an account for the remainder shall be forwarded to the applicant.

#### 4.3.2 When does an Approval Lapse

An approval under Section 68 of the Local Government Act 1993 or Section 92 of the Environmental Planning and Assessment Act 1979 lapses five years after the date from which the approval operates unless:

- a) the approval states otherwise; or
- b) the activity has physically substantially commenced within the meaning of the applicable Act;
- c) An extension of an approval may be granted if:
  - a request is received by Council in writing prior to the date on which the approval would have lapsed; and
  - ii. Council determines that the approval should be so extended.

## 4.3.3 Code No 1 - Busking

Local Government Act 1993 as amended - Section 68, Part D (4)

#### Introduction

This Code provides details of Council's requirements in respect to "busking" on community land.

#### Definition

BUSKER means an itinerant musician or actor.

BUSKING means a busker performing in a public place.

## **Application**

This Code applies to all areas within the Broken Hill City Council local government area. It is to be read in conjunction with the Broken Hill City Council Local Approvals Policy.

### <u>Insurance</u>

Council may require that an application to undertake busking shall not take effect until the applicant has provided Council with a copy of a public risk policy with a minimum value of \$20 million which contains the following clause:

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"It is hereby agreed that the indemnity given by this policy is extended to the Broken Hill City Council in respect to the operation of an approved footpath/street activity".

#### **Conditions of Approval**

All persons busking in accordance with approval by Council pursuant to Part D of the Table to Section 68 of the *Local Government Act 1993*, as amended, shall comply with all conditions of approval imposed by Council in respect to that consent.

#### Conditions of approval will be directed at:

- a) Protecting members of the public against injuries resulting from obstructions placed on public places by "buskers";
- b) Protecting Council against claims for damages resulting from injuries resulting from the activities of "buskers";
- c) Ensuring that members of the public are not harassed by or obstructed by buskers; and
- d) Limiting the duration, days and locations upon which and where busking will be permitted.

#### 5. IMPLEMENTATION

#### 5.1 Roles and Responsibilities

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

- General Manager
- Director Infrastructure and Environment
- Director Corporate and Community
- Town Planner
- Building Surveyor
- Community Safety Officers
- Environmental Health Officer
- Project Engineer

#### 5.2 Communication

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

#### 5.3 Associated Documents

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

- Compliance and Enforcement Policy
- Local Orders Policy
- Mobile Food Vehicles, Temporary Food Stalls and Hawking Policy
- Footway Restaurants Settings Policy
- Shop Front Displays and Moveable Signs Policy
- Community Markets Policy
- Broken Hill Film Policy

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#### 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; with adoption within 12 months following a general election under the *Local Government Act 1993*, so as to avoid automatic revocation under Section 165, clause (4) of that Act. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Director Infrastructure and Environment 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 and subordinate regulations.

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

#### 8. DEFINITIONS

Expressions used in the Policy are defined in the Dictionary at the end of the *Local Government* Act 1993 (the "Act Dictionary").

## ORDINARY MEETING OF THE COUNCIL

June 3, 2025

## **ITEM 11**

## BROKEN HILL CITY COUNCIL REPORT NO. 98/25

SUBJECT: DRAFT ARTIFICIAL INTELLIGENCE FRAMEWORK POLICY
D25/24643

## **Recommendation**

- 1. That Broken Hill City Council Report No. 98/25 dated June 3, 2025, be received.
- 2. That Council notes that the Audit, Risk & Improvement Committee endorsed the Draft Artificial Intelligence Framework Policy at their meeting held 15 May 2025.
- That Council adopts the Draft Artificial Intelligence Framework Policy as a Policy of Council.

## **Executive Summary:**

The purpose of this framework is to outline the ethical and acceptable use of generative Artificial Intelligence (AI) tools that can be used by Council staff. This policy has been created to ensure all users have an awareness of the expectations of how and when generative AI tools can be used. This policy will also detail what steps need to be taken by staff when using generative AI tools in any decision-making process, and how to report this information for transparency.

This will also function as a guideline to inform BHCC staff on what AI tools are supported for use in Council, and how they can be used effectively to carry out official duties. This policy, therefore, applies to anyone working at Council, including employees, contractors, subcontractors, third party vendors, external suppliers and authorised personnel (users). unauthorised users are prohibited from using any Council ICT equipment, except equipment specifically supplied for public use. This Policy also provides general "dos and don'ts" in plain English to assist staff in using AI technologies.

The draft Policy Artificial Intelligence Framework Policy was endorsed by the Audit, Risk and Improvement Committee at their meeting held 15 May 2025 for presentation to Council for consideration of adoption.

## Report:

Broken Hill City Council embraces the potential of positive transformative change presented by the emergence of AI and welcomes it use. However, Council is also committed to ensuring that the utilisation of AI aligns with Council's legal and ethical responsibilities and community standards. Only when AI is deployed responsibly can it improve the efficiency, effectiveness and quality of services and advice delivered.

The objective of this Policy is to provide clear guidelines for the use of AI tools and supply of all generative AI technologies provided to Council for business use.

The Policy will be put in place to protect users and Broken Hill City Council. Inappropriate use exposes Broken Hill City Council to risks including malicious software, loss of sensitive

information, compromise of network systems and services, misinformed or biased decision making, and legal issues.

This Policy recognises the rapid evolution and increasing uptake of emerging technologies. It enables appropriate usage of generative Artificial Intelligence (AI) within the organisation, whilst protecting data from unauthorised exposure. Council fosters an innovation culture that allows the responsible use of AI to help deliver effective and efficient services and meet community needs in an environment where risks are assessed, and ethical standards upheld.

The Audit Risk and Improvement Committee endorsed the draft Artificial Intelligence Framework Policy at its meeting held 15 May 2025 for presentation to Council for consideration of adoption.

The draft Policy is attached to this report.

## **Community Engagement:**

Not applicable.

## **Strategic Direction:**

Key Direction: 4 Our Leadership

Objective: 4.1 Openness & Transparency in Decision Making

DP Action: Maintain good governance and best practice methods and ensure

4.1.1.21 compliance with various guidelines, legislation and report

requirements

## **Relevant Legislation:**

- Local Government Act 1993
- Local Government (General) Regulation 2021

## **Financial Implications:**

Nil. This policy will provide a sound Artificial Intelligence Policy to ensure that appropriate controls are in place for the safe use of the technology within Council.

#### **Attachments**

1. UDRAFT ARTIFICIAL INTELLIGENCE FRAMEWORK POLICY

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER



## DRAFT AI FRAMEWORK

QUALITY CONTROL			
EDRMS REFERENCES	<enter and="" container="" document="" numbers=""></enter>		
RESPONSIBLE POSITION	Manager Information and Communications		
APPROVED BY			
REVIEW DATE		REVISION NUMBER	
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
Only include the last revision (PLEASE DELETE THIS ROW)			

#### 1. INTRODUCTION

The purpose of this framework is to outline the ethical and acceptable use of generative Artificial Intelligence tools that can be used by Council staff. This policy has been adopted to ensure all users have an awareness of the expectations of how and when generative AI tools can be used. This policy will also detail what steps need to be taken by staff when using generative AI tools in any decision-making process, and how to report this information for transparency.

This will also function as a guideline to inform BHCC staff on what AI tools are supported for use in Council, and how they can be used effectively to carry out official duties. This policy, therefore, applies to anyone working at Council, including employees, contractors, subcontractors, third party vendors, external suppliers and authorised personnel (users). Unauthorised users are prohibited from using any Council ICT equipment, except equipment specifically supplied for public use.

This policy also provides general "dos and don'ts" in plain English to assist staff in using AI technologies.

#### 2. POLICY OBJECTIVE

Broken Hill City Council embraces the potential of positive transformative change presented by the emergence of Al and welcomes it use. However, Council is also committed to ensuring that the utilisation of Al aligns with Council's legal and ethical responsibilities and community standards. Only when Al is deployed responsibly can it improve the efficiency, effectiveness and quality of services and advice delivered.

Draft Al Framework Policy

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The objective of this Policy is to provide clear guidelines for the use of Al tools and supply of all generative Al technologies provided to Council for business use.

This policy is in place to protect users and Broken Hill City Council. Inappropriate use exposes Broken Hill City Council to risks including malicious software, loss of sensitive information, compromise of network systems and services, misinformed or biased decision making, and legal issues.

## 3. POLICY SCOPE

Currently supported generative AI platforms/software is focused on enterprise level AI tools, and is described below:

- Microsoft 365 Copilot,
- Symphony3 Knowledge Base Bot

This policy applies to any use of generative AI used to review, summarise, edit, and create new documents.

The use of any generative AI in unsupported manners will be considered a breach of this policy, and the ICT Policy, and may result in disciplinary action in accordance with Councils disciplinary procedure.

This policy applies to the following:

- All of Broken Hill City Council employee's/contractor's/volunteers in situations where their actions may expose Council's systems or data to generative Al tools, and
- Any and all of Broken Hill City Council's generative AI tools and applications, be they
  public facing or internally focused, e.g. chatbots, virtual assistances and search
  utilises.

## 4. POLICY STATEMENT

This policy recognises the rapid evolution and increasing uptake of emerging technologies. It enables appropriate usage of generative Artificial Intelligence (AI) within the organisation, whilst protecting data from unauthorised exposure. Council fosters an innovation culture that allows the responsible use of AI to help deliver effective and efficient services and meet community needs in an environment where risks are assessed, and ethical standards upheld.

The following general "dos and don'ts" should be used as a basis for the use of any Al technology:

#### Do's:

- Comply with applicable legislative requirements and laws.
- If account creation is required, use a corporate email.
- Enable multifactor authentication where available.
- Disable training and logging features.
- Disable chat history.
- Reference any Al-generated content. Use Al-generated code in government systems.

Draft < Insert Description > Policy

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 Report to ICT Manager or security team if unsure, or where guidance can't be followed.

#### Don'ts:

- Input official, sensitive or classified information.
- Create an account unless registration is a requirement.
- Open any Al-generated links.
- Open Al-generated files.
- Use unofficial generative AI websites, applications or plugins.
- Input or validate code from any government systems.
- Input large government datasets.
- Amend or downgrade NSW Information Labels.

The following are the guiding principles and standards that Council must adhere to for the implementation of this policy.

#### 4.1 Transparency

Whenever used to provide data or inform decisions made by Council, it should be made clear that generative AI was used in the process. This should take the form of clear markings or statements referencing when generative AI was used in the process. Official communications remain subject too, and must abide by the Council's Communications and Customer

#### 4.2 Privacy and Security

Any data entered into generative AI tools is to be expected to be stored externally to Council data stores and Council will have little ability to reliably track who has access to this data.

Data entered into generative AI tools should not include or reveal any classified information, or personal information held by council. All activities and inputs in relation to the use of information with AI tools should be considered a disclosure of that information and must comply with Council's Information Privacy Policy, relevant legislation, and the information privacy principles.

Council information should only be entered into these tools if it has already been made public or would be acceptable to be made public, and any data used must be anonymised, with all Personal Identifiable information removed. Council must also not enter information that would allow Al platforms to extrapolate classified or sensitive information based on the aggregation of content you have entered over time.

Additionally, Council should avoid sharing any information that could be used for identity theft, fraud, or hacking attempts.

Where available, Council should disable any settings or permissions which save data or use history.

#### 4.3 Accountability

Al tools must never be the final decision-maker on Council activities or services.

Draft < Insert Description > Policy

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Accountability is a one of Council's organisational values, and as such those who use AI to produce content are responsible for that content, and must ensure they can explain and justify the advice and decisions that are being made.

Any responses or outcomes provided by AI tools must be critically analysed for appropriateness and accuracy before being used, as they can provide incorrect answers in a confident way. Council should consider whether responses or outcomes are factually accurate, meet community expectations, and unbiased. Council should also consider intellectual property rights of third parties as well as broader privacy and copyright issues when using these tools.

#### 4.4 Responsible use

Council should only use AI platforms in low-risk situations and take the appropriate risk mitigation strategies described in this policy. Some examples of low-risk use include using tools to brainstorm ideas or options, or to do initial drafting of content, emails, and reports. Council must ensure that all uses of AI platforms comply with Council's Information and Communication Technology Policy, Community Services Policy, and Records Management Policy.

Use cases which pose an unacceptable risk to Council include, but are not limited to, the following:

- i. Use cases requiring the input of any amount of Council data considered to be sensitive, confidential information, or with Personal Identifiable information.
- ii. Use cases where services will be directly delivered by AI, or decisions will be made by AI, instead of a human.
- iii. Use cases where coding outputs will be used in government systems.

### 4.5 Support for staff

Given the pace of technological change, it is acknowledged that staff have varying degrees of familiarity with AI and understanding of how it can be used to support improved outcomes for the community.

Council is dedicated to investing in staff development, including in relation to technologies and Al and commits to:

- i.: A continuous learning and adaptive approach to AI and innovation.
- ii.: Supporting staff to develop their ability to use AI safely and ethically to improve outcomes.
- iii.: Incorporate technology and AI awareness training into workforce development training programs.
- iv.: Build organisational capability to critically analyse AI outputs and the limitations and benefits of the technology.
- v.: Engage with staff on AI awareness, innovation, opportunities and threats.
- vi.: Collaborating with staff and the sector to develop a detailed AI Framework to guide the ethical, legal, and effective use of AI as the technology evolves.

#### 5. IMPLEMENTATION

Draft < Insert Description > Policy

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

## 5.1 Roles and Responsibilities

- General Manager;
- Director Finance and Commercial;
- Manager Information and Communications Technology.

#### 5.2 Communication

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

#### 6. ASSOCIATED DOCUMENTS

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

- Broken Hill City Council Model Code of Conduct,
- Information and Communications Technology Policy,
- Records Management Policy,
- State Records Act 1998 (NSW),
- Community Services Policy,
- Intellectual Property Policy

#### 7. REVIEW

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

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

This policy will also be reviewed as new AI technologies become available to Broken Hill City Council, and amended to include technologies that contribute and add value to Council's work practices and the wider community as a whole.

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

## 8. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Government Information (Public Access) Act 2009

Draft < Insert Description > Policy

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- Privacy and Personal Information Protection Act 1998
- State Records Act 1998
- Copyright Act 1968
- Broken Hill City Council Model Code of Conduct,
- Information and Communications Technology Policy,
- Records Management Policy,
- State Records Act 1998 (NSW),
- Community Services Policy,
- Intellectual Property Policy

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's <enter policy name>. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

## 9. DEFINITIONS

Term	Definition
Al	Refers to Artificial Intelligence - the simulation of human intelligence in machines that are programmed to think and learn like humans. It encompasses a wide range of technologies and techniques that enable machines to perform tasks that typically require human intelligence. These tasks include problem-solving, learning, planning, speech recognition, natural language understanding, perception, and decision-making
Al Technologies	Refers to any generative tools that uses artificial intelligence to produce content. This includes but is not limited to Google AI, ChatGPT, and Microsoft Copilot.
Council	Refers to Broken Hill City Council

Draft <Insert Description> Policy

## ORDINARY MEETING OF THE COUNCIL

June 3, 2025

## **ITEM 12**

## BROKEN HILL CITY COUNCIL REPORT NO. 97/25

SUBJECT: DRAFT COMMUNITY ASSISTANCE GRANTS POLICY FOR

PUBLIC EXHIBITION

D25/24625

## **Recommendation**

- 1. That Broken Hill City Council Report No. 97/25 dated June 3, 2025, be received.
- That Council notes the Community Assistance Grants Policy has been amended in accordance with Council Resolution of the 28 May 2025 Council Meeting minute no.
   47872 to allow more opportunity for registered not-for-profit community organisations to acquire a Community Assistance Grant from Council.
- 3. That the draft Community Assistance Grants Policy be placed on public exhibition for a period of 28 days during which time Council will accept submissions from the public.
- 4. That a further report be presented to Council at the conclusion of the public exhibition period outlining submissions received, and any resultant amendments to the Policy, with a view to adopting the draft Community Assistance Grants Policy.

## **Executive Summary:**

Council is committed to assisting local community not-for-profit organisations in the delivery of services/activities/programs that align with the objectives of Broken Hill's Community Strategic Plan. To facilitate this Council holds two rounds of Community Assistance Grant (CAG) funding each year to provide "one-off" financial grants. The grants program complies with Section 356 of the *Local Government Act 1993*.

The Community Assistance Grants Panel met on 21 May 2025 to assess and recommend the awarding of grants for Round 1 of 2025/2026 to the General Manager.

In recommending the awarding of grants, the Panel also recommended amendments to the Community Assistance Grants Policy to allow the opportunity for more local not-for-profit community organisations to acquire a grant from Council.

These recommendations were presented to the May Ordinary Council Meeting where they were adopted and Council also resolved to make further amendments.

The Policy has been amended and is now presented to Council for endorsement for public exhibition.

#### Report:

Council's Community Assistance Grants Policy provides a framework for Council to provide grants for community events, projects, services or activities know as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

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 Community Assistance Grants Panel met on 21 May 2025 and conducted its evaluation of the applications received for Round One of 2025/2026 and presented its recommendations to the General Manager for the awarding of grants. The Panel also recommended to the General Manager a number of amendments to the Community Assistance Grants Policy to allow the opportunity for more local not-for-profit community organisations to acquire a grant from Council.

The recommended amendments were:

- 1. limit organisations to receive a grant to once biennially in the financial year rather than every financial year, in order that the opportunity exists for more not-for-profit community organisations to benefit from receiving a Community Assistance Grant.
- 2. cap grants to \$5,000.00 in order that Council's Community Assistance Grant funding can be allocated to more not-for-profit community organisations.
- 3. that not-for-profit community organisations who receive government funding are not eligible to apply for a Community Assistance Grant.

These amendments were presented to the 28 May 2025 Council Meeting along with the outcome of the awarding of grants for Round 1 2025/2026.

Council added further addendums to its resolution for this item to allow In One Accord to receive an exemption to amendment 1 in order that they can apply annually for a grant towards Carols by Candlelight event; and for a MOU to be granted to the Broken Hill Repertory Society for an annual 100% rates subsidy, and Council resolved:

ITEM 17 - Broken Hill City Council Report No. 92/25 - DATED May 21, 2025 - COMMUNITY

ASSISTANCE GRANTS AWARDED IN ROUND 1 OF 2025/2026 AND RECOMMENDED

AMENDMENTS TO THE COMMUNITY ASSISTANCE GRANTS POLICY D25/22437

During the discussion of Item 17, Councillor Turley declared a non-pecuniary conflict of interest in the Broken Hill Repertory Society as she is a patron and remained in the Council Chambers and exercised her vote on the matter.

)

## **RESOLUTION**

# Minute No. 47872 Councillor R Algate moved Councillor H Jewitt seconded

#### Resolved

- 1. That Broken Hill City Council Report No. 92/25 dated May 21, 2025, be received.
- That Council notes the Community
   Assistance Grants awarded for Round One of 2025/2026 which were recommended by the Panel on 21 May 2025, and approved by the General Manager under delegation on 21 May 2025.
- That Council notes that the Community
   Assistance Grants budget for Round One is not fully expended with \$1,307.10 remaining

- unspent which will be rolled over to Round Two of 2025/2026.
- 4. That as per the Grant Panel recommendations, the Community Assistance Grants Policy and associated Grants program literature be amended as follows, to give the opportunity for more local not-for-profit organisations to acquire a grant from Council:
  - include a clause to cap the amount of grants awarded to \$5,000.00 for successful organisations for each round of funding.
  - 2) include a clause that limits an eligible organisation from receiving a Community Assistance Grant to once biennially in the financial year (rather than once every financial year) with the exception of In One Accord to be eligible to apply once every financial year for a grant towards the annual Carols by Candlelight event.
  - include an eligibility clause that prevents organisations who receive government funding from applying for a Community Assistance Grant.
  - 4) that Council enters a Memorandum of Understanding agreement with the Broken Hill Repertory Society (who historically receives a grant for rates relief every financial year) for an ongoing annual financial assistance grant for a 100% rates relief.

CARRIED UNANIMOUSLY

These amendment have been made to the Community Assistance Grants Policy (see highlighted changes attached) and is presented to Council for endorsement for the draft Policy to be placed on public exhibition. Following the public exhibition process the draft Policy along with any submissions received will be presented to Council for consideration of adoption.

## **Community Engagement:**

The Draft Community Assistance Grants Policy will be placed on public exhibition for 28 days during which time Council will accept submissions from the public.

## **Strategic Direction:**

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

## **Relevant Legislation:**

Local Government Act 1993, Section 356 and Section 377

Council's adopted Community Assistance Grant Policy.

## **Financial Implications:**

Nil.

## **Attachments**

1. U Draft Community Assistance Grants Policy

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER



## **COMMUNITY ASSISTANCE GRANTS POLICY**

QUALITY CONTROL			
TRIM REFERENCES	12/114 – D17/3599		
RESPONSIBLE POSITION	General Manager		
APPROVED BY	Council		
REVIEW DATE	April 2026	REVISION NUMBER	7
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
24 February 2016	Adoption	45180	
22 February 2017	Public Exhibition	45461	
26 April 2017	Adoption	45524	
28 November 2018	Adoption	45959	
24 June 2020	Adoption	46284	
30 March 2022	Adoption	46802	
27 April 2022	Adoption	46825	
28 June 2023	Adoption	47241	

## 1. INTRODUCTION

Council acknowledges the contribution made by our community towards the betterment of Broken Hill and the contribution of volunteers towards the objectives of Council.

This policy aims to provide support to individuals and groups through a program of Community Assistance Grants.

This policy allows for considered and transparent decisions to be made regarding the distribution of community resources.

COMMUNITY ASSISTANCE GRANTS POLICY

Page 1 of 6

#### 2. POLICY OBJECTIVE

The purpose of this policy is to provide a framework for Council to provide grants for community events, projects, services or activities, known as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

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.

#### 3. POLICY SCOPE

The policy applies to all applications for Community Assistance Grants.

#### 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 under the Community Assistance Grant Program will be determined annually by the elected Council in connection with the Operational Plan and Delivery Program.
- 4.2.2. All individual grants whether cash/and or value in kind will be capped at \$5,000.00 per arant.
- 4.2.3. Community Assistance Grants may comprise cash/and or value in kind.
- 4.2.4. Council may decide to offer to an applicant a Community Assistance Grant in an amount less, or in a combination different to, what is applied for.
- 4.2.5. A monetary figure will be allocated to all value in kind awarded under the Community Assistance Grant Program, in accordance with its true cost to Council. This amount will

COMMUNITY ASSISTANCE GRANTS POLICY

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- be included in the total amount of Community Assistance Grant allocated to any successful applicant.
- 4.2.6. Any amendments to the total budget allocated to the Community Assistance Grant program must be approved by the elected Council.
- 4.2.7. Only single year commitments may be approved under this policy.
- 4.2.8 Eligible organisations can only receive one Community Assistance Grant from Council biennially (rather than once every financial year) with the exception of In One Accord who are eligible to apply once every financial year for a grant towards the annual Carols by Candlelight event.

## 4.3. Existing Commitments

4.3.1. The following existing committed donations do not meet the requirements for inclusion in a competitive process because they are initiatives instigated by Council and also they are not auspiced by a community organisation, therefore the following annual committed donations will be made:

Name of Organisation	2015/2016 Commitment	Purpose
Local Schools	\$100 per school (\$1,000.00 total)	Donation towards presentation night
David Bowler Memorial Award	\$2,500.00	Co-contribution towards award

4.3.2. All other previously committed annual donations will not be made and these organisations must apply to one of the competitive rounds of Community Assistance funding due to their organisation meeting the eligibility criteria to apply.

## 4.4. Program Structure

- 4.4.1. Council will hold up to two competitive rounds for Community Assistance Program each financial year.
- 4.4.2. Council will advertise the details of each round of the Community Assistance Program on Councils website and in the local media.
- 4.4.3. Council may decide to host a public information session in connection with a competitive round to provide information to prospective applicants about the program.

## 4.5. Eligibility and Assessment

4.5.1. Eligibility Criteria

Council will not support applications that do not meet all of the following Eligibility Criteria:

a. Applicant must be an incorporated community association/organisation, or a
registered not-for-profit association/charitable organisation with an ABN or ACN.
Applications will not be accepted from individuals, businesses, government agencies or
organisations who receive regular government funding, political parties or lobby
groups.

COMMUNITY ASSISTANCE GRANTS POLICY

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- Applicants must lodge a completed application using Council's standard Community Assistance Grant Program Application Form in accordance with any published Guidelines.
- c. Applications must be received on or before the advertised due date.
- d. Applicants must provide evidence that they have appropriate insurances in place.
- e. The event/project/service/activity must be scheduled to occur within the six (6) month period of the financial year the application is made and support is received.
- f. The funds received through Community Assistance Grants must not be used to raise funds on behalf of another group.
- g. Applicants may not have received any other sponsorship support from Council within the same financial year, regardless of whether it was for a different event/project/service/activity.
- h. Applicants must have complied with, to Council's satisfaction, the conditions of any previous grant, support or Community Assistance Grant received from Council.
- i. The event/project/service/activity must be consistent with the community values defined in the Community Strategic Plan.
- j. The event/project/service/activity must apply uniformly to all persons in the Broken Hill Local Government Area or to a significant group of persons within the area.
- k. The Applicant must be capable of obtaining all regulatory approvals for the event/project/service/activity.
- If a public information session is scheduled in connection with a round of Community
  Assistance Grant funding, a representative of the Applicant must attend, or otherwise
  meet with the relevant Council Officer in advance of the application deadline.

## 4.5.2. Assessment Criteria

Applications that satisfy the Eligibility Criteria set out in clause 4.5.1 will then be assessed against the following Assessment Criteria, which will be weighted according to Councils strategies:

- a. Social benefit to the community. Considerations include: number and age of participants; skills and knowledge developed by applicants.
- b. How the project will support an identified need within or develop community strengths. Considerations include: alignment to community strategic plan and delivery program outcomes; the relevant impact on the Broken Hill community through the implementation of the initiative.

#### 4.5.3. Assessment of Applications

The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility and Assessment Criteria set out in sections 4.5.1 and 4.5.2.

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.

COMMUNITY ASSISTANCE GRANTS POLICY

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

The weighting allocated to each assessment criterion will be determined and approved by the Community Assistance Grant Panel prior to applications being called. These weightings must be made available to applicants upon request.

Following a preliminary assessment, the Relevant Council Officer will present all applications to the Community Assistance Grant Panel with a recommendation on eligibility.

The Community Assistance Grant Panel will be convened to assess applications. The Community Assistance Grant Panel's assessment must be recorded on an evaluation form and retained in Council's records management system. The evaluation form will be signed by the Chairperson of the Community Assistance Grant Panel.

Each member of the Community Assistance Grant Panel must comply with Councils Code of Conduct, in particular, the provisions covering Conflicts of Interest.

The Community Assistance Grant Panel will make recommendation to the General Manager.

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

The event/project/service/activity must be suitable for Council's involvement and consistent with Council's community values defined in the Community Strategic Plan.

#### 4.5.4. Agreements, Payments and Acquittals

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.

Payments will be made in accordance with the agreement following receipt of invoice.

All invoices must be received within the six (6) month period the financial year in which Community Assistance Grant was awarded and the event/project/service/activity implemented.

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

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

#### 5. IMPLEMENTATION

#### 5.2. Roles and Responsibilities

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

- General Manager
- Executive Officer

COMMUNITY ASSISTANCE GRANTS POLICY

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#### 5.3. 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.

#### 5.4. 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 General Manager 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 Community 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.

**Community Assistance Grant** means Financial Assistance provided by Council as a financial contribution or Value in Kind, to support an event, project, service or activity.

Community Assistance Grant Panel means the panel comprising:

- The Mayor (or nominee)
- Two Councillors
- The Broken Hill Australia Day Citizen of the Year
- A minimum of three independent persons

COMMUNITY ASSISTANCE GRANTS POLICY

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## DRAFT COMMUNITY ASSISTANCE GRANTS POLICY FOR PUBLIC EXHIBITION

Attachment 1
Draft Community Assistance Grants
Policy

**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.

**Relevant Council Officer** means the Council employee responsible for administering the Community Assistance Grant program.

**Value in Kind** means goods or services supplied by Council in connection with a Community Assistance Grant, including the waiver or discounting of fees and charges for Council facilities.

COMMUNITY ASSISTANCE GRANTS POLICY

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 $^{^{}m i}$  Minute No. 46356 of 30/09/2020 records Council's resolution to increase the Community Assistance Grants budget annually by \$6,000.00 to be quarantined for Golf Broken Hill Inc should they apply and meet all eligibility and assessment criteria, otherwise the funds will be included in the available budget for all applications for Round 2 each year.

#### ORDINARY MEETING OF THE COUNCIL

May 21, 2025

## **ITEM 13**

## BROKEN HILL CITY COUNCIL REPORT NO. 109/25

SUBJECT: DRAFT LIVING DESERT MASTER PLAN AND ASSOCIATED

DRAFT LIVING DESERT PLANS FOR PUBLIC EXHIBITION

D25/22541

## **Recommendation**

- 1. That Broken Hill City Council Report No. 109/25 dated May 21, 2025, be received.
- 2. That That Council endorse the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan for public exhibition.
- 3. That the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan 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 Living Desert Master Plan, Draft Business Plan and Draft Action Plan.

## **Executive Summary:**

Broken Hill City Council is the appointed land manager of the Living Desert State Park, a 2,400-hectare area established in the 1990s. The Park was created with the aim to:

- Support conservation through a captive breeding program for endangered regional species.
- Provide a site for environmental education.
- Enhance tourism by encouraging overnight stays in Broken Hill.
- Generate local employment, education, and training opportunities.

The Living Desert State Park has since developed into a significant conservation, cultural, recreational and tourism asset. It serves as a:

- Biodiversity conservation site for semi-arid flora and fauna.
- Recreational area for residents.
- Major tourist attraction integrating Broken Hill's key tourism themes: art, the outback, and nature.
- Site of First Nations people cultural significance.

The Living Desert State Park attracts approximately 40,000 visitors annually, making it one of the City's most frequented destinations. The key features of the Living Desert State Park include:

- Living Desert Sculptures: 12 iconic sandstone artworks, created by artists from around the world in 1993, with panoramic views, especially popular at sunset.
- The John Simons Flora and Fauna Sanctuary: A 180-hectare fenced conservation zone established in 2002, with trails, arboretum, and public art.
- Picnic Area: Offers public amenities and access to sites of First Nations people occupation.

• Starview Campsite: Primitive camping with caravan and tent sites, night sky viewing, and basic facilities.

- Sundown Nature Trail: 2.8 km walking loop offering scenic exploration of the Sundown Hills.
- *Management*: Overseen by Council Rangers with support from community volunteers.

Over the years, development within the Living Desert State Park has occurred incrementally, as funding and resources became available. Council has recognised the need for a cohesive, long-term strategic planning framework to guide the future use, development, and management of the Living Desert State Park. This approach integrates:

- Cultural and tourism enhancements.
- Visitor experience and economic sustainability.
- Conservation objectives.
- First Nations heritage and collaborative management.

## Report:

In January 2024 Council advertised Q22/73 - Request for Quotation - Living Desert State Park Master Plan, with the intention to engage a suitably experienced consultant to develop a 20-year Master Plan for the Living Desert State Park.

The aim of the Master Plan was to outline the actions required for improvement, intended to guide the physical upgrade of the site over the next twenty years. Council's objectives in commissioning the preparation of the Master Plan included:

- Maintain the authenticity of the Living Desert and achieve a balance between the natural world and the man-made environment.
- Identify required upgrades to the site to achieve accessibility and increase visitation by visitors and the community.
- Identify commercial opportunities.
- Support applications for State and Federal Government Funding to upgrade infrastructure.
- Address and note the sensitive cultural aspects to the site and opportunities to undertake sensitive cultural work relating to the First Nations community.
   Opportunities for cultural tourism currently being addressed in NSW.
- Address impacting environmental matters.

Environmental Partnership NSW were engaged in May 2024 to conduct initial activities essential for the development of the Draft Master Plan. Their responsibilities encompassed preliminary assessments, on-site evaluations, and stakeholder consultations. These efforts aimed to gather comprehensive insights into the site's conditions and the interests of various stakeholders, thereby informing the strategic direction of the Master Plan.

Environmental Partnership NSW has developed The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, providing a comprehensive strategic framework aimed at preserving the site's natural authenticity while proposing enhancements to accessibility, cultural engagement, and sustainable tourism.

• The Master Plan outlines potential upgrades to improve site accessibility, thereby increasing visitation from both tourists and the local community. It also identifies commercial opportunities that align with the site's character, supporting applications for State and Federal Government funding aimed at infrastructure improvements. Importantly, the Master Plan acknowledges the site's sensitive cultural aspects, proposing initiatives that engage with the First Nations community to undertake respectful cultural work and promote cultural tourism. Environmental considerations

have been addressed to ensure that development does not compromise the ecological integrity of the Living Desert State Park. Overall, the Master Plan lays a comprehensive foundation for sustainable growth, cultural enrichment, and environmental stewardship of this unique landscape.

- The Business Plan accompanies the Master Plan and assesses the current use and financial performance of the LDSP, identifies opportunities for increasing visitation and revenue generation and provides five-year trading forecasts.
- The Action Plan outlines a list of deliverable actions, each assigned a priority rating
  and an estimated cost to Council. This structured approach will guide the
  development of detailed project plans and budgets, enabling Council to take a
  considered and strategic path toward achieving the identified outcomes. It ensures
  that resources are allocated effectively, and that project delivery is aligned with
  organisational priorities and financial capacity.

The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, as prepared by Environmental Partnership NSW, is being presented in its original consultant format for Council's endorsement to proceed to a 28-day public exhibition period. Following public exhibition and formal adoption by Council, the final documents will be updated with Council's approved branding prior to publication on Council's website.

## **Community Engagement:**

Council recognises the importance of internal Council, community and stakeholder engagement in shaping the future of The Living Desert State Park.

Environmental Partnership NSW visited Broken Hill in July 2024 to undertake stakeholder consultation to discuss the values and qualities of The Living Desert, and the pressures and opportunities stakeholders would like the Master Plan to address.

Consultation sessions were held with:

- Site Operations Crew
- Council Technical Officers
- Friends of the Flora and Fauna of the Barrier Ranges Committee
- Tourism Representatives
- Art and Culture Representatives
- Wilyakali Community
- Finance Considerations including Operation Costs & Budgets (Finance Accounting)

The sessions informed the development of the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, with Environmental Partnership NSW returning to Broken Hill in May 2025 to conduct presentations of the draft documents:

#### **April 2025**

Council's Executive Leadership Team (via Teams)

## May 2025

- Council Technical Officers
- Site Operations Crew and Volunteer Group
- Elected Members
- Tourism, Art and Film

## **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.2	Our leaders make smart decisions
Strategy:	4.2.7	Continue to look for efficiencies in the organisation and ensure financial sustainability

## **Relevant Legislation:**

The following legislative frameworks collectively ensure that any Master Planning or development within the Living Desert State Park is conducted responsibly, preserving its ecological, cultural, and heritage values.

Local Government Act 1993 (NSW)
Local Government (General) Regulation 2021
Biodiversity Conservation Act 2016 (NSW)
Biosecurity Act 2015 (NSW)
National Parks and Wildlife Act 1974 (NSW)
Environment Protection and Biodiversity Conservation Act 1999 (Cth)
Crown Land Management Act 2016 (NSW)
Native Title Act 1993 (Cth)
Aboriginal Land Rights Act 1983 (NSW)
Environmental Planning and Assessment Act 1979 (NSW)
Work Health and Safety Act 2011 (NSW)

## **Financial Implications:**

This report does not carry any financial implications for Council.

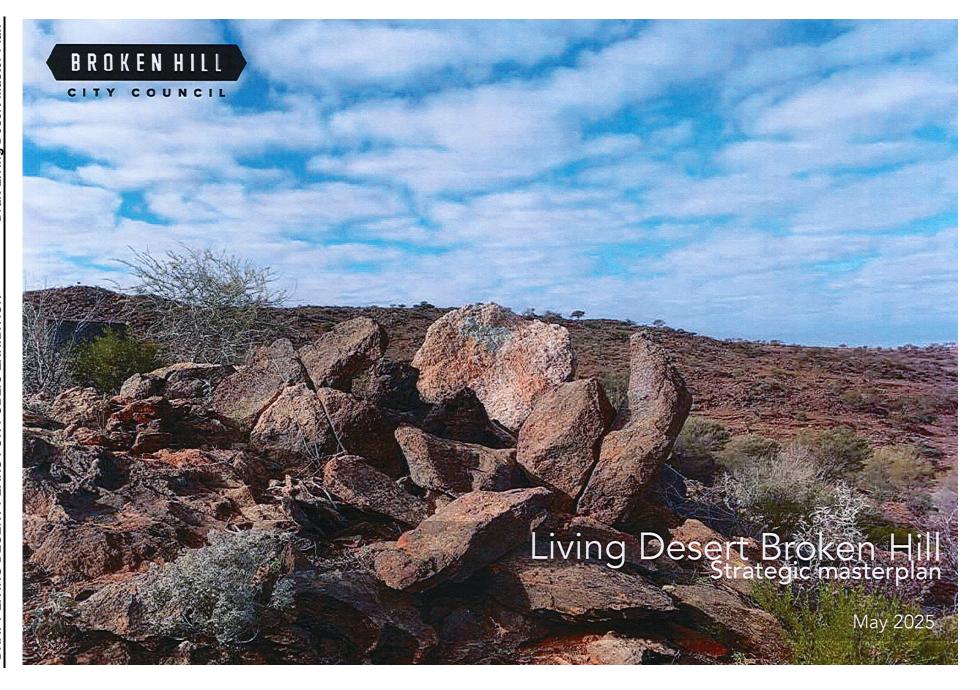
The cost of the Master Plan Package was \$135,188.50 ex GST and approved within Council's 2022/23 Capital Works Budget.

## **Attachments**

- 1. Upper Traft Living Desert Master Plan
- 2. U Draft Living Desert Business Plan
- 3. U Draft Living Desert Action Plan

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



BROKEN HILL CITY COUNCIL
ACKNOWLEDGES THE TRADITIONAL
OWNERS OF THE LAND UPON WHICH THE
LIVING RESERVE RESERVE LIES, THE LAND
OF THE WILYAKALI PEOPLE AND PAY OUR
RESPECTS TO THEIR ELDERS; PAST, PRESENT
AND EMERGING.

Living Desert Strategic Masterplan

Prepared by Environmental Partnership NSW Pty Ltd Suite 301 22-36 Mountain St Ultmo NSW 2007

Issue 16th May 2025 Approved Adam Hunter

LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

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- Sustainability

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# Summary

## 1 What is the Living Desert

The Living Desert site is a 2400 Ha State Reserve site, 12km from Broken Hill township, and managed by Broken Hill Council. The site falls within lands subject to the Native Title determination of 2015 for non-exclusive access and use of the Barkandji Native Title Group Aboriginal Corporation. The site is a significant place to the Wiliyakali people of Broken Hill, who are part of the broader Barkandji group.

The Living Desert Reserve was established in 1997 as a place to conserve and appreciate the "physical environment, ecosystems and fauna and flora" of Broken Hill (Living Desert State Reserve REF 1997).

The REF noted that the reserve was specifically intended to:

- contribute to conservation through establishment of a captive breeding program for endangered species from the region.
- provide environmental educational resources.
- motivate additional overnight stays in Broken Hill.
- provide enhanced opportunities for employment, education and training

The Living Desert's most recognisable public aspect however is arguably the "Sculpture Hill". On top of the highest hill inside the reserve are 12 sandstone sculptures, created by the Broken Hill Symposium in 1993 comprising a group of artists from over the world. The sculptures are now one of the top attractions in Outback NSW and seen as a visual representation of Broken Hill's unique marriage of art & nature.

## 2 Purpose of this strategic master plan

Council's objectives for the masterplan are to:

- Maintain the authenticity of the Living Desert and achieve a balance between the natural world and the man-made environment.
- Identify required upgrades to the site to achieve accessibility and increase visitation by visitors and the community
- Identify commercial opportunities

## 3 Values of the Living desert

Values are the qualities of a place that we appreciate and that we wish to protect and enhance. Values for the Living Desert were identified through consultation with a range of stakeholders and site and background review and analysis. Values are outlined in detail in section 4.3, and include the following:

- Habitat (flora and fauna including the landform geology and hydrology factors that sustain them)
- Heritage (First Nations and historical connections)
- Views and visual experiences (as the highest point in Broken Hill - views over Country)
- Arts and culture (a place of cultural expression that is strongly identified with Broken Hill)

A common thread across these values is the immersive experience the Living Desert provides for visitors - in that they can experience the desert landscape 20 minutes from Broken Hill. All planning and management of facilities must look to maintain the immersive experience of the natural environment as the core quality.

## 4 Guiding principles

Principles provide the foundation for planning and management decision making both for addressing challenges and opportunities as outlined in this masterplan and for future issues that may arise. The guiding principles for the Living desert are outlined in section 4.1, and are detailed under the themes of:

- Connecting with Country
- Environment
- Culture
- · Tourism / Recreation, and
- Sustainability

## 5 Key strategies

Key recommendations are described and illustrated in sections 4.2-4.6 in a series of proposals under the following strategies. See also the following page for highlights.

- Connecting with Country (managing the environment collaboratively and telling the story of Country).
- · Conserving the qualities of the Living Desert
- Understanding the Living Desert (helping visitors understand the place, including approach to interpretation, Stories, Ways of sharing, and Key mediums for interpretation in the landscape.
- Experiencing the Living Desert (improving the place for locals and visitors including: proposals for enhancing Journey to the site and arrival, improving and expanding the range of activities available, and enhancing the quality of places within the Living Desert).
- Managing the Living Desert (key recommendations for ongoing management of the Living desert).

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DRAFT LIVING DESERT MASTER PLAN AND ASSOCIATED DRAFT LIVING DESERT PLANS FOR PUBLIC EXHIBITION

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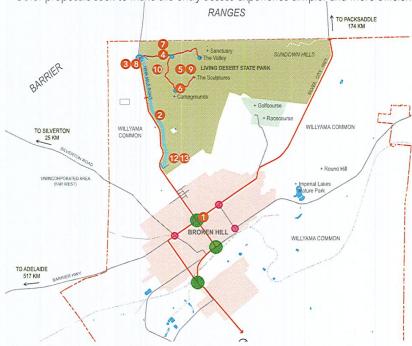
LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

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## Journey and arrival

It is proposed to provide a more special journey and arrival experience. Using the long vehicular approach to reflect the sites identity as a natural and cultural place is a key opportunity and can integrate co-design with First Nations stakeholders to heighten the identity of the Living Desert as Wilyakali Country.

Other proposals seek to make the entry access experience simpler and more efficient.



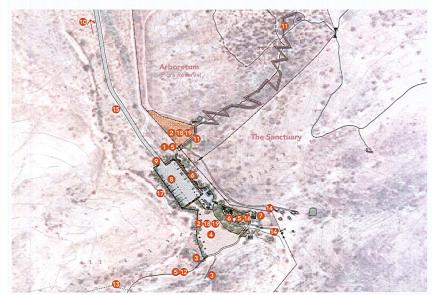
- 1. Improved wayfinding in town
- 2. Approach identity artwork markers
- 3. Entry statement to the Living Desert
- 4. Upgraded access management / entry pay node
- 5. Enhance directional and wayfinding
- 6. Enhance directional and wayfinding
- 7. Potential for Office and ranger accommodation at entry

- 8. Upgrade entry gates
- Improve intersection traffic and wayfinding
- 10. Revegetate road edges
- 11. stabilise drainage
- 12. Protect heritage
- 13. First Nations co-design

## The Valley

It is proposed to enhance the appearance and resilience of the Valley and improve accessibility to the key Living Desert Attractions accessed from it.

First nations cultural heritage such as rock engravings, camp ovens and drinking holes (Gnamma) must be appropriate protected, conserved and interpreted in collaboration with First Nations advisors. Other recommendations optimise the usage of existing features and to make visiting the area a pleasant and interesting experience for families.



- 1. Improve entry experience to Sanctuary
- 2. Improve protection and interpretation of archaeology
- Improve access to rock engraving / provide alternative viewing point
- 4. Review event usage in precinct for compatibility with heritage
- 5. Additional shade in picnic area and at trackheads
- 6. Provide nature play zone
- Future facility upgrades and additions ie toilets
- 8. Potential overflow camping in carpark for RV's

- 9. Improve arrival point identity
- 10. Review and improve entry road access geometry
- 11. Proposed accessible boardwalk link
- 12. Existing walking track to Sculpture Hill
- 13. Potential recreational walk to connect Campground
- 14. Potential accessible wildlife viewing area
- 15. Revegetation to enhance entry road corridor
- 16. Additional shade tree planting
- 17. Investigate stabilisation of eroding creek banks

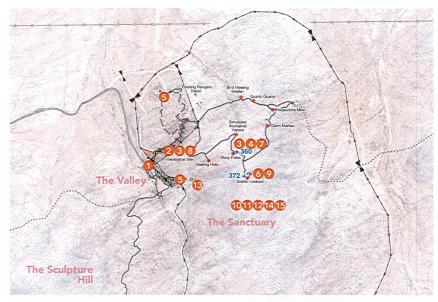
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## The Arboretum and Sanctuary

It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape. An accessible boardwalk and track link to the Aboretum will expand the accessibility of facilities accessed from the Valley, while improvements to interpretation and investigation of further art opportunities within the landscape area proposed.



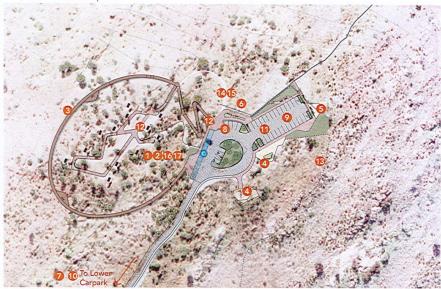
- 1. Improve entry experience to Sanctuary
- 2. Improve accessibility by upgrading movement routes
- 3. Unify finishes materials and facilities
- 4. Improve interpretation integrating technology where feasible
- 5. Enhance bird and fauna watching experiences
- 6. Provide upgraded viewing infrastructure
- Potential to expand art influence in Sanctuary
- 8. Provide an accessible walkway to top of

- 9. Improve safety and character of access to viewing point
- 10. Review preferred approach to management of the Sanctuary
- 11. Develop long term animal management plan
- 12. Consider involvement in breeding programs
- 13. Consider potential Bilby enclosure in the long term
- 14. Protect First Nations environmental and cultural qualities
- Potential First Nations involvement in flora and fauna programs

## The Sculpture Hill

It is proposed to explore the potential to create a new iconic experience that provides a reason for visiting the site beyond (but complementing) the sculptures. The proposed Sky walk or Star Walk which accessibly showcases the landform geology and flora of the Living Desert and provides unique vantage points to the special views available from Broken Hills highest point.

It is also proposed to formalised the hilltop parking area and provide an accessible walking link from the Campsite.



- Develop "Living Desert Arts and Cultural Management Plan"
- 2. Conserve and enhance experience of natural environment
- 3. Investigate, plan and implement new viewing experience ("Sky or Star walk") Supporting lookout points:
- Southern edge with views Broken Hill
- North east edge with views to Sanctuary
- 6. Northern edge / Sanctuary Walk with views to Stephens Creek
- Consider potential for toilet (lower
- Potential pop up coffee / food cart

- Formalise parking area
- 10. Lower carpark event use / overflow

LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

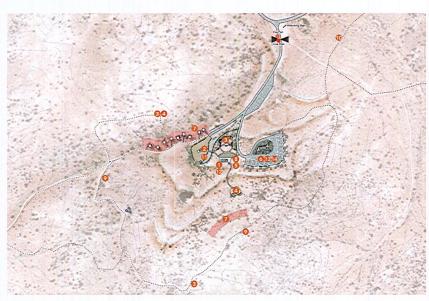
- 11. Harden car park surface
- 12. Provide an accessible connection to sculptures
- 13. Potential accessible walking route from Campground
- 14. Manage feral animals
- 15. Revegetation where appropriate
- 16. Protect First Nations environmental and cultural qualities
- 17. Integrate First Nations creative influences into planning and design

BROKEN HILL CITY COUNCIL

## The Campsite

It is proposed to enhance the existing core roles of the campsite through improving accessibility, shade and facilities.

It also identifies a series of opportunities related to expanding the range of available walking trails, overflow RV camping provision and potential for temporary peak season Glamping tents in the future



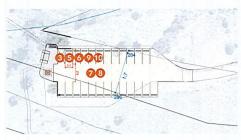
- 1. Provide 2 additional toilets
- 2. Consider extra shade at tent site
- 3. Specialist starview seating to be expanded and enhanced
- 4. Enhance sunset / sunrise viewing area
- 5. Unify finishes materials and facilities
- 6. The RV sites potential overflow RV use at picnic ground carpark
- 7. Potential temporary Glamping tents/cabins
- 8. Improve accessibility hard surfaced path

- 9. Expand walking loops from the camp ground
- 10. Provide walking route to Sculpture Hill
- 11. Plan and implement additional shade tree planting
- 12. Investigate grey water treatment
- 13. Protect First Nations environmental and cultural qualities
- Integrate First Nations creative influences (through co-design) into planning and design of new elements

## Sundown Hills

It is proposed to improve the carpark and trail head at the start of the Sundown Hills track recognising its popularity as a walking destination for locals and some visitors. Enhancement of wayfinding and interpretation mediums to the track loop is proposed along with long term potential to connect to a longer network of trails potentially linking to the Sanctuary and to The Campground.





- 1. Improve identity and wayfinding
- 2. Upgrade walking wayfinding
- 3. Provide interpretive mediums
- 4. Investigate ways to manage access to pay for use areas eg key pass access
- 5. Track head with maps and interpretation
- 6. Unify finishes materials and facilities
- 7. Potential to upgrade carpark
- 8. Shade tree planting around track head
- 9. Protect First Nations environmental and cultural qualities
- Integrate First Nations creative influences (through co-design) into planning and design of new elements

May 2025

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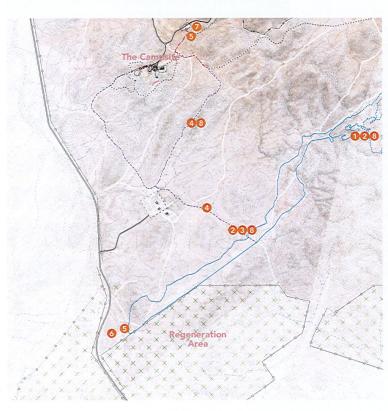
MASTER PLAN AND ASSOCIATED PLANS FOR PUBLIC EXHIBITION

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## The southern park

The southern parklands are constrained in their potential for major visitation use due to the presence of a private allotment and more lower lying topography.

It is proposed to explore potential to integrate with existing Mountain Bike (MTB) use happening to the south east near the Broken Hill Gold Course. Also it identifies the potential to accommodate necessary communications infrastructure to improve mobile phone and digital communications applications on the site.



- 1. Consult with Broken Hill MTB community - extend the existing network into south west of the Living Desert
- 2. Investigate potential for MTB activities
- Potential MTB trail links in the Living Desert
- Potential for an MTB connection through to Campground
- 5. Investigate ways to manage access to pay for use areas
- Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed
- Provide access track and carpark off Nine Mile Road at south western corner of site
- Plan and implement additional shade tree planting
- Protect First Nations environmental and cultural qualities

















Example experiences and activities for Living Desert generally

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# 1.0 Introduction

## 1.1 Master plan process

The strategic masterplan has involved a series of key steps in its development to final draft stage, and for the process to follow as outlined below:

Inception meeting with Council

Review of background

Develop mapping base information

Site investigations

Strategic Masterplan Vision Vision Opportunities Principles

Develop masterplanning strategies

Develop masterplanning actions

**Public Exhibition** 

Finalise strategic masterplan

#### 1.2 Consultation

Consultation has formed and important part of the masterplan process. This has occurred in two key phases:

#### 1 Information gathering phase

Undertaken in July 2024 (2nd - 4th July) this involved the following consultation:

- On site staff and key Council planning staff (meeting on site)
- Council stakeholders group (meeting at Council)
- Living Desert Volunteers group (meeting at Council)
- Broken Hill Arts Stakeholders (meeting on site)
- Council financial / operational staff (meeting at Council)
- Film Stakeholders (by email)
- Wilyakali Aboriginal Corporation (email liaison note meeting in Broken Hill was planned but was not able to be attended by Wilyakali representatives)

These sessions are documented in detail in the consultation notes in the Appendix to this document, and have informed the Guiding Principles outlined in section 4.1.

There are several key factors that arose commonly across these sessions including:

- The First Nations connections to Country and related story of the area and Broken Hill more generally is not told effectively on the site - this is particularly relevant given the site is part of the area subject to the Barkandji Native Title determination of 2015
- The local First Nations community is not currently actively involved in planning and management of the

reserve which again is not desirable given the Barkandji Native Title determination of 2015

- The Living Desert is valued as a place of immersion in the desert landscape. Any facilities and other improvements should protect the sense of being in nature and ensure that facilities and finishes complement the natural setting
- The lack of effective telecommunications reception on site creates challenges for site management and safety and potentially limits the expansion of recreational access trails and contemporary interpretive mediums

#### 2 Draft proposals phase

Undertaken in February 2025 this involved the following consultation:

- On site staff and key Council planning staff (online)
- Council stakeholders group (meeting at Council)
- Living Desert Volunteers group (meeting at Council)
- Wilyakali Aboriginal Corporation (meeting at Council)

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# 1.3 Guiding documents

The following key reference documents were drawn on in

Plan of Management Crown Reserve - Living Desert State Park, SLR Consulting, June 2024 - WORK IN PROGRESS

2018 Living Desert Reserve Plan of Management, Broken Hill Council

Living Desert Service Review, Morrison Low, March 2024

Draft Operational, Management and Requirement Procedures - The Living Desert, the Flora and Fauna Sanctuary, Willyama Common and Regeneration Area, BHC Jan 2021

Living Desert Flora and Fuana Sanctuary Animal Management Plan, Ozark Environmental & Heritage Management pty ltd, May 2017

Living Desert Wildlife Sanctuary Review of Environmental Factors, RW Corkery, June 2000

Living Desert Wildlife Sanctuary, Zoological Parks Board of NSW, February 2002

Living Desert Brochure, Broken Hill City Council



Broken Hill City Council

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# 2.0 Place values

# Understanding values of the place

Values are the qualities that the First Nations community, general community and Council see as important about the Living Desert, and that are desired to be conserved and enhanced.

The Living Desert was established as a place to conserve and appreciate the "physical environment, ecosystems and fauna and flora" of Broken Hill (LDSR REF 1997).

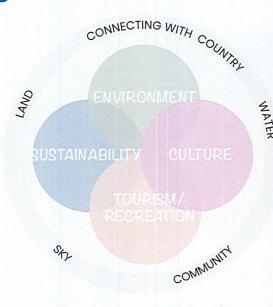
Additionally the REF guiding the establishment of the reserve in 1997 noted that the reserve was intended to:

- contribute to conservation through establishment of a captive breeding program for endangered species from the region.
- provide environmental educational resources.
- motivate additional overnight stays in Broken Hill.
- provide enhanced opportunities for employment, education and training.

These initial objectives have shaped the form and management of the reserve in the 37 years since its establishment, and underpin its current place values.

Figure 2.1 illustrates the five high level place value themes that were distilled from the consultation with stakeholders undertaken in July 2024. These themes overlap and interact within the all encompassing value of being on First Nations Country. The interaction of these values create the unique place that is the Living Desert

Figure X then describes under the five themes more detailed factors that help provide a basis for planning and management decision making in this master plan.



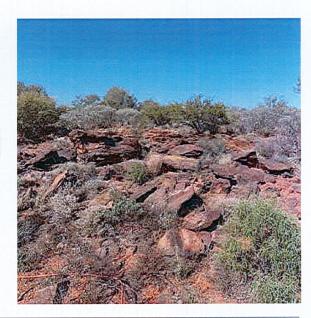


Figure 2.1: Overlapping and interrelated place values

CONNECTING WITH COUNTRY	ENVIRONMENT	CULTURE	TOURISM / RECREATION	SUSTAINABILITY
Land	Geology	First Nations	Desert landscape	Ecology
Water	Landform	History	Sky Country	Water
Sky	Hydrology	Heritage Conservation	Immersion / escape	Materials
Community	Night Sky	Art	Trails	Infrastructure
	Flora and Fauna	Community	Wildlife	Economic contribution
	Natural setting	Understanding	Camping	Livability of Broken Hill
	Conservation	Events	Enterprise / innovation	Financial sustainability
	Seasonality	Education	Proximity to town	Employment
	Views			Governance

Figure 2.2. Place values identified through consultation

May 202

# 2.1 Connecting with Country

On 16 June 2015, Native Title consent was given to the Barkandji Native Title Group Aboriginal Corporation RNTBC (NSD6084/1998). This includes the Living Desert Reserve which was determined to be a non-exclusive area.

This gives members of the Barkandji Traditional Owners the right to enter, take and use natural resources for personal, domestic, cultural, communal and purposes within the LDR. (2018 POM).

Today the Wilyakali people of Broken Hill are still the main Aboriginal group in Broken Hill, though there are a number of Aboriginal people that come from other language groups. Consultation with Wilyakali stakeholders has sought to articulate the values of the place to the First Nations people as outlined in 4.1 Master planning Strategies -"Connecting with Country".

That the Living desert lies on Wilyakali Country is a central value to be developed through this master plan and should permeate all planning and management decision making based on a strong collaborative management approach with the First Nations community.

# Archaeology

Within the LDR, evidence of Aboriginal occupation includes several rock engravings adjacent to the 'Rock Pool' area to the south of the Picnic Grounds (refer 3.1), remnant hearths from past campsites and tool making quarries.

The Living Desert Wildlife Sanctuary - Review of Environmental Factors (REF), June 2000 noted that 20 sites were identified within the 180ha of the sanctuary as areas of current or past use of the land by Aboriginal communities.

Sites comprised artefact scatters, quarries, fireplaces and quartz bi-polar cores.

With a study area covering only 7.5% of the overall reserve it can be expected that a much larger number of sites may be present over the full 2400ha reserve site.

A campsite complex of at least 7 fireplaces, located on the banks of the creek opposite the northern end of the Picnic Area Carpark, was assessed to be of high cultural significance and moderate to high research potential.

The REF noted that access to and management of these sites is a high priority for local First Nations community.

# Living culture

Living culture refers to cultural practices, representations, knowledge, and skills transmitted intergenerationally inside a cultural system, and the ongoing practise of those cultural activities by members of the current day community.

It is recommended that ongoing liaison and collaboration with First Nations Community is established that seeks to faciltate "on Country" activities by community and increase the level and quality of First Nations interpretation on site, including guided experiences.

Right: Camp Oven archaeological sites within The Valley with temporary protective measures. These must be appropriately protected and conserved and provide a major opportunity for interpretive mediums to illustrate First nations values and presence on the site.



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#### 2.2 Environment

Conservation, enhancement and increasing understanding and appreciation of the desert landscape is the key objective and purpose of Council creating the Living Desert Reserve in 1997. The site presents the unique geomorphic character of the Barrier Ranges with a network of hilltops ridges and valleys defining a trellised lacework of ephemeral drainage lines.

The hilltops and ridges across the Living Desert provide expansive views over the spectacular landscape, and provide an experience of the incredible sense of space provided by the landscape. Views to the sunset from the Sculpture Symposium have become iconic symbols of the Living Desert The native flora of the site includes the Barrier Ranges and Barrier Downs plant communities of which there is limited area currently protected within National Parks. Care must be taken to ensure that ongoing vegetation management effectively represents these ecologies.

The creation of the Living Desert Reserve has included the Arboretum and Fauna Reserve areas which provide managed environments for conservation and presentation of flora and fauna, and represent 7.5% of the overall reserve area (or 0.4% for Arboretum only). As noted by community stakeholders the Arboretum and Fauna Reserve provide a controlled environment protected from areas beyond the reserve which are impacted by livestock and introduced species.

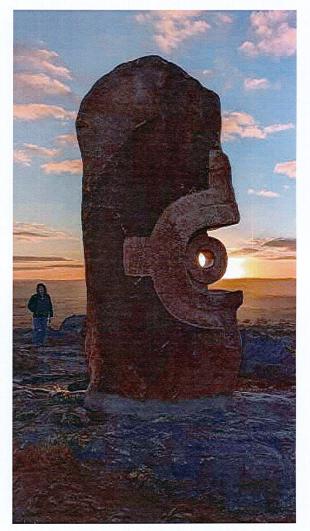
In addition to a variety of flora the reserve is important place for locals and visitors to experience flora and fauna such as the bird watchers on the look out for the over 47 bird species recorded on the site.

In the context of these natural qualities, a fundamental value of the place is the ability to experience of the physical environment of Broken Hill in a largely natural setting. With a few exceptions facilities and materials have generally been implemented in a low key character sympathetic with the natural setting, and allowing it to remain the dominant influence on views and vistas.

# 2.3 Culture

Layered over the foundation of Connecting with Country are several other strong cultural values. The area was subject to mining and pastoral activities from 1880s onwards which have left physical legacy of past vegetation clearing and grazing while tracks, pits, diggings and open cuts from historical mining for other minerals are also evident.

Arts have a long association with Broken Hill and the natural and cultural landscape has inspired many artists. Individuals and organised groups such as the Broken Hill Art exchange actively use the Living Desert as a subject for art projects. On top of the highest hill inside the reserve are the 12 sandstone sculptures, created by the Broken Hill Symposium in 1993 by a group of artists from all over the world. The sculptures are now one of the top attractions in Outback NSW and seen as a visual representation of Broken Hill's unique marriage of art & nature. There are also other reflections of Broken Hill's arts through the Living desert site such as the story poles within the Sanctuary undertaken as a project for young First Nations artists.



While the sculptures are recognised as a important milestone the opportunity to better represent female artists and Australian artists have been identified by stakeholders as key opportunities for the future. Events at the Living Desert have played a role in the cultural life of Broken Hill in the past including Jazz events and a Lego event at the picnic grounds. The sculptures are popular for sunset drinks for events and sunrise breakfast while the site is also popular for night sky photography for those camping overnight.

The environmental and culture values of the site provide fertile ground for its educational role for the general public, schools and tertiary education.

## 2.4 Tourism and recreation

The Living Desert receives around 40,000 visitors per year, and is Councils highest performing reserve and a major tourist attraction largely centred around the sculptures. The Living Desert is the only facility that generates income for Council and Council seeks to identify and diversify revenue options.

Tourist groups visit the sculptures and in some cases the Sanctuary. These are operated by several different operators with one serving stopover visitors from the Indian Pacific train service. High season is April to October, low season is December to February and shoulder months are March and November

The campground provides an important "value add" to visitation to the reserve for the sculptures and sanctuary catering for 15 recreational vehicles and 18 walk in camp sites. The guiet night time character and dark night skies are also part of the attraction of the camping area.

Group use of the reserve has included special events like conferences, weddings, film and advertising bookings.

The reserve is also a popular recreational destination for locals with key attractions being the picnic grounds and the trail network. There is great potential to enhance the local recreational role of the reserve with a larger network of recreational trails and review of the process for charging residents entry which may be an impediment to some users not reflecting currently - as locals may not be paying the honour based entry fee.

The emergence of the Imperial Lakes site being developed by Broken Hill Landcare as a recreational and events destination closer to town and centred around several lake water bodies needs to be considered in this masterplan

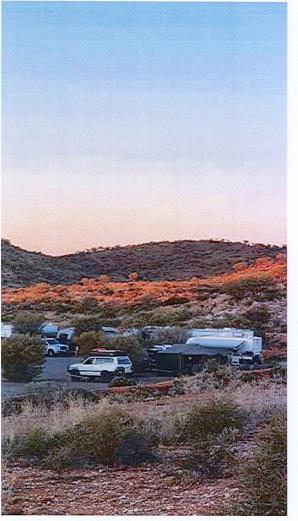
Specifically this may relate to how its potential role may impact visitation to the Living Desert and how the two sites may complement each other for the benefit of Broken Hill as a whole

# 2.5 Sustainability

The creation of the Living desert site has a strong conservation and sustainability motivation which underpins the history and attraction of the place.

Visitors to the place are attracted by the opportunity to experience the desert landscape.

There is potential that this theme could be expanded.



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# 3.0 Influences

# Understanding influences

Influences are factors that need to be considered in framing planning and management recommendations. They may include challenges that need to be resolved or opportunities that should be considered.

Influences are outlined following under a series of themes relevant to planning and management of the Living Desert. For each influences the key considerations for development of the Living Desert Masterplan are called out.

# 3.1 Connecting with Country

The Wilyakali People are the traditional owners of Broken Hill. Their occupation is noted in the Broken Hill Cultural Plan prepared in 2021 as 50,000 continuous years of occupation and a close and spiritual relationship with the land. The National Heritage List is notable in that the Broken Hill LGA is entirely listed with the Living Desert State Park occupying a large area to the north east of the LGA.

It is our observation that the Living Desert Park lacks a formal engagement and partnership process with Traditional Owners into the day-to-day management and aspirations of the park. There is some informal engagement with Councils rangers on a day to day basis The Broken Hill Cultural Plan (BHCP) affirmed in 2021 that '8.5% of residents identified as indigenous compared to 5.9% for the rest of NSW. This creates opportunity for indigenous groups to build on their cultural heritage as a way of celebrating Broken Hills diverse physical and cultural landscape'.

The Cultural Plan describes the 'The Wilyakali people have occupied the lands around Broken Hill for thousands of years well before the mineral wealth that led to the establishment of Broken Hill was unlocked. The Wilyakali people and their Darling River neighbours, the Barkindji, continue to have a close and intensely spiritual relationship with the land.' The Cultural Plan as prepared in 2021 recognises the living culture of Aboriginal people and their contribution but not in the context of 'Connecting with Country' - setting out pathways for engagement and involvement of Wilyakali people in the future of the park.

## Connecting with Country Framework

The 'Connecting with Country 'framework developed by GANSW affords great opportunity to the Living Desert Park , and how First Nations perspectives can inform opportunities for the future. Linked to the better design values of performance, value and community, the CwC framework is designed to bring together cultural heritage and environmental values and encourage Traditional Owners and knowledge owners to be part of the design and planning process.

Framework aspects including Caring for Country which sets the foundation for responsibility, reciprocity and stewardship of country. The inherent values of country for the Living Desert site can be explained more meaningfully on site than is currently the case. An extensive and complex landscape such as the Living Desert State Park would be enriched by a stronger presence and identity of Aboriginal culture.

Cultural Engagement must be undertaken to follow guidance in the CwC framework which outlines respect and protection of First Nations intellectual property when developing storytelling and interpretation across the site.

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Broken Hill City Council

# Consultation with the Wilyakali community

It was intended by the study team that the Masterplan would facilitate a close consultation with Wilyakali community. A session was organised for the teams vist to Broken Hill in July but unfortunately was not able to be attended by community members. Follow up phonecalls enabled initial liaison to occur which is outlined below.

It is recognised that the Wilyakali representation is going through a transition and that many demands are placed on time and resources of those responsible. As such this plan has not enabled as direct and comprehensive contact with community was was hoped and intended by the study team.

However the masterplan has sought to build in solid foundations for the ongoing involvement of community in the future of the Living Desert and in particular in how First Nations archaeology, stories and living culture are conserved and celebrated and how Traditional Owners access the place.

#### Review phase consultation - September 2024

Discussions in September 2024 provided an overview of some of the important values of the Living Desert site in addition to future outcomes that Wilyakali people would like to see. It is understood ome of these points had also been raised in consultation by Council in January 2024.

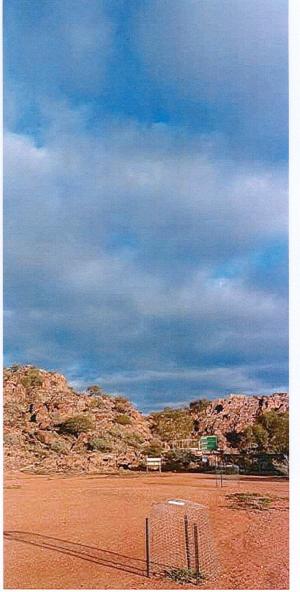
# Importance of the place:

- The start of the Barrier ranges
- · A high point in Broken Hill located along traditional trading routes

- Was an important camp site due to availability of water (Gnamma - rock watering holes)
- Presence of rock engravings
- Presence of camp ovens
- Other to be discussed further with Wilyakali community

#### What you would like to see:

- · A space for training, school visits and similar
- Holding cultural awareness training on site
- Telling the story of the place using local guides
- Easy access to the place for Traditional Owners
- More toilets
- Supporting regeneration of landscape



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#### 3.2 Natural Environment

#### Geology - The Region

Rocks in the Broken Hill area are the oldest in NSW at approximately 1.7 billion years old and the area has endured a long and complex geological history. The region is known by geologists as the Broken Hill Block, forming part of the Curnamona Craton/Province that extends into South Australia.

#### Geology - Living Desert

The geology of the area is comprised of the Willyama Complex, dominated by Sillimanite gniess, schist and quartzite of the Sundown Group.

The geology of the Living Desert is complex due to the considerable structural deformation (mainly folding), metamorphism and igneous intrusions that have occurred over the past 1 800 million years (Stevens et al, 1982). The rocks of the Living Desert form part of the Willyama Complex - a group of structurally deformed, metamorphosed sedimentary rocks and subordinate quartzo-feLDathic rocks that include gneiss, pegmatite and minor granitic intrusives.

#### Soils

The soils of the Living Desert are derived from either the bedrock geology or windblown and/or water-washed material. Soil types are closely related to landform.

The soils on and surrounding the site comprise elements of the Barrier Land System and Nine Mile Land System as described within the Soil Conservation Service of NSW, Land Systems of Western NSW (1991).

All soil types on the Living Desert have high erosion potential if stabilising vegetation cover is removed or water flow is concentrated. Salinity is evident in many areas on the lower slopes and drainage flats.

#### Mineralisation/Exploration

Broken Hill is described as a 'mineralogical rainforest, comprising over 300 mineral varieties that tell the story of the Earth's history. Within the Living Desert area there are records for a number of former quartz quarries used for tool making by First Nations people.

While there are no known gold or silver deposits at the reserve, the tracks, pits, diggings and open cuts from historical mining for other minerals can still be found in the Living Desert State Park today (pit within the Fauna Sanctuary area).

A former Mica mine is present nearby the Starview Campsite area and walking notes for the Sundown Nature Trail note the presence of pits in the pegmatite which were worked for small pockets of beryl.

The LDWS REF 2000 noted the presence of former small mines targeting feLDar within the area. The REF from 2000 also noted that part of the sanctuary area is covered by a current exploration licence (No. 5479) held in joint venture between Triako Resources and Platsearch

#### Topography / Landform

The Broken Hill Complex Bioregion in western NSW is geologically unique in the state. Many of the rocks and minerals found in the region are of considerable interest and economic importance, and geology exerts strong controls on the landscape (OEH, 2016b)

Past reporting has described the topography and landform broadly within the Living Desert area using the Land Systems as described by Walker, 1991.

From the land systems, four landform subdivisions have been identified which are applicable to the Living Desert and have been mapped previously for the Willyama Common Management Plan 2003.

- 1. Low hills and rises
- 2. Narrow drainage flats
- 3. Rocky hills
- 4. Broad drainage flats and plains

#### Elevation

The Barrier Ranges extend throughout the region surrounding the Living Desert. The landscape is comprised of low moderate to steep rocky terrain. In general, the Living Desert is more elevated and characterised by steeper slopes and well-defined drainage lines than nearby areas of Willvama Common.

- The Living Desert provides access to view, interact with the geology that is representative of the area.
- Descriptions of the geological processes are reflected in some of the existing naming
- It is representative of diverse mineral groups that have been mined by both First Nations and Europeans for various purposes
- Minimising potential for further soil erosion
- It is representative of landforms and landscapes found within the region
- Sculpture Hill is the highest natural landform closest to Broken Hill, the next highest are the Mundi Mundi Ranges to the west and Coonbaralba Range to the

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Figure 3.2. Map: Landform

Figure 3.1. Geology - Stratagraphic

Legend

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Curnamona Province Geological Groups within the Willyama Supergroup

Sundown Group

Broken Hill Group

Thackaringa Group

Grahnite Lode Rocks NSW Simplified Geology

Palaeoproterozoic metamorphic rocks

Quaternary alluvial deposits

Fault Line



Legend 10m Contours Creek / Drainage line Waterbody / Dam High Point

Ridgeline

Indicative Elevation / Landform

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#### 3.2 Natural Environment

#### **Biodiversity and Ecology**

The Living Desert is situated within the arid landscape of the NSW Far West - an area that supports a brilliant array of native species. (OEH 2024)

Broken Hill Complex Bioregion

Broken Hill and the Living Desert are situated within the Barrier Range subregion of the Broken Hill Complex Bioregion. As at 2003 (NPWS, 2003) the Broken Hill Complex Bioregion had a low conservation status in terms of overall area under conservation management, amounting to 96,078 ha or 2.52% of the bioregion.

NSW Landscapes - Mitchell Landscapes Ecosystem Within the Broken Hill Complex Bioregion - Barrier Range subregion the land has been further delineated by finer differences in geology, vegetation and other biophysical attributes. The NSW Landscapes were developed for conservation planning and reserve establishment purposes, to provide consistent statewide ecological units finer than the existing bioregions and sub-regions.

The Living Desert area falls within two ecological units:

- Barrier Ranges
- Barrier Downs

Land Systems of Western NSW

The NSW Landscape Ecosystems descriptions provide another layer of information to understand the landscape. The Living Desert contain parts of two Land Systems which describe the landscape patterns.

- Barrier
- Nine Mile

#### Vegetation mapping

Current vegetation mapping is based on the NSW State Vegetation Type Map - Western Version v1.0, 2018, NSW Seed Data and indicates the following Vegetation classes within the Living Desert area:

Arid shrublands (Acacia sub-formation)

Class: Sand Plain Mulga Shrublands

Class: Stony Desert Mulga Shrublands

Arid shrublands (Chenopod sub-formation)

Class: Gibber Chenopod Shrublands

Semi-arid Woodlands (Grassy sub-formation)

Class: North-west Floodplain Woodlands

Its noted that a number of the Plant Class types have not previously been documented as occurring in the study area. PCT 359 is a new PCT that has been added to the NSW mapping information and is indicated occurring in the Living Desert.

Further review and on site investigations by specialist consultants would be needed to verify all mapping information.

#### Threatened Species

Previous reporting specifically for the Flora and Fauna sanctuary indicated that there no rare or threatened plant species occurring in the study area and that there were no threatened ecological communities or plant populations listed for the study area in the Schedules of the Threatened Species Conservation Act.

In the Broken Hill Complex - Barrier Range IBRA sub-region there are currently 103 entities listed under the NSW Threatened Species Conservation Act. Of the 103 NSW listings there are; 42 vulnerable species, 24 endangered

species, 2 critically endangered species, 0 extinct species, 1 critically endangered ecological communities, 1 endangered ecological communities, 0 vulnerable ecological communities and 33 Key Threatening Processes. (OEH 2024)

Further review and on site investigations by specialist consultants would be needed to verify all mapping information.

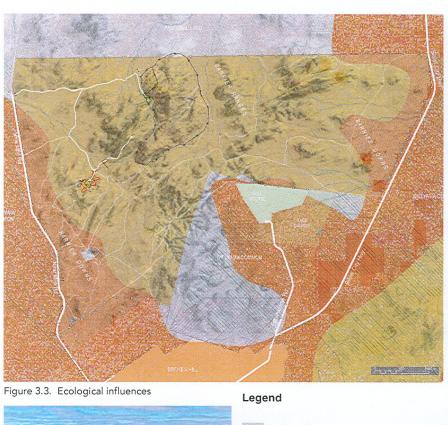
#### **Priority Weeds**

Weeds are a hazard across the Living Desert State Park and in particular at the arboretum part of the Living Desert Flora and Fauna Sanctuary. Increased watering at the arboretum for the native flora has also resulted in an increase in weeds. There is evidence of agricultural weeds where animals fed.

- Bioregional significance: Although small in area the continued conservation of the Living Desert Landscape contributes to increasing level of protection for the Broken Hill Complex Bioregion
- Vegetation of the Living Desert is intrinsically linked to the landform
- The Living Desert plant communities provide opportunity for visitors, plant enthusiasts and educators to be able to learn and experience these plants in their natural habitat.
- A desktop review and or detailed site investigations by specialists should be undertaken to review / update vegetation mapping specific to the site
- Consideration given to future plantings within the Flora sanctuary and for any restoration required that they reflect the plant strata of the endemic species.

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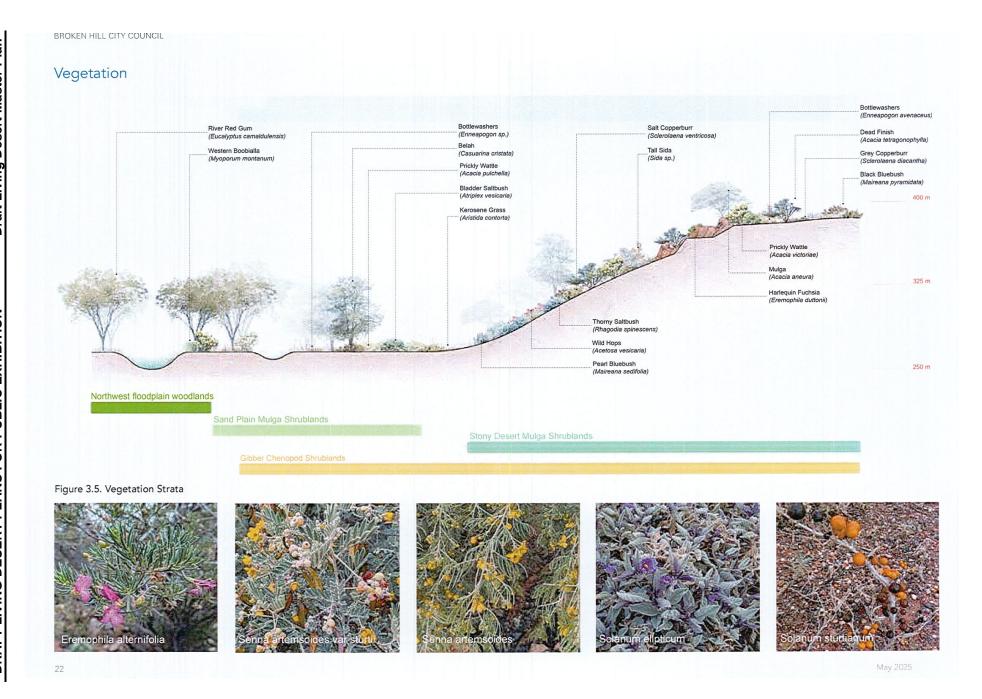
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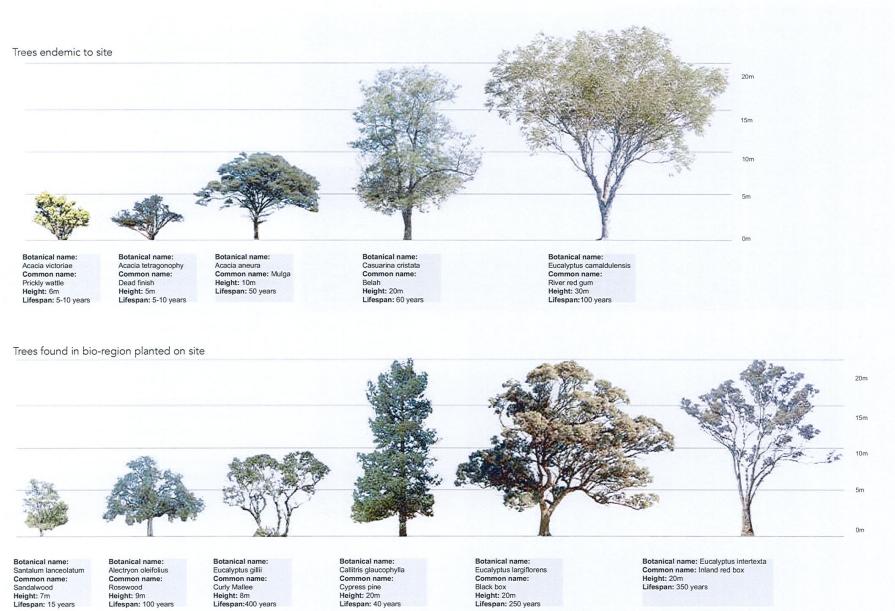




Barrier Downs Ecosystems







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# 3.3 Drainage and Hydrology

The Living Desert is situated within the Darling River Basin. Trellised drainage patterns occur over the landscape, they are narrow and incised in higher relief country. A number of small ephemeral drainage lines run in an easterly or westerly direction from a central catchment divide toward the Stephens Creek Reservoir. No major or permanent watercourses flow through the locality of the study area.

Nine Mile Creek borders the Living Desert on the west side with part of its catchment within the Living Desert.

#### Groundwater

The impermeable nature of the rocks, coupled with low availability of water for groundwater recharge, means that groundwater occurrences in the Broken Hill area are very limited and generally of poor quality (highly saline). A bore has previously been located nearby the 'Permaculture site', now Starview Campground which is recorded as dry.

#### Surface water resources

There are remnants of earthworks and dam walls for capturing and retaining water across the site. The most prominent are contoured interceptor banks around the Starview Campground from its former use as 'Permaculture' site.

#### Flash flooding

Watercourses are prone to flash flooding from heavy rain. Sudden heavy downpours can impact walking trails, degrade roads and erode creek banks.

#### Erosion

The reserve is considered as being moderately stable to erosion due to relatively good vegetation cover, however in some areas, localised patches are severely eroded.

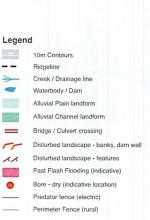


Figure 3.6. Hydrology





# Considerations

- Ephemeral creeks and drainage tracts run in an north westerly or easterly direction toward the Stephens Creek Reservoir.
- There are no permanent water courses within the Living Desert
- Groundwater occurrences are limited and generally of poor quality
- Past ground disturbances, remnants of dam walls and earth banks indicate past land uses and attempts at capturing water
- Watercourses are prone to flash flooding which may impact the safe use of visitor areas, trails and roads, contribute to erosion of these elements
- Areas which lack vegetation cover are prone to severe erosion resulting in water sheet erosion and gullying.



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# 3.4 Heritage conservation

City of Broken Hill National Heritage Listing (2015) The site is within the City of Broken Hill National Heritage listing boundary. The Statement of Significance notes that 'the entire place has outstanding significance to the nation for its role in creating enormous wealth, for its long and enduring mining operations and the community's deep and shared connection with Broken Hill as the isolated city in the desert, its outback landscape, the regeneration areas and particularly the physical reminders of its mining.' The contrasting landscapes of Broken Hill township and the desert landscape is a social value as well as being an aesthetic one. The landscape around Broken Hill is noted as always changing where mining has impacted the landscape and disturbed natural geology and soils. The long history of regeneration that started in the late nineteenth century to counteract erosion and dust storms is noted in the regeneration lands particularly to the north of the city and close to the Living Desert.

The complex geology of Broken Hill can be appreciated in its undisturbed state in the LDP and of course within the disturbed mined areas around the city's edge where geology is often 'upside down' due to extraction activity.

Aboriginal Archeology Management

The aboriginal archaeology of the site is rich and varied. The mapping carried out for the 2000 Report of Environmental Factors illustrates the AHIMS register findings that there are at least forty-nine listed sites within the park. Several sites are listed as being of high cultural significance, and large areas are of medium cultural significance. Refreshed mapping could inform the creation of Archaeological Zoning areas to help with management and ongoing planning for

park infrastructure and recreational path networks. ep environmental partnership collaborative team

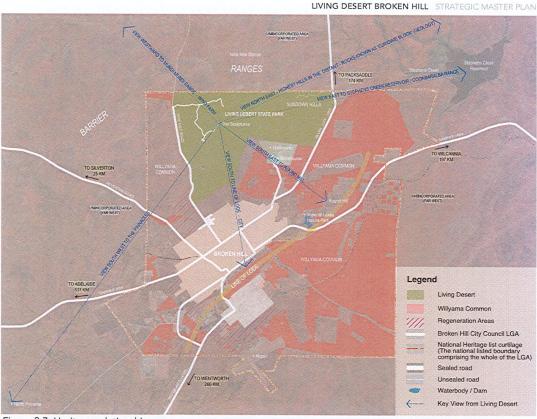


Figure 3.7. Heritage relationships

- The story of geology both scientific and indigenous can be interpreted and celebrated.
- The history and pioneering nature of vegetation restoration allows for possible story telling in the LD particularly in the arboretum and sanctuary.
- Review of past archaeological mapping, and potential for new mapping to be undertaken to inform placement of new infrastructure, future management needs, appropriate settings for item interpretation.
- If particular sites within the park are to be considered for local or state listing ie. The Sculpture Symposium precinct then a heritage listing can be considered via a Conservation Management Plan or Strategy undertaken using the NSW Heritage Guidelines and the Burra Charter to nominate on the State Heritage Register.

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# Time-line of key milestones relevant to the evolution of the Living Desert and surrounds

## FIRST NATION'S PEOPLES and their continuous association



The Wilyakali people have occupied the lands around Broken Hill (originally known as Willyama) for thousands of years, well before the mineral wealth that led to the establishment of Broken Hill. The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have a close and intensely spiritual relationship with the land

# 1835 -1844 EXPLORATION



1835, first European surveyor and explorer, Major Thomas Mitchell, visits the area. Charles Sturt surveys and names the Barrier Ranges area on his expedition to the centre of Australia and observes a 'broken hill'. Sturt's Desert Pea is named in honour of Charles Sturt.

# 1886 - WILLYAMA COMMON



The Willyama Common was created through the gazettal of three main areas from 1886 through 1895 for grazing.

#### 1886 - TOWN GAZETTED



Within three years of the discovery of the ore bodies, Broken Hill had been surveyed and a town plan gazetted.

#### 1907 - POPULATION RISE



Broken Hill is proclaimed a city and becomes the second largest settlement in NSW after Sydney, with the population peaking at around 35,000 in 1915. Dusts storm prevalent.



Broken Hill is a 'mineralogical rainforest', comprising over 300 mineral varieties that tell the story of 2.3 billion years of the Earth's history. It's home to a rare volume of minerals and one of the worlds richest deposits for silver-lead-zinc which has national significance for its immense size, and enormous suite of minerals.

# 1860s - EARLY PASTORALISM



Pastoralists established huge sheep flocks for wool. The original land area of Mount Gipps Station encompassed the Living Desert & Broken Hill area.

# 1883 - MINING Charles Rasp and BHP



Charles Rasp, German immigrant and boundary rider, discovers an orebody of silver and forms the 'Syndicate of Seven' who would later found Broken Hill Propriety (BHP).

# 1895 - THE FEDERATION DROUGHT



A drought from 1895–1902 combined with overgrazing caused further denudation of the land. Pastoralism begins to move away from the region.

#### 1936 - REGENERATION Albert and Margaret Morris



'Green belt' regeneration areas, following the principles established by Morris, now provide an edge to Broken Hill urban areas, particularly on the northwestern and southwestern boundaries. The resulting Regeneration Reserve was classified by the National Trust as a Landscape Conversation Area in 1991.

Geological processes and ongoing significance

26 May 2025

#### 1952 - WATER SUPPLY



A Government funded 99km pipeline from Menindee provides a water supply which permits an enhanced level of civic amenity and parkland irrigation, as well as providing for ongoing mining operations.

#### 1992 - LIVING DESERT



The Living Desert State Park is established and in 1993 a 'Sculpture Symposium' installs 12 sculptures. In the following years, a picnic area (1993), the 'Sundown Walking Trail' (1993), a permaculture site (1994) and a four wheel drive track (1996) are also added to the site.

#### 2002 - JOHN SIMON'S FLORA AND FAUNA **SANCTUARY**



The Living Desert Sanctuary. or the John Simon's Flora and Fauna Sanctuary opens, establishment of visitor infrastructure.

#### 2015 - BARKANDJI NATIVE TITLE DETERMINATION



16th June 2015, the historic determination of the Barkandii native title claim which recognises land owned by local Aboriginal people under the NSW Aboriginal Land Rights Act and includes the Living Desert.

## 2024 - DEVELOPMENT OF MASTERPLAN



The masterplan will provide a focused framework for the development of the Living Desert site over the next 20

#### 1970 - FILM LOCATION



'Wake in Fright' is filmed in Broken Hill and Silverton. Broken Hill would then be used in over 60 feature films and television series such as Mad Max 2, Mad Max Furiosa and Mission Impossible 2, Priscilla Queen of the Desert amongst many others.

#### 1988 - LIVING MUSEUM

Broken Hill declared a Living Museum the first of its kind in Australia incorporating interpretation. The city is unusual in its retention of heritage buildings and limited demolition.

#### 1999/2000 - FIELD INVESTIGATIONS + ARCHAEOLOGICAL SURVEYS



Specialist studies were undertaken and published as the 'Willyama Common Land Assessment' which included parts of the Living Desert area. A Review of Environmental Factors report for the sanctuary area was also produced outlining concept plans for visitor infrastructure.

# 2015 - HERITAGE LISTING



Broken Hill becomes the first city in Australia to be included on the National Heritage List.

Broken Hill Council Strategy documents published including; Aboriginal Arts and Cultural Strategy 2015-18; Heritage Strategy 2017-2020.

#### 1993/2024 - (ONGOING) -PLAN OF MANAGEMENT



Past Plans of Management have been developed for the Living Desert. The plan is currently being reviewed and updated.

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#### 3.5 Views and visual character

Past reporting and documentation of the visual amenity for the Willyama Common (2003) and the Flora and Fauna Sanctuary area REF (2000) within the Living Desert identified landscapes with high visual amenity that should be protected. These are summarised as follows:

#### Willyama Common

- Areas assessed as being of high scenic quality include elevated areas within the Living Desert Reserve and the north-eastern part of the Common, including the area known as "Round Hill". These areas have high scenic quality as they represent elevated landscape features that contrast with the surrounding areas.
- Most of the Common was assessed to have high landscape sensitivity due to the typically low relief and substantial site distances from the main road network. Large areas of the Common are visible from the Sculpture Site within the Living Desert Reserve.

#### Flora & Fauna Sanctuary

The REF 2000 noted that emphasis is placed upon visibility of the Flora/Fauna Sanctuary from the nearby Sculpture Symposium:

- The western slopes The existing carpark, picnic area, Sanctuary walking trails and predator fence line are visible from Sculpture Hill
- · A critical component of the local visual climate would be the placement of Sanctuary components in areas that are shielded where possible from other features within the Living Desert Reserve.
- The Sanctuary area needs to be developed with the objective in mind to retain the remote arid environment without an accumulation of man-made features.

Proposed safeguards for the development of the Sanctuary area as outlined in the assessment undertaken in 2000.

- All structures constructed within and surrounding the Wildlife Sanctuary would be constructed using materials that are earthy in colour and / or blend with the natural red / orange / grey-green colours within the Wildlife Sanctuary.
- The Manager's Residence / Workshop would be located adjacent to the access road. The access road would not be visible from Sculpture Hill or Nine Mile Road and much of the length of the access road.
- Power lines to the Visitors Centre would be placed underground within approximately 400m of the Centre.
- Telephone lines would be placed underground from the Nine Mile Road.

#### Current observations of Site Views from visitor areas Sculpture Hill

- Sweeping 360 views across the park, to regional and local landmarks and across the desert landscape
- Sunset, Sunrise and sky views
- Windfarm(turbines) on the Mundi Mundi Range are silhouetted on the horizon at sunset

#### Flora & Fauna Sanctuary

• Walking trail provides access to hill tops and ridgelines providing sweeping views across the park and to regional and local landmarks

#### Picnic Area

• Localised park views to the north west and lower slopes of adjacent hills

#### Starview Campsite

· Localised park views to the north and lower slopes of adjacent hills

- Provides opportunity to view sunset/sunrise from a different vantage point
- Night sky viewing area

#### Sundown Nature Trail

• Trail provides varied local and regional views across the landscape. From the ridgetops views to Stephens Creek Reservoir to the east, Nine Mile Station to the northeast and glimpses of Broken Hill.

- Hilltops and ridgelines are highly visible from adjacent areas and roads
- The accessible high points in the Living Desert allow access to regional views to key landmarks from the highpoints and to be able to appreciate and understand the landscape
- Visitors are able to experience the openness of the desert landscape with few interruptions from the built environment (built structures and noise)
- The majority of built structures in the Living Desert are low down in the landscape ie picnic area amenities, campground amenities. The Rangers Maintenance building and vehicles on the north east slope behind the Flora reserve area are visible from a number of locations along the Cultural walking
- Features such as the sculptures on the highest hill tend to blend with surrounding landscape due to the colour of the stone when viewed from other visitor areas.

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LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

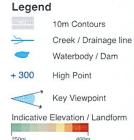


Figure 3.8. Visual relationships

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#### 3.6 Connections and movement

#### Visitor Access roads

Two key visitor roads within the park to:

- 1. Picnic area carpark
- 2. Starview Campsite and continuation to the Sculptures Hill
- Roads have been sealed since around 2015-2017 (grey asphalt)
- Roads are narrow in places for two vehicles to pass one another (ie 4WD with camper trailers/ caravans and or buses)
- Roads have to cross a number of drainage channels via bridges/culverts
- Section of road up to the Sculpture Hill is narrow, approximate minimum width of 3.5m, very steep with approximate 1:10 gradients
- Visitor roads do not form a loop
- The two key roads have a 'peak' period before and after sunset as visitors make their way to Sunset viewing spots

#### Other Visitor access:

3. Graded access track to the Sundown Nature Trail

#### Other Tracks:

- Gravel maintenance/service tracks for ranger access
- Evidence of other tracks across the park
- Old diagrams from park establishment indicate a 4WD track existing -near the southwest corner heading northeast across the park

#### **Walking Trails**

The existing network of walking tracks vary in condition and offer different experiences - cultural heritage, views across the landscape, flora and fauna and geology.

#### Cultural Hike Trail Class 3 1.4km

- Accessed via the Flora reserve from the north end of the visitor carpark at the picnic area
- Discover Natural and Cultural Heritage, wildflowers, geological interpretation, an animal viewing hide, scenic lookouts, a prospectors mine site, quartz outcrops and free ranging fauna.

#### Flora Walk Class 3 1km

- Accessed from the north end of the visitor carpark at the picnic area
- Discover Natural and Cultural Heritage, wildflowers, an arboretum of native plants

#### Sculptures Symposium Walk Class 2 0.9km

 Accessed via the Flora reserve from the north end of the visitor carpark at the picnic area

#### Paved path around Sculptures

- · Accessed via the carpark at Sculpture Hill
- Concrete paved and steep incline from the carpark up to the first sculpture before levelling out.
- Narrow path, difficult for person to pass wheelchair/ pram

#### Picnic Area

- Accessed from the south end of the visitor carpark at the picnic area
- Level area and pathways which would be accessible to prams and wheelchairs

#### Sundown Nature Trail Class 4 2.8km

- The Sundown Nature Trail is accessed via the Silver City Highway, then along a 2.2km graded track to a carpark.
- Originally conceived and constructed as a voluntary project for the Broken Hill Centenary in 1983, by the Barrier Environment Group. The trail and information were refreshed in 2018 by volunteers from the Barrier Rangers, Barrier Field Naturalists' Club and NSW Roads and Maritime Services as a Foundation Broken Hill 25in25 liveability project with the assistance of the Broken Hill City Council.
- Maintenance of Sundown Trail is minimal as it's set up as a natural walking trail. Need to grade the road to the car park after heavy rain.

#### Considerations

- Old vehicle tracks across the park area some may still be in use for maintenance/service requirements
- Accessibility to key site features is limited by site topography, steep gradients and nature of existing pathway treatments (narrow and steep inclines, steps)
- Walking Track Classification system as per the Australian Standard
- Expansion of walking trails needs to consider safety, monitoring of trails, minimise impacts by reuse of old vehicle tracks
- Materiality of existing trails varies significantly across the park -
- New trails should enhance the visitor experiences within the park, improve connections between visitor areas, and create opportunities for walking tours.

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LIVING DESERT MASTER PLAN AND ASSOCIATED LIVING DESERT PLANS FOR PUBLIC EXHIBITION

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Rating Distance Time Type of track

Class 2 0.9km 20min One-way return

Loop - return

Loop - return

Class 3 1km

Class 3 1.4km 1hr







Recreational Access Marked Walking trail information

#### Unsealed park road (unsealed) Sundown Walking Trail Class 4 2.8km ~1.5hr Loop - return Footpath connection Unsealed maintenance / informal track Informal Trail

Trails

Flora Trail

Cultural Walking Trail

Sculptures Walking Trail

# Legend

Road and tracks

Vehicle Access Sealed road (outside park)

Sealed road (outside park)

Visitor vehicle access (sealed)

Sealed park road

Unsealed park road

Unsealed maintenance / informal tracks

Mountain bike track - trail routes not formalised, based on Trailforks site

Figure 3.10. Existing vehicular entry points

ep environmental partnership collaborative team

# 3.7 Culture and community

Broken Hill Cultural Plan

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The Broken Hill Cultural Plan brings together the rich opportunities for art, events and Aboriginal Living Culture. The plan outlines that Broken Hill has the ability to be a resilient place, and can absorb change but has geographical limitations. Targeted investment is needed to drive regional growth and economic development.

The role of the Living Desert as a place for cultural enrichment is not specifically articulated in the plan but the opportunities particularly in sharing and acknowledging indigenous culture at the park is expressed strongly in the cultural plan. The Cultural Plan also notes the encouragement of film production in Broken Hill and the Living Desert can be considered for this activity noting the cultural and environmental values and sensitivity of the place.

The Broken Hill Art Exchange are pioneering in creating cultural exchange with artists based in Sydney and organising painting excursions into the Living Desert Park.

#### Landscape Appreciation

The unique aesthetics of the arid landscape are signature to the Australian experience of remote country and the rest of the site. The Living Desert is best known for the Sculpture Symposium which is the signature landscape and art element in the park and is a tourist attraction. The park is already a place that local artists connected with the Broken Hill Art Exchange visit for painting and drawing as well as being a location for films. Opportunities to extend the opportunities for artists and host exhibitions on site both temporary and permanent exhibition and artists camps are sought by Council.

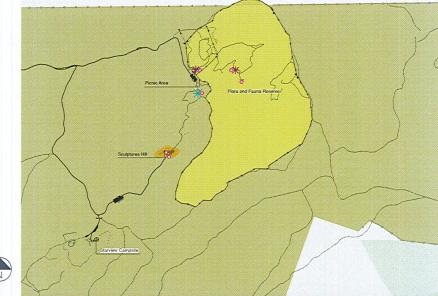


Figure 3.11. Cultural features

Curated Artwork

Intepretation signage Sculpture Symposium

First Nations - Rock Etching

Legend







- · Opportunities particularly in sharing and acknowledging indigenous culture at the park is expressed strongly in the cultural plan
- Types of art event and exhibitions that are appropriate to the he cultural and environmental values and sensitivity of the place
- Recognise that ability for children to see native fauna, plants and flowers at the site s a key drawcard for local families - maintain and enhance these roles

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# 3.8 Tourism and recreation

The Living Desert State Park was excised from the Willyama Common for the purpose of establishing a nature conservation and tourist facility in 1992 managed under the CLM Act.

#### Current Recreational Activities

- · Walking Tracks and Hikes
- Access to lookouts/views,
- · Picnicking, barbeques and seating
- · Sitting and immersion in the landscape, Bird Watching
- Access to cultural and natural heritage experiences within the floral/fauna sanctuary
- Camping experiences
- Stargazing experiences if camping
- Sunrise / Sunset Viewing
- Space for Cultural, Community and private events

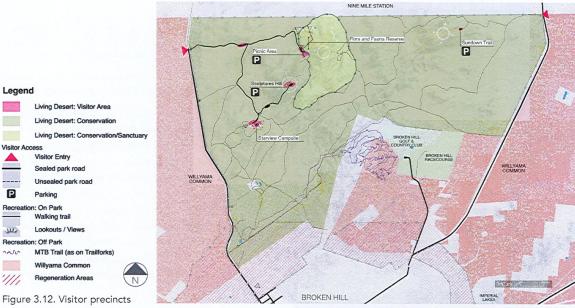
#### Park Visitor Areas

- Information / Paybay
- Picnic Area
- Sculpture Hill
- Starview Campsite
- Flora and Fauna Sanctuary conservation area
- Sundown Trail Carpark

#### Visitation

The Living Desert receives around 40,000 visitors per year. High season is April to October. Low season December to February. Shoulder months March and November.

Tourism operators regularly visit the Living Desert predominantly for Sunset tour experiences.



#### Nearby recreation and visitor experiences include:

- Nine Mile Road is being used for recreation by runners. joggers and walkers.
- An existing network of Mountain bike trails, which are recorded in the popular Trailforks website, can be accessed from the trailhead behind the Broken Hill Golf and Country Club. Trailforks mapping indicates one of the trails is within the Living Desert boundary.
- Willyama Common areas are situated either side of the Living Desert
- The Living Desert area also includes part of a Regeneration Area on the south west boundary.
- Nine Mile Station to the north of the Living Desert, accessed via the Silver City Highway, is a working sheep station offering camping accommodation or shearing quarters accommodation.

#### **Considerations**

- Improving site infrastructure to provide a better overall visitor experience
- Quality of built structures, types of materials in use and common identity throughout the park to create memorable experiences

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- Investigate increasing walking opportunities while taking into account safety considerations and sensitive heritage areas
- Provision of spaces/places to enable a variety and flexibility in types of visitor experiences to take place ie places for stargazing/night time experiences beyond the campsite
- Carrying capacity, types of future events noting the cultural and environmental values and sensitivity of the place.

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# 3.9 Visitation management

The council ranger team are responsible for all day to day visitation and site management.

# Visitor Infrastructure / Facilities: Picnic Area

- · Picnic Shelters, Picnic tables, Gas BBQS and
- Toilets
- Visitor Carpark

#### Flora and Fauna Sanctuary conservation area

- Rest stops with seating, Picnic Shelter,
- Temporary toilet (port-a-loo)

#### Sculpture Hill

- Visitor Carpark
- Bench seat
- Signage

#### Starview Campsite

- Separated Caravan/RV and Tent Camping area
- Amenities Toilets and hot showers
- Picnic Shelters, Picnic tables, Gas BBQS

#### Information / Paybay

- · Information shelter with paywave facility
- Separate 'hut' for Ranger

#### Sundown Trail Carpark

- Visitor Carpark(gravel)
- Signage

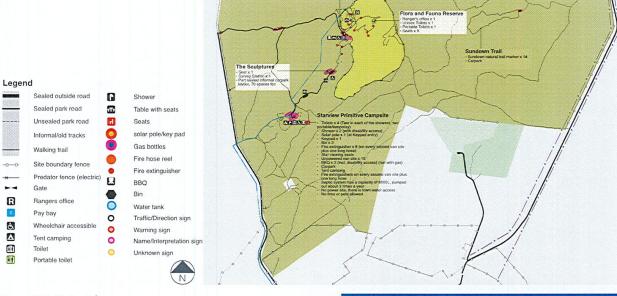


Figure 3.13. Visitor infrastructure

#### Safety and security management

- Daily on-site ranger presence
- Adequate safety measures in place to provide for visitors experiencing dehydration, walking injuries and the like and being able to contact emergency services throughout the park
- Sanctuary access locations of perimeter gates to ensure that adequate access is provided for vehicular removal of persons from the Sanctuary if needed.
- Extreme weather events can cause flash flooding and impact visitor safety and infrastructure
- Limited bins in the reserve to avoid litter only at the picnic area and the campsite
- No open fires are allowed, Gas BBQs only

#### Considerations

• There are areas of the site without access to communications / signal for emergencies

# 3.10 Site management

#### Operational

- A dedicated Council Ranger team manages the day-today operational and maintenance of the park including the Willyama Common and Regeneration Area.
- The ranger team currently consists of permanent ranger positions plus a temporary ranger until the 30th June 2025.
- A Volunteer Group has supported and assisted the rangers with general works across the site i.e. mulching, relaying pathways, pruning etc.

#### Role of Living Desert Ranger

- To control and co-ordinate tasks and activities necessary for the successful daily operations within the Living Desert, Living Desert Flora and Fauna Sanctuary, Willyama Common and Regeneration Area and to oversee the duties of staff and volunteers.
- Reports to the Visitor Services Coordinator
- Supervises staff and volunteers
- Ranger Duties are varied and include providing a professional verbal knowledge of the flora and fauna and Aboriginal culture to visitors to the Sanctuary; to cleaning and maintaining toilets and Campsite facilities, inspecting and maintaining predator proof fencing, animal management, maintaining all fixtures and assets, build and construct new fences, fixtures (seats, shade shelters etc.) and any other construction not requiring specialised trade personnel, overseeing watering requirements of the Aboretum/Flora reserve amongst other duties

#### Role of Volunteer Group

- · Volunteers have had a role at the Living Desert since its inception
- The existing volunteer group S355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee has been in operation formally since 2001.
- The group has a working one day per month and there are around 20 active volunteers
- At the Council meeting held 30 October 2024, Council resolved to dissolve the S355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee in order to transition to the Living Desert State Park Volunteer Group.
- The role of the Volunteer Group will be achieved by:
  - Under the guidance of Council staff, participating in regular working bees to assist with the upkeep and beautification of the Living Desert State Park. - the John Simons Flora and Fauna Sanctuary - the Living Desert picnic area - the Sculpture Symposium site - the Star View Primitive Campground
  - To undertake roles as Volunteer Tour Advisors at the Living Desert State Park on a rostered basis.
  - To assist in the maintenance and future development of native flora and fauna within the State Park.
  - By undertaking all activities in a manner consistent with Council's Workplace Health and Safety requirements; and with the use of all designated personal protective equipment (e.g. gloves, safety glasses) as required by Council.

For further detail please refer to Business Plan within the Appendices to this report



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- Adequate site facilities for both rangers and volunteers to carry out day-to-day tasks needs to be reviewed - access to shelter, toilet facilities, communications
- Due to distance from Council depots the supply of appropriate plant and equipment on site should be reviewed to ensure the Living Desert staff can efficiently carry out day-to-day tasks.

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# 3.10 Site management continued

#### Existing infrastructure and facilities:

 Its noted that much of the park facilities and infrastructure have been installed at low cost over time and enabled by the recycling of items from other council sites, grant funding for new items such as toilets, shelters, BBQs and the volunteer group and Rangers labour

#### Road Access and Drainage

- Primary visitor access sealed/two coat sealed roads and main carparks
- Road Bridge/culverts over creeklines/drainage lines

#### Ranger Facilities and Equipment

- · Rangers Office, petrol generator and staff parking
- Equipment/storage sheds, parking areas

#### Communications

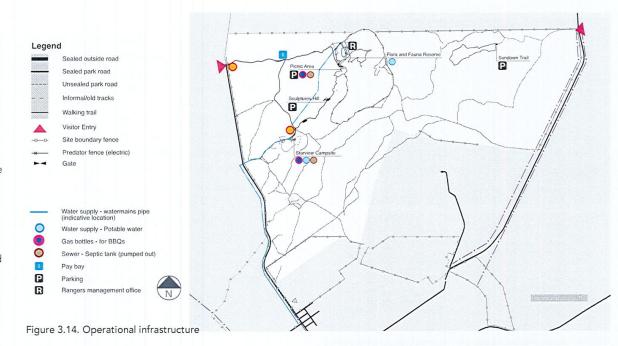
· No underground cabling on site, intermittent phone reception across the site.

#### Power

- No-on site power available. Solar poles operate keypads for after hours entry system and a petrol generator is located at the Rangers hut.
- Past proposals (REF 2000) outlined extending the overhead power lines on Nine Mile Road to the park

#### Potable Water

- Park is supplied with fresh water from town via pipeline. The supply is sourced from the town water supply via pipe network and tank system which supplies water to the Campground area and to the Flora Reserve
- Above ground pipe runs up the hill to the top of the Flora Reserve from a connection point on north west corner of the reserve.
- Flora Reserve has a network of irrigation polypipe laid



across the surface to assist with plant establishment.

A number of small artificial watering holes have been established to provide watering points for fauna within the Flora Reserve. Picnic shelters etc have small rainwater tanks collecting rainwater from roofs.

#### Other Plant and Equipment

- A detailed review of current plant and equipment requirements should be undertaken with the Ranger team and Councils Plant and Fleet Coordinator to assess future needs, if dedicated equipment for exclusive use of the Living Desert staff is required.
- · Location of equipment storage facilities needs careful consideration to ensure visual impacts are considered. The existing ranger storage shed and parking area is highly visible from points along the Cultural Walking track. Visual mitigation of existing structures etc, consideration of materials (ie non reflective) and positioning/orientation of staff carparking to be considered.

- Communications and coverage across the park
- Water Infrastructure and planning for long term sustainability
- Are existing Ranger and Volunteer facilities adequate for present/future needs
- Impacts of any new infrastructure and maintenance access on views, natural/cultural heritage values,
- Protection of site infrastructure from vandalism and maintaining adequate levels of maintenance for facilities for ongoing safety of visitors/users
- Monitoring for extreme weather events which may adversely impact infrastructure, landscape and visitor safety

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# 3.11 Sustainability

Respecting the environment is an overriding principle of sustainable design - creating or managing outdoor environments which minimises the impact on local ecology and reduces resource consumption. Sustainable design solutions foster biodiversity, mitigate environmental impact, and promote resilience against climate change. By prioritising sustainability, this design philosophy significantly contributes to reducing carbon footprints and enhancing the natural beauty of our surroundings for future generations.

#### Climate Change

Broken Hill Council are using the 'Far West Climate Change snapshot' (OEH) as a framework for current projects related to Risk Management where infrastructure is likely impacted by temperature and climate events.

Broken Hill Council are planning both 20 year and 40 year forward scenarios so Council is prepared for the future of Climate change effects in council responsible service areas.

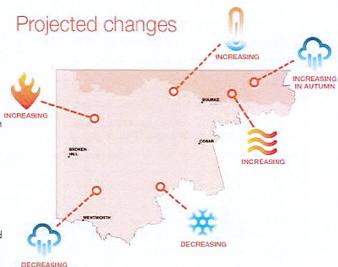
The long-term temperature trend indicates that temperatures in the region have been increasing since 1950, with the largest increase in temperature variables coming in the recent decades. The Far West Region is projected to continue to warm during the near future (2020-2039) and far future (2060-2079), compared to recent years (1990-2009).

The warming is projected to be on average about 0.7°C in the near future, increasing to about 2.1°C in the far future. The number of high temperature days is projected to increase, with fewer potential frost risk nights anticipated.

The warming trend projected for the region is large compared to natural variability in temperature and is of a similar order to the rate of warming projected for other regions of NSW.

#### Best practice guidance on Sustainability:

- 1. Sustainability Guidelines for visitor use and tourism in NSW national parks:
- Site suitability and compatibility with natural and cultural values
- Sustainable resource use
- Appropriate built form and scale
- 2. Sustainability assessment criteria for visitor use and tourism in NSW national parks
- Sustainable construction practices and compliance with Building Code of Australia, Disability (Access To Premises - Buildings) Standards 2010, and other relevant Australian standards.
- Environmental Sustainability, for example park management strategies to implement park closures, have access restricted to certain areas, in the interests of visitor safety and environmental sustainability. This may be necessary due to bushfire, flood, storm damage, fire prevention measures, maintenance and pest control operations.
- 3. Climate Positive Design principles, Australian Institute of Landscape Architects (AILA)
- Climate positive design meaning that over the life of a project, it sequesters more greenhouse gases than it emits. Co-benefits of climate positive projects include Social; Cultural; Environmental and Economic.



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- Integrating ESD principles into the existing site management, planning, design and implementation of any facilities and infrastructure
- Further design studies and implementation projects should take a 'whole of life' approach and follow climate positive design principles
- Choice of materials, design life and implementation of new infrastructure should consider the potential increased frequency of climatic events i.e. Flooding and erosion
- Consider use of benchmarks and climate tools (Climate positive pathfinder challenge) to provide guidance on emission targets for the Living Desert.
- Consider operational emissions in future management planning and ongoing maintenance

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# 4.0 Masterplan strategies

# 4.1 Guiding principles for the Living Desert

The following 20 years Vision for time and related opportunities are drawn from the consultation undertaken for the Living Desert Strategic Masterplan with Council officers, on site staff, and community groups.

#### Stakeholder vision

#### Vision for 20 years time (2044)

- The natural environment is fully restored
- First Nations involvement in site conservation and collaboration with Council has been fully realised
- The Living Desert has become a major place to experience and learn about First Nations heritage and living culture
- The Living desert is a place for First Nations people to be on Country and conduct cultural practices
- There is strong engagement from visitors, able to access to information of environment culture and heritage in more interesting ways.
- There are regular tours
- Visitation has access to optimum technology to tell stories, educate and enhance the experience of the site
- There are interpretation mediums that help visitors understand the geological character and features of Broken Hill
- There is greater accessibility for all abilities including at the Sculptures and at the Arboretum
- There are more walks and trails available that become part of the attraction of the reserve
- There is updated functional infrastructure that is always sympathetic to the natural character of the place and does not stand out
- The natural environment is always most prominent in views and vistas

# Opportunities

#### Opportunities for improvement / enhancement

- First Nations "on Country experience" currently none in Broken Hill.
- More indigenous story telling and stronger indigenous character to the site
- Improved telecoms signals implemented to provide improved safety and better potential for interpretational mediums
- Application of Technology to provide more detailed interpretation and to tell stories
- Potential audio trails
- Integration and coordination with the Geo Centre

   potential for orientation to learn about the formation
   of the landform, minerals and landscape and then
   come out to the LD and see in-situ
- Tell the story of the dust storms, the pioneering regeneration areas and formation of the Green Belt
- Tell the story the reserve why was it put there?
- Improve interpretation in the Arboretum names of plants and animals easily accessible
- Promote the feeding of the animals as a visitor attraction
- Use of Technology including applications (App) to provide interpretation and tell stories
- More summer shelter in elevated locations looking out to views

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- Better protection of landscape around sculptures people trample vegetation getting to best photo
- Use of boardwalks to provide improved accessibility for people with disabilities and reduce physical and visual impacts on landscape
- Provide more recreational trail connection and loops along interesting routes
- Harness the seasonality of the place promote different seasonal activities and experiences
- Increase the presence of women artists on the site
- Explore potential for temporary art installations that build on and contribute to the arts profile of the place
- Potential for major temporary event that could occur yearly - similar to Sculpture by the Sea
- Promote star gazing and night sky photography as a reason to visit
- Promote Living Desert as a viewing site during major astronomical events - eg. meteor showers
- Promote the site as an event location learning from events of the past (eg. Jazz)
- Collaborate with partners to undertaken events of all scales
- Promote / encourage film set use

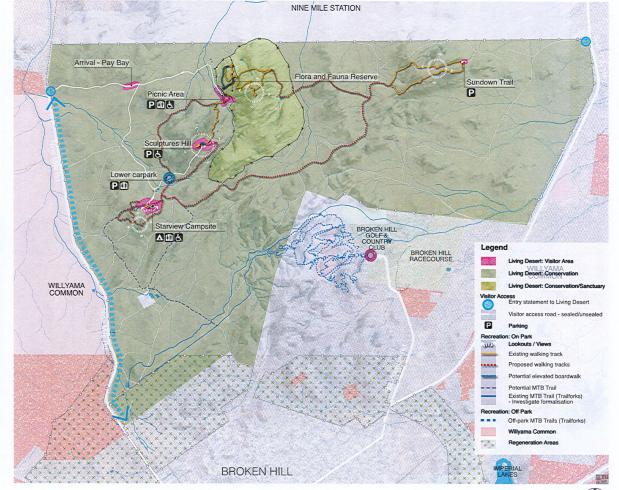


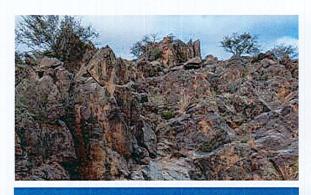
Figure 4.1 Key opportunities for improvement / enhancement

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# Masterplanning Principles

Master planning principles provide high level guidance to planning and management strategies and are listed under the core site value of "Connecting with Country" and the four supporting site values of the Living Desert.







#### CONNECTING WITH COUNTRY

- Recognise and celebrate First Nations ownership of the lands of the Living Desert
- Respect and protect the land, waters, and sky of the Living Desert
- Develop a collaborative approach to planning and managing the Living Desert with First Nations community
- Facilitate on "Country activities" by community
- Conserve, protect and tell stories of First Nations archaeology and other First Nations heritage and culture on site in consultation with community

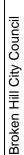
#### **ENVIRONMENT**

- Protect natural geology, soils, landform drainage and vegetation
- Continue the reconstruction of natural ecosystems on the site recognising the vegetation management focus of the Arboretum and the integrated fauna and flora goals of the Sanctuary
- Recognise the intention for Living Desert to conserve and showcase not only site endemic flora and fauna species but also that of the broader bio-region
- Manage in collaboration with other land managers, introduced flora and animal species within the broader 2400ha reserve to mitigate impacts
- Maintain the experience of and immersion in the natural landscape as the key and dominant experience of the site for visitors

#### CULTURE

- Conserve and protect Aboriginal heritage in accordance with First Nations custodians advise and relevant legislation and policy
- Conserve and protect non aboriginal heritage in accordance with heritage advise and relevant legislation and policy
- Curate develop and expand the arts and cultural fabric of the Living Desert in complement to natural qualities and avoiding over proliferation of elements

May 2025









- · Based on consultation with stakeholders develop First Nations stories of the site and provide a range of interpretational opportunities including guided tours / on country experiences
- Leverage and enhance aspects of the site that can provide memorable (Instagrammable) moments for visitors that can generate further interest and encourage return visits
- Enhance existing experiences and activities and where possible provide additional reasons for locals to visit and use the Living Desert on a regular basis
- Improve ticketing and entry systems to both encourage use and optimise revenue
- · Promote and leverage all the qualities of the Living Desert (not just the sculptures) including trail walking, bird watching, night sky watching, wildflower viewing
- · Promote and leverage the seasonal qualities of the Living Desert
- Develop collaborative approach with tour operators and expand opportunities for tour group visitation
- Expand event capacity of accommodation and range of accommodation offerings avoiding permanent development and impact on the landscape



#### SUSTAINABILITY

- Manage the environment and visitation of the site having regard for its climatic conditions and limitations
- Have regard for climate change in planning and management
- Ensure design and materials of constructed facilities are of low visual impact compatible with the natural character of the site
- Site and construct site facilities to optimise the experience and appreciation of the natural landscape and avoid impacts
- Use materials that are from sustainable sources and supply
- Refine where appropriate site management systems to optimise functional and cost effectiveness
- Monitor and manage power and water use
- Control and manage runoff and waste water to avoid impact on natural drainage systems and the environment generally

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# 4.2 Connecting with Country

The Living Desert site is a significant place for the First Nations peoples of Broken Hill.

Present on the site are a range of Archaeological features and the connections to ancient culture provide a key value to be integrated to future planning and management.

The Living Desert site falls within lands subject to the Native Title determination of 2015 for non-exclusive access and use of the Barkandji Native Title Group Aboriginal Corporation. The determination lists the community groups that fall within the broader Barkandji community and this includes the Wilyakali people of Broken Hill.

The Strategic Masterplan has a clear focus on building a stronger First Nations presence on site and in planning and management for the site through an ongoing working collaboration with Council and other stakeholders.

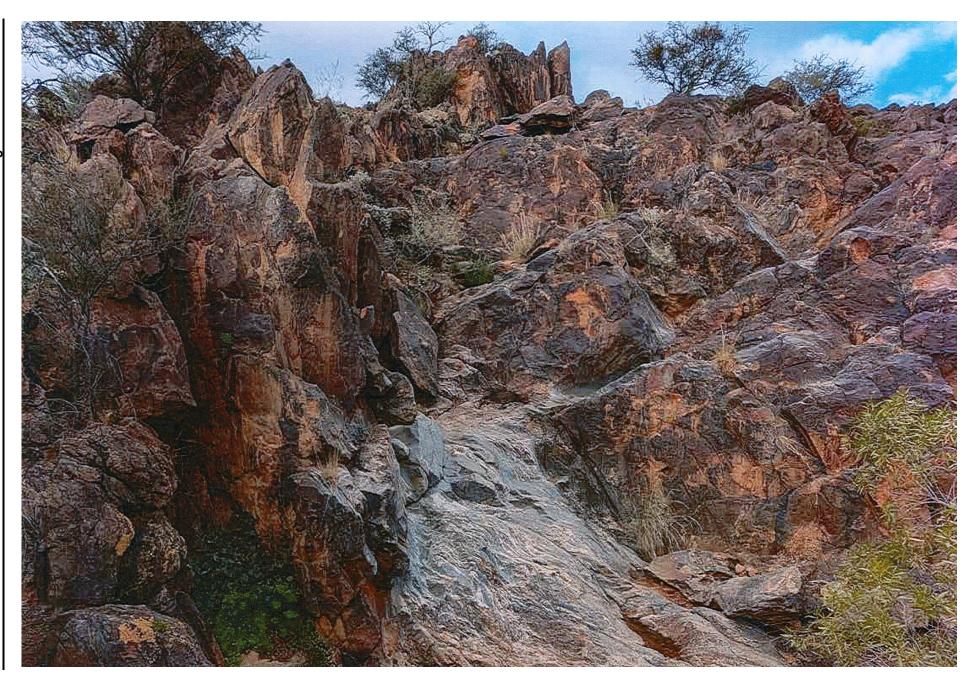
#### **Objectives**

- To collaborate with First Nations peoples in the planning and care of The Living Desert embedding cultural knowledge and strengthening connection to Country through shared stewardship and meaningful involvement
- The Living desert is a place for First Nations people to be on Country and conduct cultural practices
- The Living Desert becomes a major place to experience and learn about First Nations heritage and living culture

#### **Strategies**

- Facilitate involvement of First Nations community in the planning and management of the Living Desert.
- Enable and encourage First Nations on Country activities and undertaking of cultural practices on site.
- Plan and implement in collaboration with First Nations community a facility (shelter or building) that can support First Nations On Country activities on the Living Desert
- Identify through Collaboration with First Nations stakeholders desire to establish First Nations naming for the place and if applicable preferred names for the Place and various site locations
- Plan and implement in collaboration with First Nations community a stronger First Nations character to the site through the fabric of the place, interpretation and First Nations involvement and presence
- Plan and implement more First Nations story telling across the site developed in collaboration with First Nations stakeholders
- 7. Develop and implement in collaboration with First Nations stakeholders a First Nations – "on Country experience" for visitors – currently none in Broken Hill
- 8. In collaboration with First Nations stakeholders review desirability and suitability of naming for key park features and in particular new features in language.

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4.3 Conserving the qualities of the Living Desert

#### Habitat

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The Living Desert is a complex mix of habitat qualities forming part of the Barrier Ranges geological, soils and vegetation profile.

The creation of the nature reserve in the 1990's and in particular the installation of control fencing has created a microsm where predation and foraging by both native and introduced animals is altered. This is reflected in the good condition of the landscape within the reserve, and further emphasised by the presence of vegetation and fauna from the broader bioregion which may not be found in the area if not introduced.

This approach creates a hybrid landscape which fulfils the goals of the original flora and fauna reserve but requires a managed approach to sustain and ongoing balance.

#### **Objectives**

- The natural environment is fully restored to the agreed targets
- Management of fauna within the Sanctuary and on the broader Living Desert site is sustainable in the
- Visitors understand and appreciate the goals and history of the Living Desert

#### **Strategies**

- 1. Develop targets for management of the Arboretum detailing agreed habitat target environment and flora species range
- 2. Develop targets for management of the Sanctuary detailing agreed habitat target environment and fauna and flora species range
- 3. Develop targets for management of the habitats outside of the fenced / controlled Sanctuary and Arboretum
- 4. Guided by 1-3 consider the potential for revisiting of earlier proposals to re-introduce Yellow Footed Rock Wallaby to the site
- 5. Plan, resource and implement management systems that can effectively manage the environment including flora and fauna to the agreed targets
- 6. Improve interpretation in the Arboretum names of plants and animals easily accessible
- 7. Review role of animal feeding in Fauna management strategies for the site - if appropriate - promote the feeding of the animals as a visitor attraction

LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

Figure 4.3 Habitat conservation

Attachment 1
Draft Living Desert Master Plan

DRAFT LIVING DESERT MASTER PLAN AND ASSOCIATED DRAFT LIVING DESERT PLANS FOR PUBLIC EXHIBITION

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# 4.3 Conserving the qualities of the Living Desert

# Heritage

As outlined in section 4.1, the Living Desert site is one of high importance to the First Nations people of Broken Hill and lies within the lands subject to the Barkandji Native Title determination of 2015.

In terms of non-indigenous cultural heritage, Broken Hill is Australia's first heritage listed city and has played a key role in its economic and industrial development. The Living Desert has become one of the most recognisable images of Broken Hill and its melding of nature and culture.

All of these threads should play a role in the conservation and optimisation of the Living Desert's diverse heritage values.

#### **Objectives**

- Items of significance for First Nations and Historical heritage are identified and protected
- There is strong engagement from visitors, able to access to information of environment culture and heritage in more interesting ways.
- There are regular tours
- Visitation has access to optimum technology to tell stories and educate
- There are interpretation mediums that help visitors understand the geological character and features of Broken Hill

#### **Strategies**

- Items of significance for First Nations and Historical heritage are identified and their significance analysed and documented
- 2. Items of significance for First Nations and Historical heritage are protected and conserved
- Items of significance for First Nations and Historical heritage are interpreted through a range of mediums to enhance visitor experiences and understanding of the site
- Improved telecoms signals implemented to provide improved safety and better potential for interpretational mediums
- Application of Technology to provide more detailed interpretation and to tell stories (including audio trails)
- Explore integration and coordination with the Geo Centre – potential for orientation to learn about the formation of the landform, minerals and landscape and then come out to the LD and see in-situ
- 7. Tell the story the reserve why was it put there?
- 8. Tell the story of the dust storms, the pioneering regeneration areas and formation of the Green Belt

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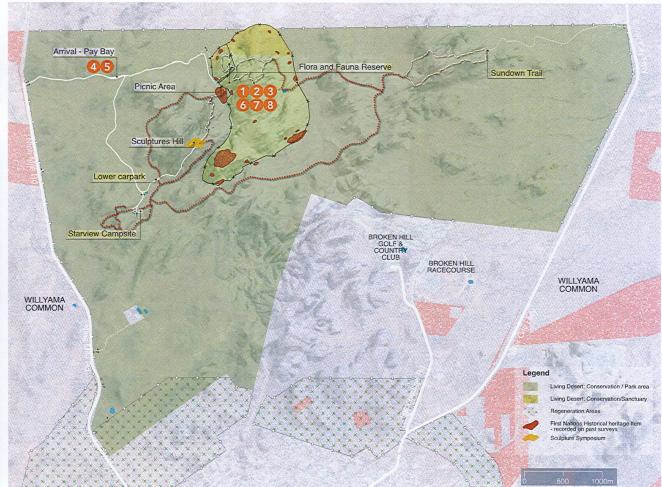


Figure 4.4 Heritage strategies



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#### 4.3 Conserving the qualities of the Living Desert

#### Views and visual experiences

As the highest point in Broken Hill, the Sculpture Hill is one of a series of high points within the Living Desert that provide panoramic outlooks over the desert landscape and towards Broken Hill City.

At the same time the Living Desert is highly valued as a place providing immersion in nature and the opportunity to experience the natural landscape of the desert.

As such the protection and optimisation of the hilltop viewing points and the ability to experience a natural landscape setting are key drivers for the strategic masterplan.

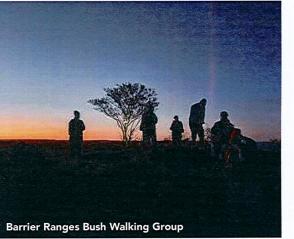
#### **Objectives**

- Views from high points across the site are protected
- The natural environment is always most prominent in views and vistas
- Provision of updated functional infrastructure that is sympathetic to the natural character of the place and does not stand out
- The landscape around sculptures is protected from damage by people seeking best photo points

#### **Strategies**

- Analyse siting and design of proposed facilities from potential viewing points to prevent impact to views and natural character of views from around the site
- 2. Provide more recreational trail connections and loops along visually interesting routes
- Provide alternative access experiences around sculptures that offer better viewing points than going off trails / paths
- 4. Provide more summer shelter in elevated locations looking out to views
- 5. Promote star gazing and night sky photography as a reason to visit Living Desert
- 6. Promote Living Desert as a viewing site during major astronomical events eg meteor showers





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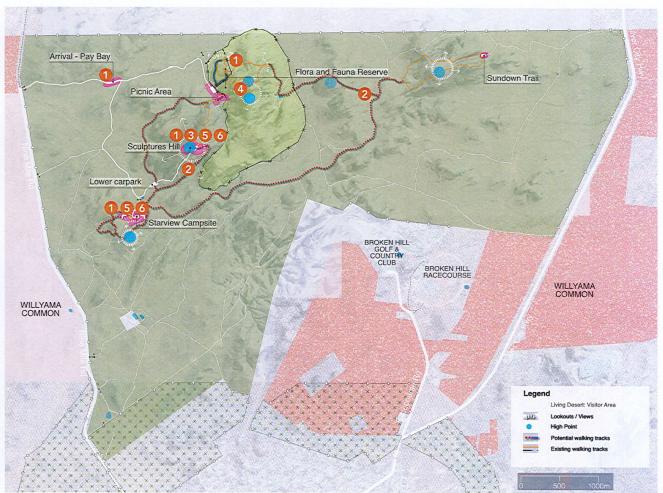


Figure 4.5 Views and visual experiences strategies



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#### 4.3 Conserving the qualities of the Living Desert

#### Art and culture

The Sculpture Symposium from which the artworks to the sculpture hill were implemented in 1993 form an important legacy to the current day association of arts and culture with Broken Hill.

Also fundamental to this identity is the connection of the town to pre-eminent artists such Pro Hart and Jack Absolom among others.

The town draws artists with its melding of the desert landscape and industrial / working history and associated culture and stories.

The Living Desert can continue to play a key role in this identity and can help shape the further evolution and development of arts and culture in Broken Hill.

#### **Objectives**

- A long term vision of arts and culture on the site is provided that evolves the role and depth of this quality of the Living Desert
- Arts and culture have a broader relationship to the site than just the Sculpture Hill
- An increased First Nations arts and cultural presence on the site
- An increased presence of women artists on the site

#### **Strategies**

- Conserve arts and culture as key influences on the character of the Living Desert and an attraction for visitors and locals
- Review how the role of art and culture should best be managed for the next 20 years of life of the Living Desert including:
  - expanding the perception of art on the site to more than the Sculpture Hill
  - reviewing the ongoing curation, management and maintenance of the Sculpture Hill with arts stakeholders
  - Further developing First Nations arts presence on site
  - Preventing impacts on First Nations and historical heritage
  - An increased presence of women artists on the site
  - Exploring potential for temporary art installations
  - Facilitating and promoting site as an event location

- Following on from strategy 2. develop "Living Desert Arts and Cultural Management Plan" to support and supplement this Masterplan, the Living Desert PoM and other Councils strategies and policies providing direction to curation and management of art and culture on the site including the Sculpture Hill
- In liaison with First Nations stakeholders, plan and implement increased presence of permanent and temporary First Nations arts and cultural mediums on the site
- Explore potential for temporary art installations that build on and contribute to the arts profile of the place
- Review and refine events role for large and small events
- 7. Develop events guidelines for large and small
- 8. Collaborate with partners to undertake events of all scales
- Promote Living Desert as a viewing site during major astronomical events – for example meteor showers
- Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities

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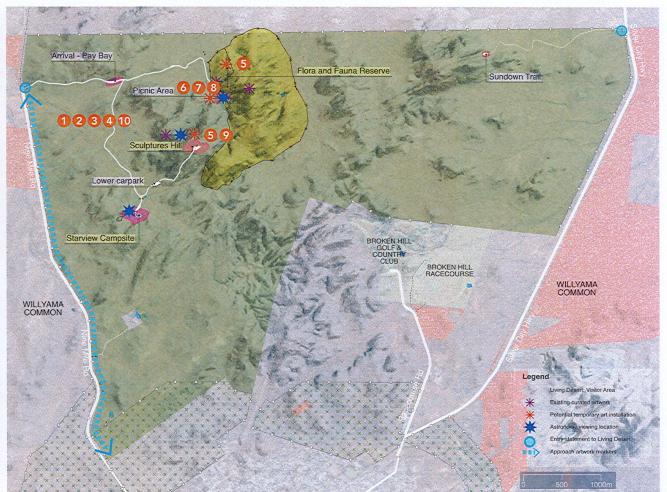


Figure 4.6 Arts and culture strategies



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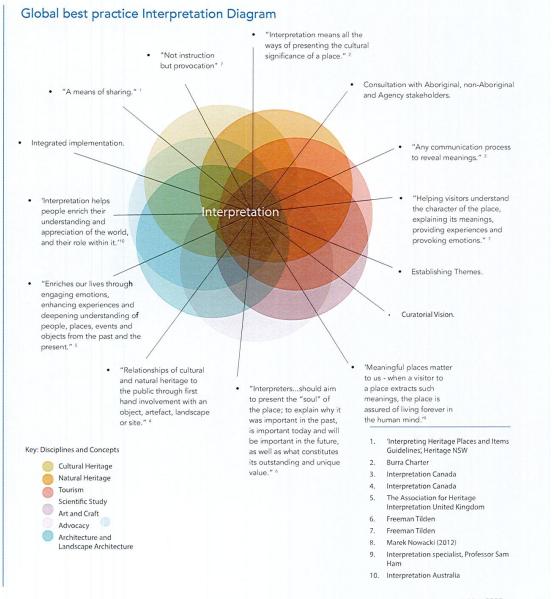
#### 4.4 Understanding the Living Desert

The Living Desert's stories embrace Wilyakali Culture, endemic plant and animal life, European uses of the land and a continuous spirit of creativity expressed through art, particularly sculptural intervention in the landscape.

The Living Desert National Park is Aboriginal land, first and foremost home to Wilyakali People. The Living Desert is a living cultural landscape, with possibilities for stories of ancient creation, intergenerational knowledge of caring for Country and living sustainably through seasonal changes. The Living Desert has experienced change through European occupation and mining, and in the last 30 years an evocative regeneration story and creation of a plant and animal sanctuary. The landmark 'Symposium' in 1993 hosted the creation of iconic sculptures that have become a signature for the park. Creativity is a core feature of the park, with subsequent sculptural works and as a place of inspiration and connection to nature for artists.

It is clear that The Living Desert has many stories to share. Visitor interpretation is a way of sharing these stories, 'helping people enrich their understanding and appreciation of the world, and their role within it.' (Interpretation Australia).'Visitor experiences are enriched through quality interpretation and information.'

Visitor interpretation is a key element of the The Living Desert experience. It provides opportunities for appropriate and authentic storytelling that can be embedded into visitor journeys via a range of accessible and inclusive mediums to truly enhance visitors' understanding and appreciation of The Living Desert.



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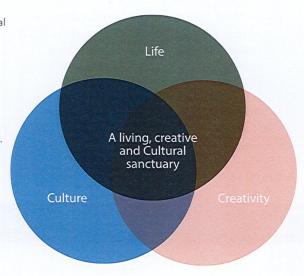
#### Stories to share

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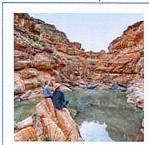
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#### Stories and interpretation ideas



#### Living

Stories and interpretation ideas:

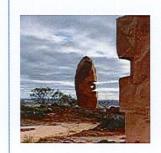
- Wilyakali culture • Sanctuary - regeneration
- · Botanical rigour
- Sustainable
- Science
- Wildlife
- Diversity
- Endemic
- Geology



#### Culture

Stories and interpretation

- · 'Cultural Walk' which requires review and update by Wilyakali
- Updated, contemporary Wilyakali perspectives
- · Joint management -Wilyakali
- · Wilyakali Cultural officer
- Language
- Sky Country interpretation and activities



#### Creative

Stories and interpretation

- · Wilyakali cultural creativity
- · Symposium Sculptures
- TAFE Sculptures
- · Artists seeking inspiration (Art Exchange)
- Events
- · Sculptures and or other art mediums by women
- · Regular temporary art activations

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#### Guiding Principles for Interpretation Development in The Living Desert

The development of The Living Desert National Park Interpretation Strategy is underpinned by the following principles:

#### INTERPRETATION PRINCIPLES

- Recognise The Living Desert as the ancestral home of Wilyakali, embracing the narratives, languages, customs, and knowledge systems.
- Utilise visitor interpretation to enhance safe experiences, foster understanding, and promote respect for the park's Cultural and natural values, as well as its more recent historical significance.
- Ensure cultural interpretation adheres to appropriate protocols, with the right storytellers sharing the right stories in the right place, time, and manner. First Nations representatives will be integral to interpretation development teams.
- Implement authentic and lawful methods for sharing culture, respecting Indigenous Cultural and Intellectual Property (ICIP) principles.
- Foster collaboration with diverse subject matter experts, including Wilyakali representatives, park staff, artists, historians, researchers, scientists, naturalists, and pastoralists.

- Develop flexible interpretation strategies that allow for updates, refreshes, and changes to reflect evolving understanding and circumstances.
- Ensure interpretive outcomes are supported by sustainable development pathways.
- Use interpretation to cultivate a deep understanding and appreciation of The Living Desert National Park's unique ecosystems, biodiversity, and geological features, encouraging environmental stewardship among visitors.
- Adopt a holistic approach to visitor interpretation that encompasses the values and character of people and place, aligns with stakeholder goals and objectives, appropriately shares themes and stories, showcases available experiences, and considers how different visitors will best connect with each element.
- Prioritise accessible and inclusive visitor interpretation, ensuring that all visitors, regardless of physical abilities or socio-cultural backgrounds, can fully engage with and appreciate the park's natural and cultural heritage.

#### How to use this Strategy

The Living Desert Interpretation Strategy is designed as a roadmap for enhancing the visitor experience in The Living Desert National Park through effective, respectful and innovative interpretation. It serves as a guide for The Living Desert National Park staff, First Nations and interpretation partners, providing direction on foundational principles through to actionable steps. Hyperlinks to relevant pages within the strategy document and to external documents have been provided.

This strategy is designed as a living document, meant to inspire collaboration, innovation, and continuous improvement. Regular engagement with its contents will ensure interpretive efforts remain dynamic and responsive to the evolving landscape of visitor expectations and park narratives.

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#### Ways of Sharing

Ways of sharing describes the different interpretive mediums through which The Living Desert's values can be shared with visitors:

- Face to Face interpretation, such as guided tours and hands-on workshops, is crucial for providing visitors with direct experiences and understanding.
- Signage plays a vital role in narrating The Living Desert's story. Efforts to update displays with a cohesive design that aligns with the environment and its narratives will enhance visitor engagement.
- Digital media, including augmented and virtual reality, audio guides, and interactive platforms, enhance the visitor experience by offering multi-layered content and improving accessibility.
- Sound, lighting, projection and language are sensory elements that elevate the overall experience. Audio allows for narratives, cultural music, and diverse languages, while strategic lighting and projections can transform spaces, especially during evening hours.
- Art and craft, including public installations and workshops, provide opportunities for visitors to immerse themselves in Wilyakali traditions and lore.
- Object displays and outdoor exhibitions can create immersive interpretive environments that offer interactive cultural narratives.
- Events provide multi-sensory experiences that embody The Living Desert's core themes and stories.
- Each proposed method contributes to a comprehensive interpretive experience for visitors. The following outlines key interpretation types and associated possibilities:

Face to Face

Signage

Language + Naming

Digital Media

Sound

Art + Craft

Lighting + Projection

Exhibition and display

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#### Face to Face

In-person interpretation through tours, workshops, and events featuring First Nations representatives is the most impactful method at The Living Desert. There's potential to expand visitor offerings, generate revenue, and strengthen First Nations communities role in cultural storytelling.

A First Nations focus aligns with best practices for delivering authentic experiences, allowing greater control in sharing culture and increasing benefits for individuals and communities.

#### Opportunities

#### First Nations led opportunities:

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhancing training for non-Aboriginal guides by First Nations representatives, park staff, and field experts.
- Developing a comprehensive "The Living Desert Knowledge for Tour Guides" course.
- Encouraging tour operators to engage First Nations guides.
- Creating platforms for First Nations community to share interpretation ideas.
- Expanding food-based and art-based experiences at various scales and price points.
- Increasing thematic tours for specialised cultural and natural immersion, such as gender-specific tours, truth-telling tours, and sustainability-focused experiences.
- Growing multi-day events with various opportunities for First Nations involvement based on individual preferences and skills.

#### Natural heritage opportunities:

- Expand science and sustainability-focused tours that highlight The Living Desert's natural and cultural heritage.
- Increase tours led by scientists and subject matter experts. Consider a guest series featuring renowned professionals, connecting visitors with cutting-edge research on preserving significant natural sites.
- Integrate expert presentations, tours, and activities into themed events. For example, organize a Living Desert Bird Week, inviting ornithologists and naturalists to lead specialised activities.
- Incorporate environmental advocacy into tours, educating visitors on ways they can contribute to conservation efforts.
- Enhance guide training by establishing improved information channels with ongoing and recently completed scientific research in relevant fields.
- Note that any new commercial experiences, tours, or events would require appropriate licensing and permit approvals.

#### Accessible and inclusive opportunities:

- Create programs that accommodate diverse learning styles, including tactile and sensory activities.
- Design in-person experiences that cater to various age groups, cultural backgrounds, languages, and physical abilities.
- Implement staff training programs focusing on cultural competence, accessibility awareness, and inclusive engagement techniques.

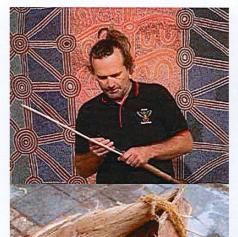


Blue Mountains tour led by Anderson's Tour, Tripadvisor



Traditional Owner-led art tours at Kakadu, traveldailymedia.com

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Traditional canoe-making in a demonstration and workshop by Gringai/Worimi man and Cultural Knowledge Holder Luke Russell, UNSW Galleries



Pudakul Aboriginal Cultural Tours at Lambell's Lagoon in the Top End offers bushtucker walks and tastings, painting, weaving, and didgeridoo demonstrations, pudakul.com.au



Grand Cliff Top Walk guided tour at Wentworth Falls, nationalparks.nsw.gov

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#### Signage

Signage displays are crucial components of the visitor experience, particularly for self-guided tours. The Living Desert currently features a mixture of outdated and deteriorating signage. A comprehensive strategy and brand style guide for cohesive, modern interpretive signage is necessary.

To address these needs, a versatile signage suite should be developed, offering various sizes and styles to suit different locations and allow the natural landscape to remain the focal point. High-traffic areas will require different signage solutions compared to more secluded spots.

Signage also presents opportunities to enhance accessibility and inclusivity. Incorporating elements like QR codes or other scannable features can provide access to digital content, including multilingual interpretations for international visitors.

#### Opportunities

- Consider introducing First Nations voices at all trailheads, either through written quotes or digital media activated by scannable signage, such as audio recordings. Note: Indicative only - ideas are all contingent on what Wilyakali stakeholders agree to support/pursue - liaison is in progress currently.
- Incorporate active prompts for sensory engagement on new and revitalised walks, encouraging visitors to use their senses of smell, sight, and touch. For example, use directive words like "Listen" to guide the experience.
- Explore three-dimensional and tactile elements in signage design, including frames and housing, to convey concepts through form, scale, imagery, and texture.
- Integrate poetry and other literary arts to create emotional connections for visitors when communicating cultural narratives.

- Ensure signage design allows for easy content updates and the ability to temporarily or permanently remove names, images, or other content when required for cultural reasons, such as during periods of mourning.
- Design signage to be accessible to a wide range of visitors, considering factors such as height for children and wheelchair users, incorporating braille, using clear and understandable language, including universal symbols and images, and providing tactile elements or audio narration in key languages. Consult relevant accessibility standards to ensure adherence to best practices in sign design and installation.

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## Flanca Co 3

Using art and illustration to weave a story. By being placed in the ground, this sign is recessive and secondary to the landscape, Toorale Homestead, SUPERSENSE



Using tactile elements to communicate concepts in an evocative and accessible way, Schöneberg Nature Park, Grün Berlin / Frank Sperling, tactilestudio.co



Situating signage sensitively in the landscape, Heini Jones



Flexible signage allows for refresh of content at the Royal Botanic Gardens, Cranbourne, Royal Botanic Gardens Cranbourne, lookear



Signage 'activated' by the landscape, Gour De Tazenat, by Atelier Cap, atelier-cap.fr

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#### Language and Naming

Incorporating First Nationslanguage presents a significant opportunity for interpretation. Beyond updating place names and integrating language into tours, advanced delivery methods such as digital platforms with audio capabilities offer enhanced visitor engagement.

#### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Provide audio guides for correct pronunciation, delivered by First Nations representatives, digital means (QR codes or apps), or on-site speakers.
- Offer language lessons for visitors, either in-person with Wilyakali instructors or through digital platforms.
- Prominently feature First Nations words on signage alongside English translations, and integrate them into architectural and landscape designs.
- Create language-based 'Welcome to Country' recordings.
- Develop multilingual audiovisual and immersive installations.
- Incorporate language into oral history presentations.
- Produce publications featuring First Nations language.
- Increase efforts to preserve and promote First Nationslanguages.

"Safeguarding the diversity of languages is crucial to protecting both cultural and biological diversity."

UNESCO 2001 Universal Declaration on Cultural Diversity



A still from an animated poem, spoken in the Sydney Language, written by Gadigal-Thungutti man, Joel Davison, Warrane Exhibition, SUPERSENSE



Scan a QR code to hear language, SUPERSENSE

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#### Digital Media

Digital technologies offer innovative ways to enhance storytelling and complement other interpretive methods at The Living Desert. These tools provide engaging experiences for visitors of all ages, leveraging their familiarity with digital devices.

Digital content can be accessed both on-site and remotely, in visitor centres and throughout the landscape. For areas with limited Wi-Fi, experiences can be pre-downloaded or triggered by GPS locations. Off-site digital access serves as an effective preview and trip planning tool for potential visitors.

It's crucial to consider Indigenous Cultural and Intellectual Property (ICIP) Protocols when sharing stories digitally to protect against copyright infringement.

#### Digital Interpretation -'Pre, During and Post' Visit

A digital layer enhances physical interpretation, offering additional engagement through City of Broken Hill Council platforms or other shareable interfaces. This approach enables diverse storytelling and facilitates self-guided tours. Improved Wi-Fi coverage will expand digital interpretation opportunities park-wide.

The strategy aims to implement feasible digital initiatives immediately while planning more complex concepts for future implementation. Digital interpretation should be designed for growth, with flexible, open-source platforms to ensure long-term relevance.

#### **Opportunities**

- · Develop tailored, multi-layered content for diverse visitor preferences
- Utilize QR codes and GPS for location-based digital
- Offer rich content on visitors' personal devices, including virtual guides and environmental change animations
- Enable easy content updates and removal of culturally sensitive material when necessary
- Incorporate video and audio to showcase First Nationslanguages and stories
- Provide multilingual content for international visitors
- Facilitate social media sharing for organic marketing
- Create interactive experiences and gather visitor feedback
- Present intangible heritage through digital means
- Offer platforms for oral histories
- Design thematic, self-guided digital tours



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Alice Springs Genestreaming Augmented Reality Sculpture at Todd Street Mall, Alice Springs, sciart.com.au



Traditional Owners share culture digitally, launched via QR codes embedded in physical signage, Ballina Shire, NSW, issuu.com

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#### Case study: 'Barangaroo Ngangamay'

Amanda Jane Reynolds and Genevieve Grieves, Barangaroo Ngangamay, detail of Augmented Reality app, Barangaroo, 2017

Barangaroo Ngangamay is an innovative example of multidisciplinary storytelling that shares Aboriginal cultural experience via modern technology and public art installations. The Barangaroo Ngangamay app uses AR technology to showcase the strength, diversity and creativity of Aboriginal women, men and children of the Sydney region. Five films can be accessed that show Aboriginal women across the Sydney region sharing stories about their culture.

Visitors are self-directed as they walk through Barangaroo, discovering films embedded within the landscape. Paired with the augmented reality and videos are physical rock engravings/petroglyphs by Aboriginal Elders Vic Simms, Steven Russell and Laurie Bimson using manual hand tools such as stones, mallets and chisels. These engravings permanently embed culture on the site.

#### Sound

Audio interpretation is a powerful method for conveying stories through narrative, sound effects, and music, particularly effective for self-guided tours. It can create immersive sensory experiences without overshadowing natural sounds, providing a complementary storytelling lens for visitors exploring the landscape.

#### Opportunities

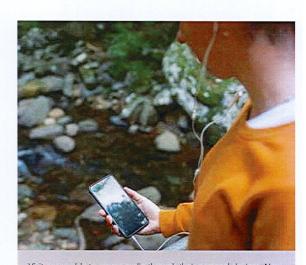
Note: Indicative only - ideas are all contingent on what First Nationsstakeholders agree to support/pursue - liaison is in progress currently. Develop narrated bushwalk companions.

- Present oral histories from individuals with firsthand experience.
- Create expert-led audio content similar to podcasts, featuring First Nations representatives, rangers, and various specialists.
- Offer recordings of First Nations people discussing their
- Provide audio cues for identifying bird calls and animal
- Showcase First Nations languages, cultural music, poetry, and stories.
- Improve accessibility by offering audio in multiple
- Enhance engagement for visually impaired visitors or those with literacy challenges.
- Direct attention to landscape features that might otherwise be overlooked.
- Create self-guided audio tours with location-specific activation points.
- Develop in-vehicle listening experiences to connect different sites.

- Offer more extensive content than traditional signage allows.
- Reduce the need for physical signs in the landscape.

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Provide wayfinding assistance.



Visitors are able to access audio through their personal devices, New South Wales National Parks and Wildlife Service

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#### Art and Craft

Art serves as a form of interpretation, expressing stories and connections through culturally resonant forms. Building on The Living Desert's existing role as an outdoor sculpture gallery, art-making can continue to be a key method for storytelling and immersing visitors in culture through contemporary artists' work on Country.

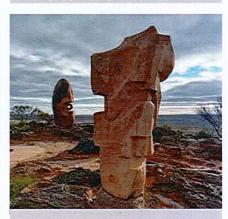
#### **Opportunities**

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Commission landscape sculptures and graphic works.
- Create graphic, film, and animation pieces for interpretive signage, digital platforms, and websites.
- Expand art and craft workshops and participatory activities for diverse visitor engagement.
- Incorporate artwork as a feature of The Living Desert's entrance and various precincts.
- Provide curatorial support to elevate artists' practices through themed exhibitions, design briefs, message distribution, and show organization.
- Develop travelling art shows to raise awareness of The Living Desert.
- Coordinate art exhibitions with special events.
- Explore collaborations between First Nations artists and artists from other regions.
- Offer a range of artistic practices to engage different visitor types, from emerging to established artists.



Commission artworks that visitors can experience up close can form strong connections to place, 'Bara' by Judy Watson, greenmagazine.com.au



Sunset Sculptures at the Living Desert State Park, Broken Hill, SUPERSENSE



Increase opportunities for visitors to participate in workshops to understand local craft techniques, Joe Florian / The Living Desert National Park

#### Lighting and Projection

Illumination and visual projection techniques offer innovative ways to convey narratives and create immersive interpretive experiences. These methods can transform outdoor spaces during evening hours, potentially introducing a novel aspect to The Living Desert's offerings.

Drawing inspiration from successful night experiences at other natural landmarks, light-based storytelling could provide unique opportunities to share traditional narratives.

Evening illumination and projection can reimagine landscape spaces, with the flexibility to communicate at various levels of complexity and to suit different budget constraints.

#### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhance accessibility for diverse audiences, bridging language, literacy, and physical barriers.
- Utilize landscape features as canvases for projected still or moving imagery.
- Create subtle daytime installations that transform into immersive spatial experiences after dark.
- Adapt lighting schemes to acknowledge special events or observances.
- Provide audio cues for identifying bird calls and animal sounds.
- Showcase First Nations languages, cultural music, poetry, and stories.
- Improve accessibility by offering audio in multiple languages.
- Enhance engagement for visually impaired visitors or those with literacy challenges.
- Direct attention to landscape features that might otherwise be overlooked.
- Create self-guided audio tours with location-specific activation points.
- Develop in-vehicle listening experiences to connect different sites.
- Offer more extensive content than traditional signage allows.
- Reduce the need for physical signs in the landscape.
- Provide wavfinding assistance



Large-scale illumination can be highly impactful and relatively simple to achieve, 'Forest lights' by Moment Factory, Crystal Bridges Museum, momentfactory.com



Illuminated elements in the landscape come to life in the evening, Austria's national pavilion.

Milan Expo 2015, Dezeen

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#### Exhibition

Exhibitions serve as a key medium for immersing visitors in multisensory experiences that explore various themes and stories within The Living Desert. Well-designed exhibition concepts can create engaging environments that resonate with diverse audiences, offering experiences not available elsewhere in the landscape.

The display of cultural objects and artefacts plays a crucial role in interpretation for visitor centres and exhibitions. These displays allow First Nations representatives, curators, and designers to construct narrative environments that effectively convey key messages and stories.

Given the current lack of a dedicated exhibition space or visitor centre, a semi-enclosed outdoor interpretation centre could provide a cost-effective solution. This space could serve as both an interpretive and orientation hub, ideally located in a central area such as the picnic grounds.

#### Opportunities

Note: Indicative only - ideas are all contingent on what Wilyakali stakeholders agree to support/pursue - liaison is in progress currently.

- Host live workshops demonstrating traditional and contemporary craft techniques.
- Enable First Nations guides to showcase the natural sources of materials used in artefacts.
- Improve artefact accessibility through enhanced display infrastructure.
- Implement flexible exhibition designs to accommodate seasonal themes or special events.
- Develop protocols for respectful removal of culturally sensitive materials when necessary.
- · Create custom film content and screening experiences.
- Design child-friendly exhibitions with interactive learning activities.
- Develop travelling exhibitions to share The Living Desert's stories beyond its boundaries.
- Provide unique platforms for First Nations cultural transmission and innovation.
- Ensure exhibition environments cater to diverse physical, demographic, and learning needs.



Exhibition space connects with the landscape at the Austria Pavilion, World Expo 2015, archdaily.com



Blast wall interpretation at Sub Base Platypus, Sydney, SUPERSENSE

#### **Events**

Events serve as powerful interpretive tools, inspiring and engaging visitors with The Living Desert. Future event planning should:

- Build upon existing successful programs
- Highlight the park's unique heritage
- Appeal to target visitor demographics
- Stimulate visitation during off-peak seasons

#### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhance birdwatching programs to attract enthusiasts.
- Develop comprehensive cultural immersion festivals showcasing First Nations art, cuisine, and music.
- Expand stargazing events, leveraging the area's dark skies and cultural astronomy.
- Broaden educational workshop offerings for families.
- Introduce specialised photography and art-making expeditions.
- Create wellness retreats that incorporate First Nations cultural elements.
- Develop a culinary event series centred on First Nationscuisine.
- Expand educational tours to align with school curricula.
- Strengthen conservation volunteering initiatives.
- Design cultural awareness retreats suitable for corporate events and incentives markets.



Photography expedition, wildnaturephotoexpeditions



Culinary events series, Kakadu Dird Full Moon Feast, Ben Tyler, The Living Deserttourism.com



Increase capacity for multi-day events such as the Taste of Kakadu, parksaustralia.gov.au

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### Key moves for interpretation in the landscape

Key moves describe the key recommendations for interpretation both park wide as well as to specific places.

The following park wide recommendations are supplemented by the place specific recommendations in 4.5 Experiencing the Living Desert - **Places** 

#### Park wide:

Underpinned by the Living Desert Interpretation
Strategy strategic directions and themes and through
research and consultation with First Nations and other
stakeholders, new and revised content will be generated
and applied to appropriate locations in a range of
different mediums

A range of guided tours of different lengths across the park.









May 202

Multiple digital thematic interpretive sound pieces, featuring the voices of First Nations and experts-in-theirfields provide enriching journey accompaniments for visitor on all trails across the park.

Following a new cohesive brand wayfinding and interpretation signage package all interpretive signage will be revitalised and replace existing.









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#### 4.5 Experiencing the Living Desert - journey and arrival

Getting to the Living Desert involves the journey from Broken Hill township 16km away or from one routes into town, and then arrival at the Living Desert. Currently this journey is poorly signposted and there is limited sense of expectation and arrival to Broken Hill's most important open space.

The masterplan proposes that wayfinding along all main routes is enhanced and that there is a sense of expectation and anticipation built up along Nine Mile Road. The arrival intersection identity should create a unique identity and the arrival experience and access management should be simple and seamless.

#### Role

- · Guide visitors to the Living Desert.
- · Project the identity of the Living Desert
- Create a sense of expectation and anticipation
- Manage arrival, access to the park and orientation to key destinations and routes
- Build the interest in the sites's stories
- Highlight and embed the Living Desert as Wilyakali Country for all visitors.

#### **Experiences and activation**

 Provide unique and coordinated wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points

- Where the Nine Mile Road adjoins the Living Desert create a road edge artwork inspired identity that celebrates the Living Desert and being on Wilyakali Country and builds expectation and anticipation on the approach to the reserve entry
- Provide a culmination and climax to the approach identity that uniquely marks the entry to the Living Desert
- 4. Provide an upgraded access management / entry pay node that manages different visitation types, provides initial orientation and inspiration and advises visitors of the imminent vehicular movement decision (The Valley and Sanctuary or Campground and Sculptures
- Enhance the directional / wayfinding and traffic experience of the intersection to the Picnic area/ campground / sculptures - integrated with the unique wayfinding approach for the site
- Provide directional / wayfinding to the decision point to the campground or sculptures - integrated with the unique wayfinding approach for the site
- Review / assess potential for Site office and possible ranger accommodation to be provided near the entry node to aid management. Consider impacts of structure on views from key locations and in terms of design fabric and visually integrating / complementing site

#### Connections and access

8. Upgrade the operation and appearance access management gates and related vehicle management at the entry to be less intrusive and consistent with an overall site materials and finishes identity

 Improve the traffic performance and safety of the campground / sculptures intersection by enhancing turning movements and creating more direct alignment for exiting west bound traffic from the Valley / Sanctuary

#### **Environment**

- Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor
- 11. Provide stabilisation of drainage lines adjoining roads

#### **Cultural heritage**

- 12. Protect and conserve items of heritage significance
- 13. Collaborate with Wilyakali to develop First Nations interpretation integrated into arrival and entry precinct

#### Place specific interpretation moves

#### Appropriate mediums

- Art installation permanent
- Site specific interpretation ideas

#### Site specific interpretation ideas

 An inspiring gateway experience, using sculpture created by local Wilyakali artist would be most appropriate would be a suitable media to underpin the sculptural features in the park.

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DESERT MASTER PLAN AND ASSOCIATED DESERT PLANS FOR PUBLIC EXHIBITION

DRAFT LIVING I

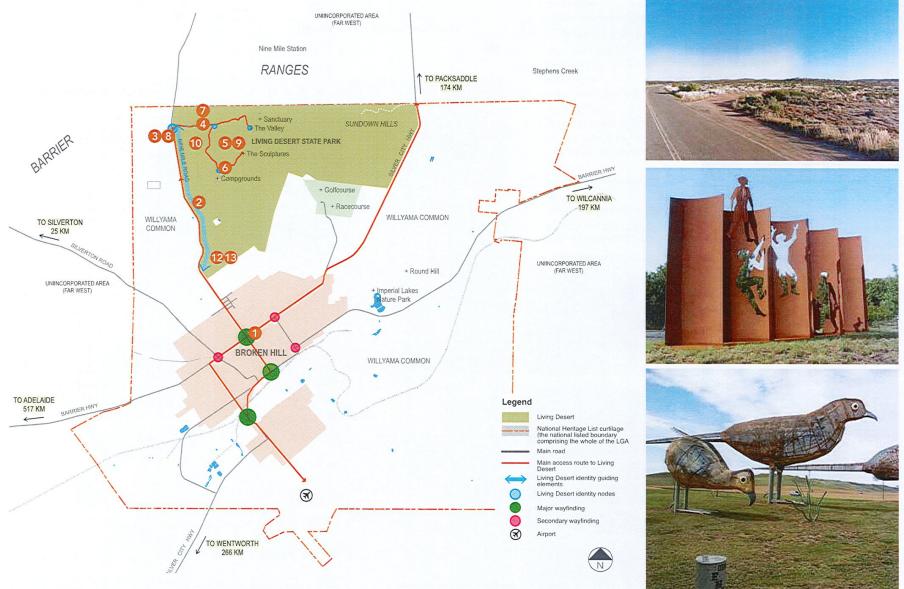
Figure 4.6 Journey and Arrival strategies

ep environmental partnership collaborative team

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LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

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#### KEY AS PER PAGE 80 RECOMMENDATIONS

- 2. Approach identity artwork markers
- 3 Entry statement to the Living Desert
- 4. Upgraded access management / entry pay node
- 5. Enhance directional and wayfinding
- Enhance directional and wayfinding
- 7. Potential for Ranger accommodation
- B. Upgrade entry gates
- 9. Improve intersection traffic and wayfinding

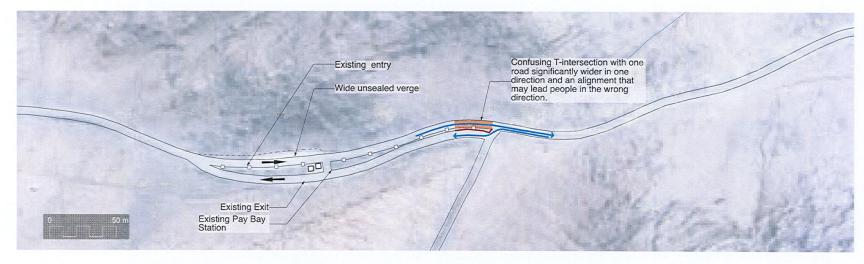
The masterplan proposals seek to provide a more special journey and arrival experience that sets up anticipation and interest for visitors.

Using the long vehicular approach to reflect the sites identity as a natural and cultural place is a key opportunity. This should integrate co-design with First Nations stakeholders to heighten the identity of the Living Desert as Wilyakali Country.

Other proposals seek to make the entry access experience simpler and less likely to detract from the visitors expectations of the place.

May 202

#### CONCEPT STUDIES: Entry pay station



Entry Node plan - existing influences

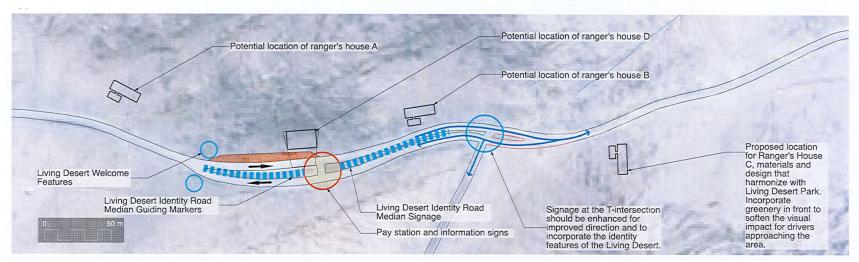
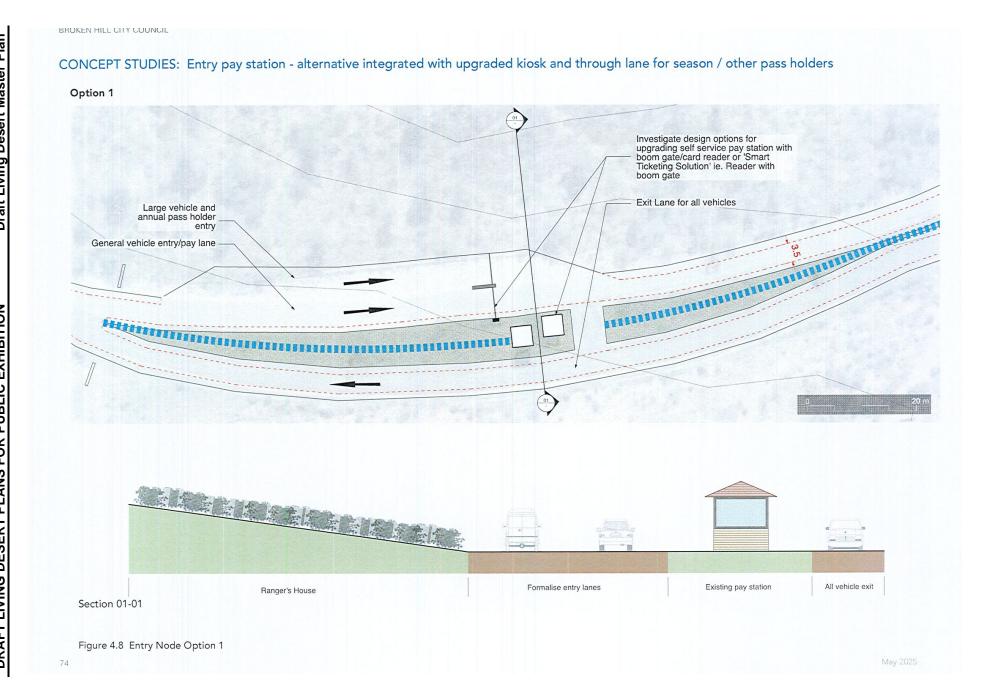


Figure 4.7 Entry Node Influences and opportunities

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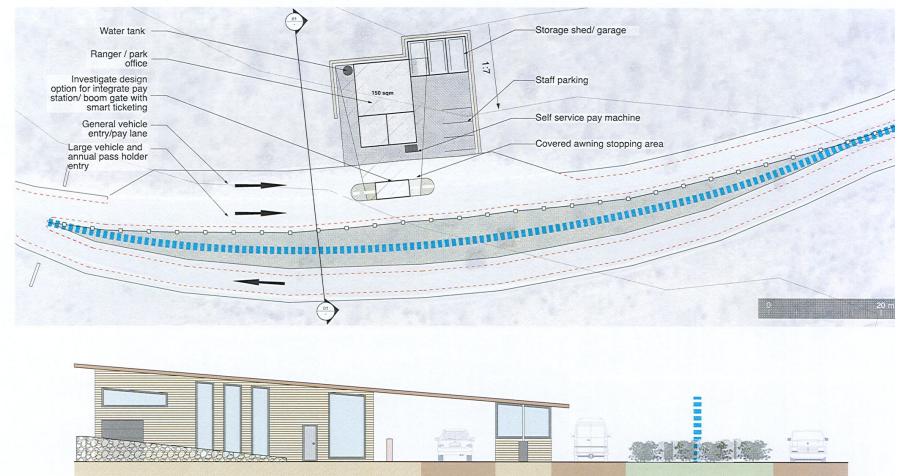


#### LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

#### CONCEPT STUDIES: Entry pay station- alternative integrated with Ranger / Park Office

Proosed ranger / park office / small visitor centre

#### Option 2



Season pass / large vehicle entry

Road median with identify features

Pay station

General vehicle

Figure 4.9 Entry Node Option 2

Section 01-01

All vehicle exit

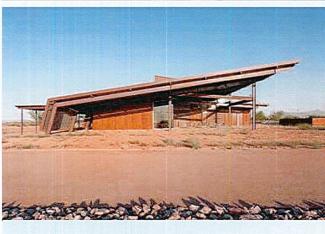
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#### CONCEPT STUDIES: Possible entry building / rangers office / small visitor centre - example building character and materiality

















Entry Node - Example built form character

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#### CONCEPT STUDIES: Possible entry building / entry systems













Examples: building integrated with entry Pay Station







'Smart' entry systems - digital licence plate reader systems etc.





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Examples: entry pay systems

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#### 4.5 Experiencing the Living Desert - activities

#### **Immersion**

Consultation for the Strategic Masterplan highlighted that the role of the Living Desert as a place to immerse in and experience the desert landscape is a key value of the place.

The protection of this quality relies on the integrity of the natural landscape and the sensitive and subtle integration of interventions in the natural setting.

As such design and finishes of any facilities need to consider visual integration, and maintaining the pre-eminence of the natural setting in all views and vistas.

#### **Objectives**

- The Living Desert remains the preferred location to experience the desert landscape close to Broken Hill
- The natural environment is always most prominent in the experience of the site by visitors and users
- There are more walks and trails available that provide a more diverse range of experiences that become part of the long term attraction of the reserve

#### **Strategies**

- The natural setting is protected as the dominant experience of the site for users. As such views and vistas, movement alignments, materials and finishes, built form are all planned and designed to maximise the experience of natural character and the sense of space of the Living Desert
- Expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (for example, distance, difficulty)
- 3. Use seasonality and the varied character and nature of the site across the seasons as a tourism drawcard including:
  - night sky
  - Plants and flowers







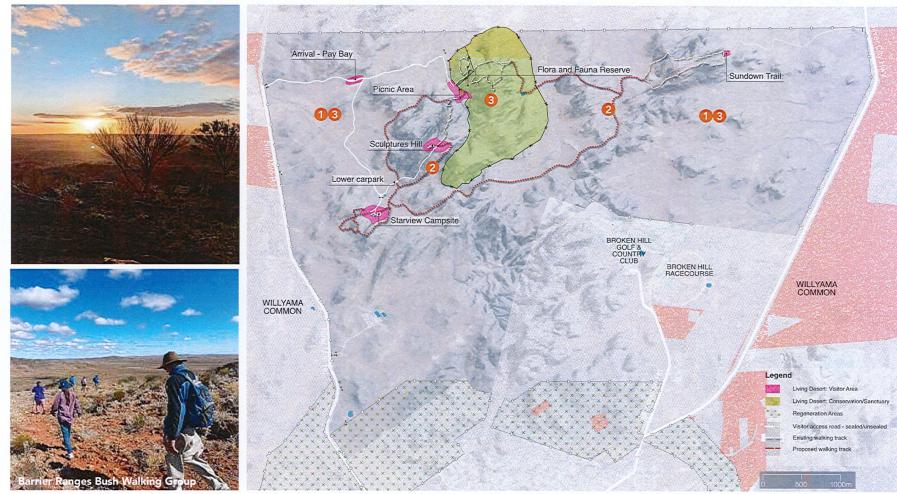


Figure 4.10 Immersion strategies

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#### 4.5 Experiencing the Living Desert - activities

#### Recreational trails

Recreational trails are a key component of regional parklands providing a means of experiencing a distinctive natural setting, of gaining exercise, and of physically challenging oneself.

To date operational limitations including the lack of site wide mobile phone coverage and limitation of ranger resources for monitoring more remote walks has constrained the expansion of the track network on site.

There remains an important opportunity to consolidate the trail network including providing additional loops of varying distance and difficulty.

Given the climate extremes of the Living Desert it is reasonable to also expect that access to some trails would be limited over hotter months.

#### **Objectives**

- Site communications and management capacity are adequate to facilitate expanded recreational access
- There are more walks and trails available that become a key part of the attraction of the reserve
- There is greater accessibility for all abilities including at the Sculptures and at the Arboretum
- Audio trails become part of interpretive mediums on the site

#### **Strategies**

- Review safety security and other management issues related to potential expanded trail network including:
  - Park entry / access from Sundown Hills
  - Yearly / season pass for local users
  - Security management / operation of access gates
  - Implementation of enhanced telecommunications signals on the site
  - Potential for hard wired emergency communications along isolated routes
  - Risk assessment related to longer and / or more isolated trails
  - seasonal opening / closure of certain routes
  - Additional ranger resources / seasonal resources
- 2. Plan and develop an expanded range of recreational walking and jogging trails across the site that:
  - link facilities
  - Provide loop walking experiences of different lengths and difficulties that cater to recreational and fitness interests
  - provide interesting visual and interpretive experiences showcasing the natural values and features of the site
  - include walks suitable for guided walking tours such as culture, bird watching etc (that may be of more limited public access)

- connect the Sundown Hills to the eastern part of the site
- integrate strategic accessibility from vehicular access points that expand the range of experiences available to those with a disability
- Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access).
- 4. Expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eq distance, difficulty)
- Integrate expanded trail network with coordinated wayfinding and interpretive mediums that support the trail experience (including audio trails)
- Provide more summer shelter in elevated locations looking out to views integrated with the recreational trail network
- 7. Provide accessible access route to Sanctuary and Arboretum as topography allows
- 8. Provide accessible access route to Sculpture Hill from hilltop carpark
- Investigate accessible elevated walkway just below Sculpture Hill that provides an alternative experience including:
  - high level of accessibility for all abilities
  - different viewing points / photographic perspectives of sculptures, city views, and sunrise / sunset
  - sitting / rest points
  - potential to be integrated into events (eg stargazing, temporary art exhibitions)

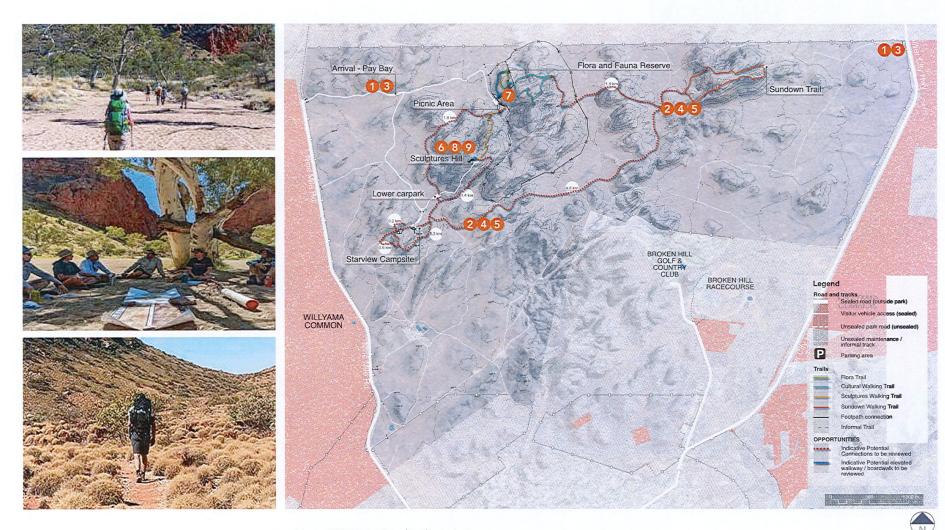


Figure 4.11 Recreational trails strategies

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#### 4.5 Experiencing the Living Desert - activities

#### Mountain biking

There is an active mountain bike (MTB) community using trails to the south west of the Living Desert accessed from the Broken Hill Country Club.

#### **Objectives**

- Selected and strategically located mountain bike trails within the Living Desert support local MTB use and expand the usage and appreciation of the Living Desert
- MTB use complements other access and use by family and visitor groups

#### **Strategies**

- Carry out consultation with Broken Hill MTB community to workshop demand for additional trails extending the existing network outside the Living Desert into the south west of the Living Desert
- Further investigate potential for MTB activities to add to tourism / recreational offerings at Living Desert
- 3. Plan and implement MTB trail links in south western zone of the Living Desert
- 4. Explore potential for an MTB connection through to Campground to expand range of activities available from campground







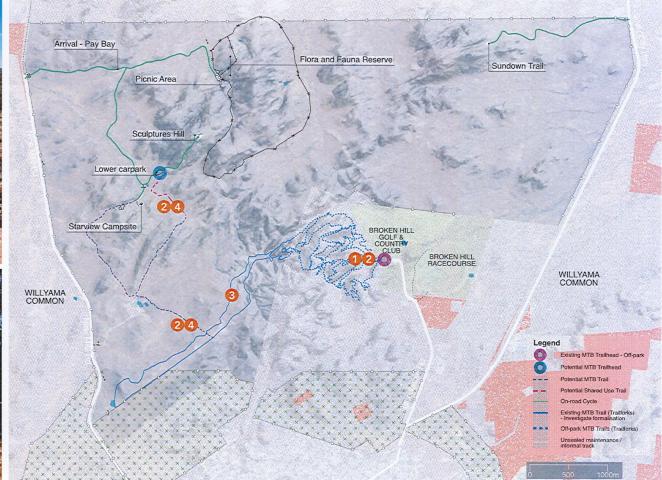


Figure 4.12 Mountain biking trails strategies

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## 4.5 Experiencing the Living Desert - activities

## Star gazing and sky experiences

The Living Desert is a recognised location for experiencing the night sky generally and for taking in special astrological events.

It is proposed that this profile be expanded on with additional / improved facilities and greater promotion of this aspect of the site.

#### **Objectives**

- Improved facilities that provide an optimum star gazing experience
- First Nations understanding and stories are integrated interpretation of night sky
- Visitation has access to optimum technology to tell stories, educate and enhance the experience of the
- The natural environment is always most prominent in views and vistas

#### **Strategies**

- 1. Collaborate with First Nations stakeholders and experts to research and develop a First Nations focus for night sky interpretation
- 2. Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums
- 3. Integrate Star Gazing facilities and interpretive mediums into proposed sky/ star walk boardwalk to Sculpture Hill
- 4. Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit
- 5. Promote Living Desert as a viewing site during major astronomical events - eg meteor showers
- 6. Enhance elevated locations that offer great experiences of sunrise / sunset
- 7. Potential for glamping tents and / or cabins to take advantage of night sky viewing (eg skylights) and sunrise / sunsets







Figure 4.13 Star gazing / sky viewing strategies



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### 4.5 Experiencing the Living Desert - activities

#### **Events**

Events have in the past been part of the visitation and use of the Living Desert. It is however understood that First Nations Stakeholders would be concerned with large scale events occurring again in certain areas (such as the Valley where there is a range of Aboriginal artefacts, and a cultural sensitivity.

As such a balanced approach is required that establishes a sustainable role for the Living Desert in the context of other locations such as Silverton and the future Imperial Lakes

#### **Objectives**

- Events contribute to the identity and character of the Living Desert
- Events undertaken in complement to and avoiding impact on First Nations values and the environment of the Living Desert
- Events celebrate and reflect the seasonality of the Living Desert

### Strategies

- Review potential event locations and identify preferred location and desired setup of event area to leverage the site's natural values and to avoid impact on First Nations values and the environment
- Confirm preferred events role for large and small events
- 3. Develop events guidelines for large and small events
- Collaborate with partners to undertake events of all scales
- Promote Living Desert as a viewing site during major astronomical events – for example meteor showers
- 6. Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities

- Explore potential for temporary art installations that build on and contribute to the arts profile of the place
- 8. Potential for major temporary event that could occur yearly similar to Sculpture by the Sea



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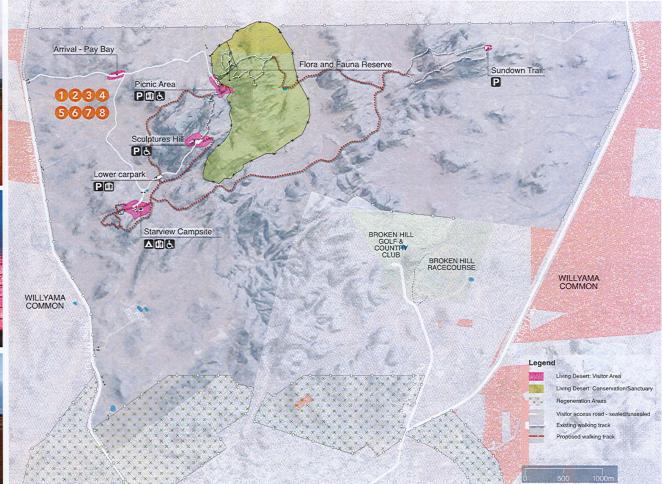


Figure 4.13 Events strategies



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### 4.5 Experiencing the Living Desert - places

### The Hilltops

The Living Desert marks the start of the Barrier Ranges. This landscape is comprised of low moderate to steep rocky terrain with the Living Desert being more elevated with steeper slopes than nearby areas of Willyama Common.

The highest point in the Broken Hill area is the Sculpture Hill in the Living Desert at RL 390 AHD. The hilltops are an important quality of the site for First Nations people and as a place to experience this unique landscape.

#### Role

- At the heart of the stories of place held by the First Nations community
- Key part of the identity of the Living Desert site for tourists and locals alike
- At 50-70 metres above the valley areas the hills are Important locations for viewing over the surrounding landscapes and back to Broken Hill township
- Visible from outside the site and from the other hilltops within the site the hilltops and ridges are sensitive visual environments

#### **Experiences and activation**

- 1. Protect the natural visual character of all hilltops and ridges to views from within the Living Desert
- 2. Conserve and enhance experience of natural environment at hilltops subject to access by visitors

- 3. Provide viewing infrastructure that enhances the experience of the view and visual setting and is of low visual impact when viewed from other locations
- 4. Enhance the accessible visual cultural and environmental experiences available at the Sculpture Hill as the highest point in Broken Hill
- 5. Provide low key viewing infrastructure and interpretation to the Campsite south hill to complement star gazing facilities within the campsite
- 6. Provide upgraded viewing infrastructure to the existing Sanctuary Lookout

#### Connections and access

- Integrate selected hilltops into additional recreational trail network where possible to leverage outlooks and views subject to environmental and visual assessment of impact.
- 8. Enhance accessible connections to sculpture hill from existing carpark
- 9. Provide accessible boardwalk experience to sculpture hill as per 4.
- 10. Consider potential for accessible walking route from campground to Sculpture Hill to reduce pressure for vehicular access and parking and improve safety on road (that is removing pedestrian access)

#### **Environment**

- 11. Manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines
- 12. Consider potential for revegetation of ridges and hilltops where appropriate to natural conditions

#### **Cultural heritage**

13. Protect First Nations environmental and cultural qualities of hilltops in all planning and management decision making

#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation permanent
- Art installation temporary

#### Site specific interpretation ideas

- Leverage vistas to tell stories about the park and Broken Hill
- Leverage opportunities for new physical art pieces whether they be temporary exhibitions or permanent sculptures.

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The hilltops are a key quality of the Living Desert in particular in terms of the place's First Nations significance, but also to view over the desert landscape and back to Broken Hill township.

Selected hilltops will be accessed from the trail network but should have minimal infrastructure.

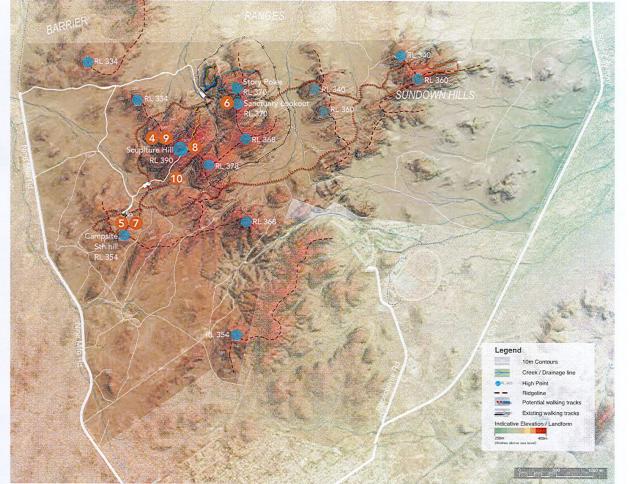


Figure 4.14 The Hilltops - planning strategies



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## 4.5 Experiencing the Living Desert - places

### The Valley

There are two main vehicular based destinations in the Living Desert, the first being the Campground and Sculpture Hill and the second being the picnic area and adjoining Sanctuary and Arboretum. The access road and carpark for the latter along with the picnic grounds lie within a protected valley. The Valley provides an important access point to these features and is the past location of major special events.

The Valley is also is an important area for First Nations Archaeology with several areas having camp oven remnants, the engravings to the creekline with the rock outcrops and the rock outcrops along the south edge of the valley themselves.

#### Role

- Provides the vehicular arrival and access point for the Sanctuary, Arboretum and picnic grounds and the Sculpture Hill walking track
- Protects important First Nations cultural artefacts
- · Provides orientation as the natural and cultural values of the Living Desert
- Provides day use picnic facilities and amenities
- Provide overflow RV camping capacity (to carpark
- Events that are compatible with protecting First Nations archaeology and values of the area

#### **Experiences and activation**

1. Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk

- 2. Improve protection and interpretation of camp ovens
- 3. Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek
- 4. Review major / large event usage in precinct in accordance with Wilyakali priorities for protection of camp ovens and other artefact's
- 5. Provide additional shelter / shade in picnic area and at trail heads
- 6. Provide nature play zone between picnic area and Sanctuary / Arboretum entry node
- 7. As facilities require replacement, evolve more unity into look and feel of shelter and toilet structures
- 8. Plan and implement event / overflow camping to Picnic Ground carpark for RV's (overnight use only)

#### Connections and access

- 9. Improve identity / arrival to carpark as key arrival point
- 10. Review entry road access (last bend too tight?) and improve traffic management
- 11. Plan and implement accessible boardwalk link to top of Arboretum
- 12. Existing walking track to Sculpture Hill
- 13. Potential for recreational loop walk around north side of Sculpture Hill linking to the Campground
- 14. Provide linking track and accessible viewing area/ wildlife hide for viewing of feeding area

#### **Environment**

- 15. Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor
- 16. Plan and implement additional shade tree planting to carpark and picnic area
- 17. Investigate potential measures for stabilising eroding creek banks including tree canopy

#### **Cultural heritage**

- 18. Protect and conserve items of heritage significance
- 19. Collaborate with Wilyakali to develop First Nations interpretation integrated into the Valley precinct

#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage
- Digital media
- · Lighting and projection
- Art and craft workshops spaces
- Art installation permanent
- Art installation temporary
- Outdoor exhibitions interpretive
- Events

#### Site specific interpretation ideas

- Centralised external interpretive exhibition that is the first stop off point for visitors when they arrive at the picnic area. It provides an introductory interpretive and orientation experience for all places in the park featuring maps, printed information and ability to download digital interpretation. The current Arboretum gazebo would be removed, and Arboretum content would be included in this exhibition. New connection between arboretum and picnic area required so not traversing through the carpark. Potentially the exhibition can utilise a northern section of the carpark so it can connect from the picnic area to the Arboretum entrance.
- Within the outdoor exhibition is an opportunity to interpret the night sky using perforations.
- This space will also have covered spaces for demonstrations, art and craft workshops and for guided tour orientation.
- Interpretive projections on the rock face to activate the area in the evening. The se can feature Cultural Stories
- Stargazing circles for star gazing events
- Yarning circle
- · Performance area

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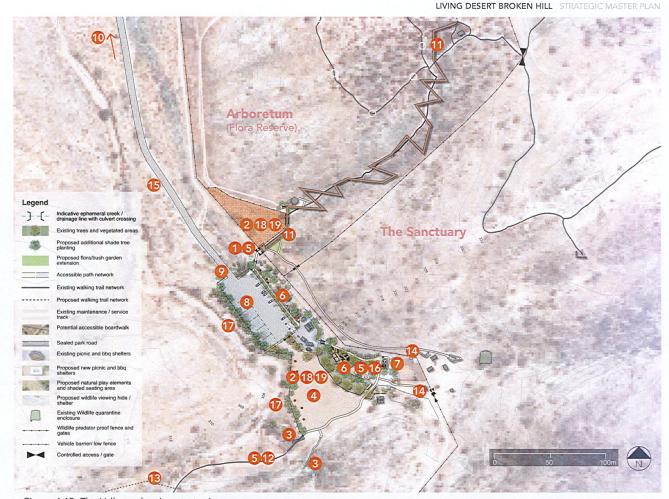


Figure 4.15 The Valley - planning strategies

The masterplan proposals seek to enhance the appearance and resilience of the Valley and to enhance accessibility to the key Living Desert Attractions accessed from it.

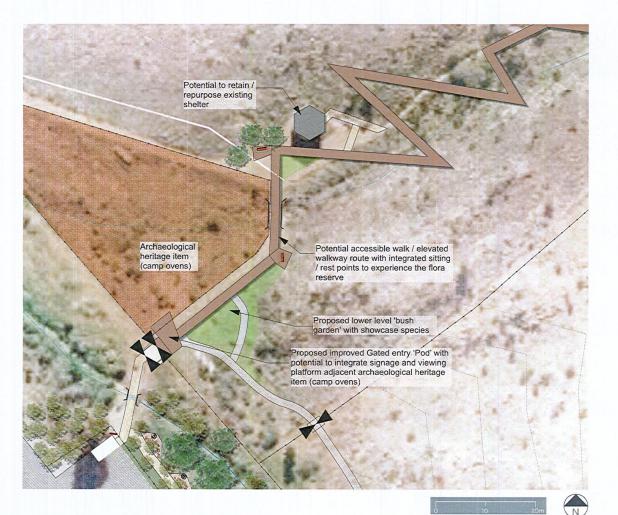
The proposals recognise Wilyakali advise that this is one of the most significant areas of the site for First Nations peoples as reflected by the numerous archaeological aspects such as

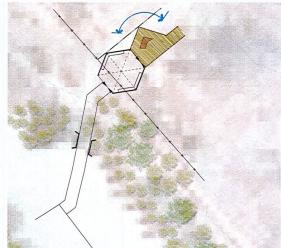
rock engravings, camp ovens and drinking holes (Gnamma). This elements must be appropriate protected conserved and interpreted in collaboration with First Nations advisors.

Other recommendations seek to optimise the usage of existing features and to make visiting the area a pleasant and interesting experience for families.

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### CONCEPT DETAIL: Sanctuary and Arboretum Entry





Alternative Entry Layout - investigate reuse and relocation of existing gazebo structure as sheltered entry integrated with viewing deck and accessible walkway into the Arboretum

Figure 4.16 The Valley - Concept option - Sanctuary and Arboretum entry

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### CONCEPT DETAIL: Picnic Area

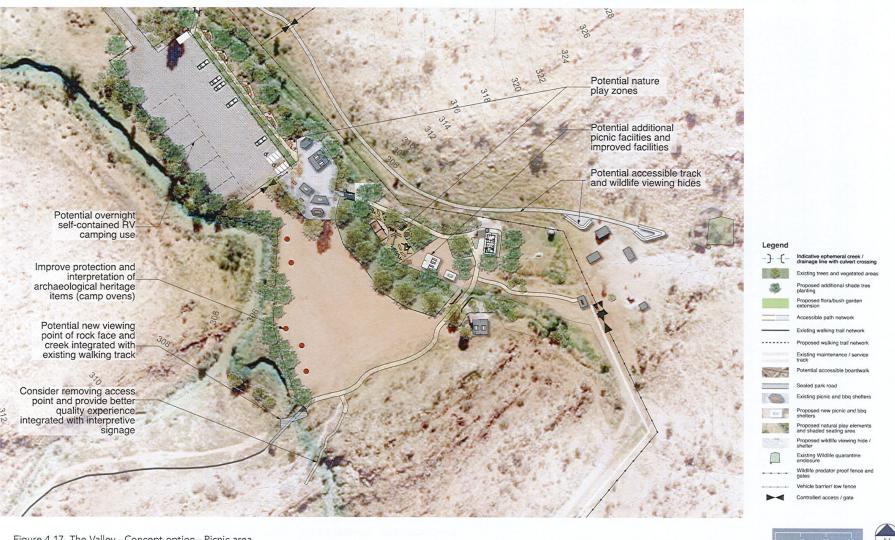


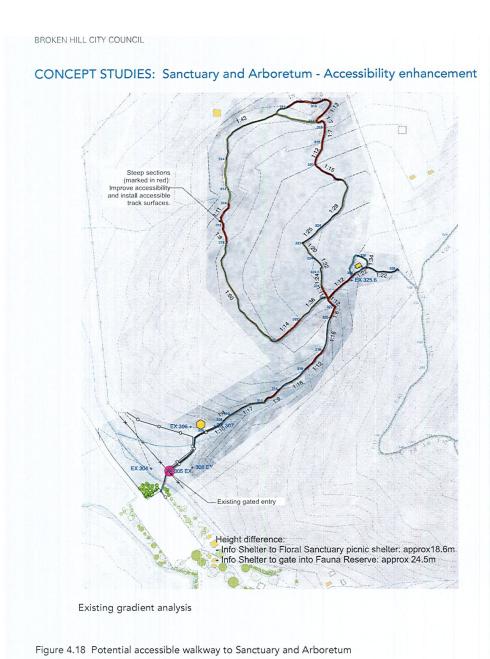
Figure 4.17 The Valley - Concept option - Picnic area

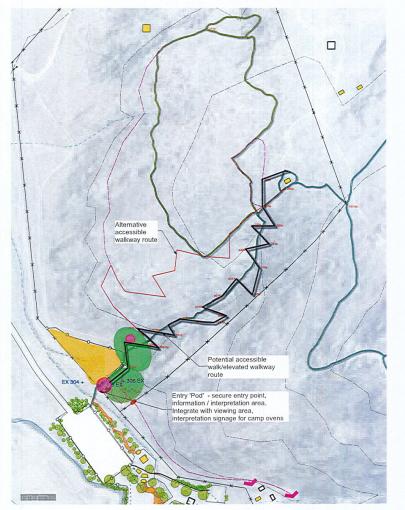




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Preferred route - 1:20 maximum grade boardwalk walkway (refer recommendation 11. previous pages)

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### CONCEPT STUDIES: Potential RV parking to carpark





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13x10m spaces

10x10m spaces (existing campsite spaces 10x7.5m approximately)

Figure 4.19 Potential for overflow RV(Self-contained) camping provision to carpark (refer recommendation 8. previous pages)







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### 4.5 Experiencing the Living Desert - places

#### The Arboretum

The Arboretum is one part of the Flora and Fauna Sanctuary established in 2002 on the site. The Arboretum provides an environment protected from day to day impacts of larger native fauna as well as feral animals. Vegetation coverage is noticeably denser with stronger bird habitat than to outside unprotected areas and to the adjoining Fauna Sanctuary.

A key philosophy related to the Arboretum that needs to be reviewed is whether the facility supports the vegetation of the broader bio-region or alternatively as favoured by the Wilyakali people, focuses on the native vegetation endemic to the site as a more accurate representation of its natural character.

#### Role

- To provide a conservatory of vegetation representative of the site / or broader bioregion (to be reconciled)
- To provide habitat for fauna, birds and insects that co-exist sustainably with flora protection
- To increase understanding and appreciation of flora native to the area by providing loop interpretive walking experience
- To provide elevated viewing points out over the surrounding landscape

#### **Experiences and activation**

- 1. Improve entry experience and interpretive node to Sanctuary entry
- 2. Improve accessibility generally by upgrading movement routes integrating boardwalks and platforms and enhanced interpretation
- 3. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
- 4. Improve interpretation through the Arboretum as part of a cohesive coordinated approach integrating technology where feasible
- 5. Enhance bird watching experiences with Arboretum with hides / rest points and supporting interpretation

#### Connections and access

- 6. Provide an accessible walkway from the entry hub to the Sanctuary at the carpark to the Arboretum loop entry and picnic shelter
- 7. Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop

#### **Environment**

8. Review and confirm through consultation with First Nations, Community, and Scientific stakeholders preferred philosophical approach to management of Arboretum - representing the broader bio-region or focussed on the native vegetation of the site specifically

#### **Cultural heritage**

- 9. Protect First Nations environmental and cultural qualities of the Arboretum landscape in all planning and management decision making
- 10. Provide protection and conservation of camp ovens to west of Arboretum
- 11. Potential First Nations involvement in flora and fauna programs

#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage/labels
- · Digital media
- Art installation temporary
- Outdoor exhibitions interpretive

LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

#### Site specific interpretation ideas

- Using the new cohesive brand wayfinding and interpretation signage package to create new flexible labels for plantings. All content to be reviewed and updated.
- Review ways to interpretively define particular areas of the Arboretum, such as by plant type.
- Look at ways to respond to the seasons through creation of flexible interpretation – such as signage that may change from season to season.
- Bush Tucker guided tours by Wilyakali.
- Expert botanist guided tours
- Digital sound interpretation tours featuring the voices of Wilyakali and botanists

It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape.

An accessible boardwalk and track link to the Aboretum will expand the accessibility of facilities accessed from the Valley, while improvements to interpretation and investigation of further art opportunities within the landscape setting are proposed.

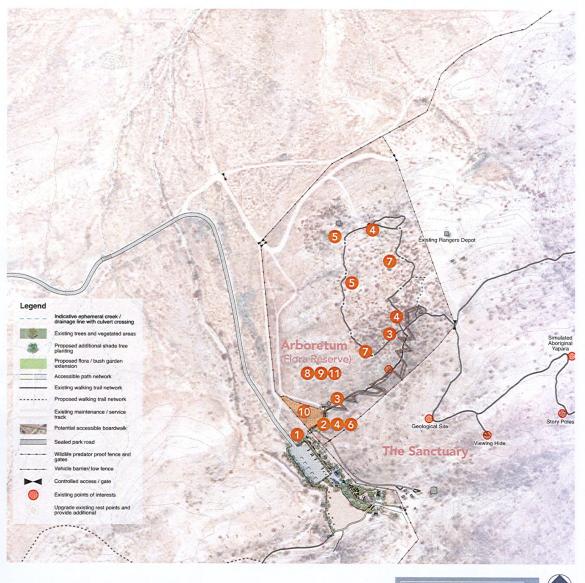


Figure 4.20 The Arboretum - planning strategies

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## 4.5 Experiencing the Living Desert - places

### The Sanctuary and Cultural Walk

The Fauna Sanctuary is the second part of the Flora and Fauna Sanctuary established in 2002 on the site. The Sanctuary covers the majority of the overall fenced area and provides separation from outside unprotected areas.

As for the Arboretum a key philosophy that needs to be reviewed is whether the facility supports the fauna of the broader bio-region or of the site specifically.

#### Role

- To provide a conservatory of fauna representative of the site / or broader bioregion (to be reconciled)
- To increase understanding and appreciation of fauna native to the area by providing loop interpretive walking experience

### **Experiences and activation**

- 1. Improve entry experience and interpretive node to Sanctuary entry
- 2. Improve accessibility generally by upgrading movement routes integrating boardwalks and platforms and enhanced interpretation (see item 8)
- 3. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
- 4. Improve interpretation through the Sanctuary as part of a cohesive coordinated approach integrating technology where feasible

- 5. Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation
- 6. Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout
- 7. Potential to expand art influence in Sanctuary

#### Connections and access

- 8. Provide an accessible walkway from the entry hub to the Sanctuary at the carpark to the Arboretum loop entry and picnic shelter
- 9. Improve safety and character of access to hilltop viewing

#### **Environment**

- 10. Review and confirm through consultation with First Nations, Community, and Scientific stakeholders preferred philosophical approach to management of the Sanctuary - representing the broader bio-region or focussed on the native vegetation of the site specifically
- 11. Develop long term animal management plan to guide fauna management on site
- 12. Potential involvement in breeding programs to be considered in context of longer term animal management plan
- 13. Consider Bilby and Wallaby enclosure in context of longer term animal management plan

#### **Cultural** heritage

- 14. Protect First Nations environmental and cultural qualities of the Sanctuary landscape in all planning and management decision making
- 15. Potential First Nations involvement in flora and fauna programs

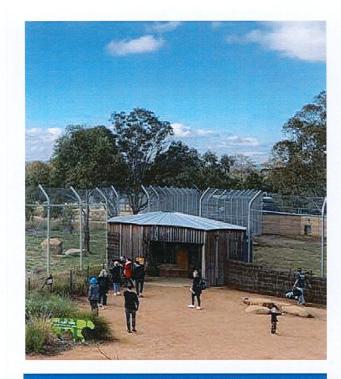
#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation permanent
- Art installation temporary

#### Site specific interpretation ideas

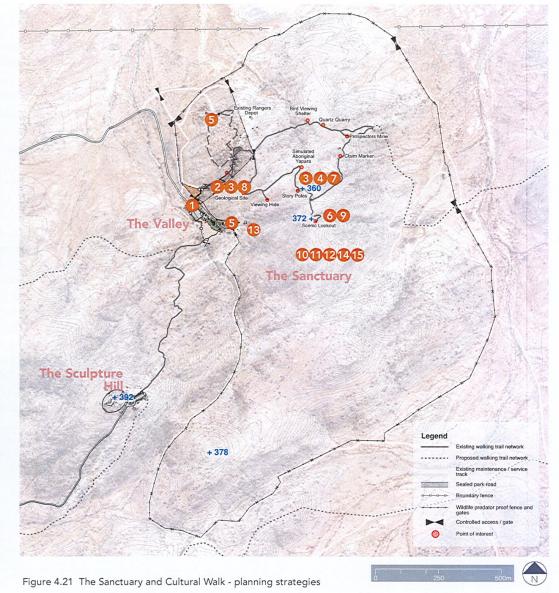
- · Using the new cohesive brand wayfinding and interpretation signage package to create new interpretation panels for the wildlife. All content to be reviewed and updated
- · Work with Wilyakali to review the content and Cultural Assets of the walk and whether the 'siloed' nature of grouping Aboriginal Cultural stories in the same location is appropriate. Ensure that there are Wilyakali stories available in a range of mediums across the whole park.



It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape.

An accessible boardwalk and track link to the Aboretum will enhance access to the first part of the hill climb but access to the cultural walk within the Sanctuary will remain class 3.

Improvements to interpretation along the cultural walk and investigation of further art opportunities within the landscape setting are proposed. In addition provision of shaded bird and fauna watching points and improvements to access to hilltop viewing points are proposed.



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### 4.5 Experiencing the Living Desert - places

### The Sculpture Hill

In 1992, the Living Desert State Park was established and in 1993 the innovative 'Sculpture Symposium' installed 12 sculptures into the Living Desert State Park on the highest point within Broken Hill.

The Symposium has become synonymous with Broken Hill and is the focal drawcard to the Living Desert for visitors.

In it's 31st year it is appropriate that the ongoing role and future management of the sculptures is considered in order to conserve its legacy but also to look to the future and the ongoing evolution of art on the site and management and maintenance of the over 30 year old sculptures.

#### Role

- One of the most recognisable images of Broken Hill
- Contributes to Broken Hill's reputation as a place of creativity and culture
- Provides a visitor destination suitable for a variety of visits from quick to more extended
- Visiting the hill showcases the Broken Hill and Living Desert landscape

#### **Experiences and activation**

- Facilitate the strategic recommendations related to art on the Living Desert site as listed at items 2 and 3 in Arts and Culture, that is:
- confirming role of art and culture for the next 20 years of life of the Living Desert

- developing "Living Desert Arts and Cultural Management Plan" with input from all stakeholders that provides a management plan for curation and maintenance of art into future
- 2. Conserve and enhance experience of natural environment to Sculpture Hill
- 3. Investigate plan and implement new viewing experience looping around hill ("Sky or Star walk") that will:
- expand accessibility of views and become a sought after accessible experience
- enhance the experience of the views and visual setting and is of low visual impact when viewed from other locations
- enhance the cultural and environmental experiences available at the Sculpture Hill as the highest point in Broken Hill

Plan and implement support lookout points adjoining hilltop and carparking:

- 4. To Symposium Monument and southern edge with views Broken Hill
- 5. To north east edge with views to Sanctuary
- 6. Along northern edge / Sanctuary Walk with views to Stephens Creek
- 7. Consider if a low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)
- 8. Consider potential pop up coffee / food cart at base of hill or top to support visitation in peak times

#### **Connections and access**

- 9. Formalise parking at the sculpture hill to make more efficient and safer for pedestrians
- 10. Consider potential to formalise lower carpark event use / overflow
- 11. Harden car park surface to improve accessibility and alleviate erosion of ground surface limit engineered infrastructure use wheel-stops, post and cable barriers and swale drainage to catch / direct runoff
- 12. Provide an accessible connection to sculpture hill from to carpark and upgrade path around sculptures
- 13. Investigate and implement improvement to hilltop access road for safety and environmental management consider partial re-alignment where required.
- 14. Consider potential for accessible walking route from Campground to Sculpture Hill to reduce pressure for vehicular access and parking and improve safety on road (that is removing pedestrian access)

#### **Environment**

- 15. Manage introduced fauna and feral animals to control erosion and degradation of hilltops
- 16. Consider potential for revegetation of ridges and hilltops where appropriate to natural conditions including to west side of sculpture hill - consider access management measures to discourage scrambling beyond sculptures

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#### **Cultural heritage**

- 17. Protect First Nations environmental and cultural qualities of hilltop in all planning and management decision making
- 18. Integrate First Nations creative influences (through co-design) into planning and design of new elements such as the Sky / Star Walk

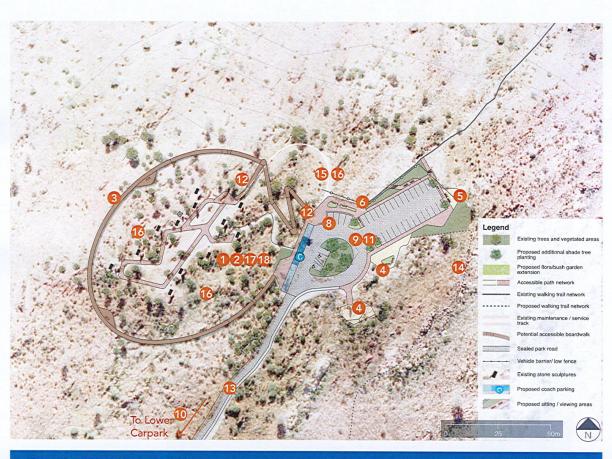
#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage
- Digital media
- Art installation permanent
- Art installation temporary

#### Site specific interpretation ideas

• Review the name of the hill - what is the preferred approach to naming and identity for the future of the Living desert and to encompass its future role?



The preferred long term option illustrates the potential to create a new iconic experience that provides a reason for visiting the site beyond (but complementing) the sculptures.

The Sky Walk or Star Walk which showcases the landform geology and flora of the Living Desert and provides unique vantage points to the special views available from Broken Hills highest point.

The walkway can integrate such features as:

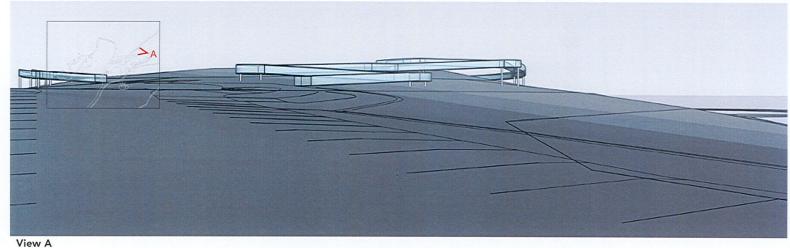
- sitting / rest spots
- state of the art interpretive mediums
- subtle night lighting to facilitate night use
- potential to be integrated into event activities

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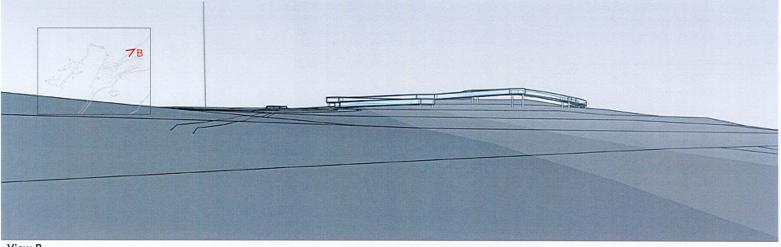
light weight / visually permeable structure in non reflective materials / colours that limits impact on views to the hill

Figure 4.22 The Sculpture Hill - planning strategies









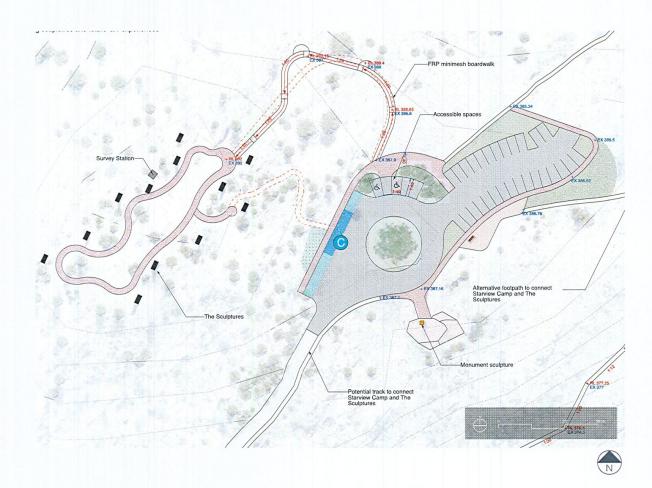
View B

Figure 4.24 The Sculpture Hill - Sky / Star Walk platform concept - visual studies 2

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CONCEPT STUDIES: Alternative carpark and accessible sculptures link boardwalk



If the Sky Walk concept is deemed not feasible, it is still fundamental to provide accessible access to the Sculptures level.

This alternative option provides a simpler and less ambitious version of the viewing boardwalk.

This secondary option climbs up the hill from the north and affords expansive views from the Sanctuary to the sunset in the west.

An alternative carpark arrangement is also indicated for consideration on the concept on this page.

Figure 4.25  $\,$  The Sculpture Hill - Alternative accessible link boardwalk platform concept - Plan

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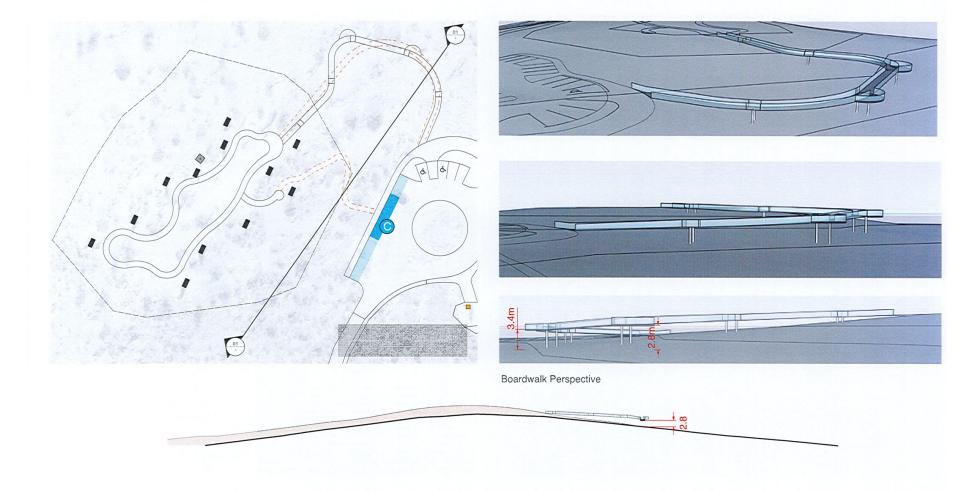


Figure 4.26 The Sculpture Hill - Alternative accessible link boardwalk platform concept - Visual studies

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### CONCEPT STUDIES: Options for accessible track from Campground to Sculpture Hill

The existing road up the sculpture hill is narrow and winding cut into the slope and rocky landform.

In the past visitors have walked up this route but now with the high amount of vehicular traffic this is not desirable due to safety issues

In addition there is demand for a walking connection from the Starview Camp site to the sculpture hill as a recreational experience.

The options to the right illustrate 3 scenarios that achieve different levels of "minimum" access as defined by AS NZS 2156 Walking Track Infrastructure. The Classes of walking track in the standard are summarised on the table this page.

Class 1 is the highest level of access and provides accessibility for all visitors. The higher the levels of accessibility the longer the track as listed below:

Option 1 Class 3	906m
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Option 2 Class 2 1028m

Option 3 Class 1 1532m

The track is proposed to connect the carpark at the base of the hill where the recommendations include overflow parking and potential for a pop-up coffee / drinks cart.

Description of	Class I	Class 2	Class 3	Class 4
track	'All Access Track'	'Graded Track'	'Walking Track'	'Hiking Track'
Surface	Hard surface suitable for wheelchair access e.g. concrete, asphalt, paver, elevated boardwalks	Generally a hard surface dependent on level of usage e.g. concrete, asphalt, bitumen, pavers, elevated boardwalks	Generally a modified surface e.g. bitumen, stone, gravel, mulch, board and chain, boardwalks	Distinct surface often without major modification e.g. gravel, mulch, natural surface
Width	Constant 1500mm min.	Constant 1200mm min.	Variable #200mm preferred	Variable 600mm max
Path gradient / access requirements	Compliant with AS 1428 Design for Access and Mobility (refer general requirements page)	1:10 max. gradient Minimal steps	No steeper than 1:10 preferred but may exceed this gradient for short lengths dependent on soil stability Steps may be common	Umited by environ- mental and maintenance considera- tions
Example	Discovery track located adjoining visitor centre	Very high- use tracks located adjoining park focal points e.g. visitor centre, lookouts	High-use tracks in high visitation areas	Medium-use tracks in high visitation areas, high- use tracks in low visitation areas

Legend	
	1:34 - 1:100 Gradient track
	1:20 - 1:33 Gradient track
	1:10 - 1:19 Gradient track
	1:5 - 1:9 Gradient track

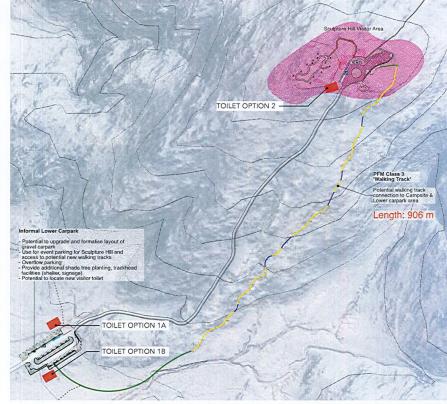


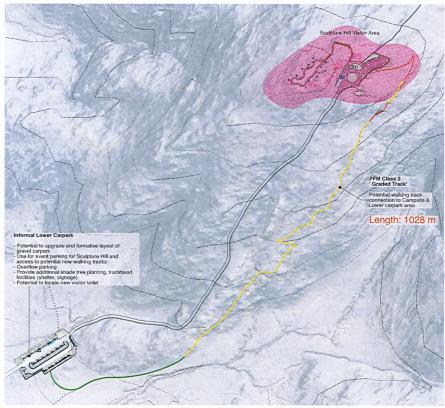
Figure 4.27 Walking link from campground to Sculpture Hill - Option 1 - Class 3 and Toilet options to serve Sculpture Hill

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### CONCEPT STUDIES: Toilet to serve Sculpture Hill visitors

It has been identified by Rangers that there is demand for toilet facilities related to visitation of the Sculpture Hill. Figure 4.27 also illustrates two options for provision:

**Option 1- Adjacent lower parking area**: this would enable visitors to use facility on way to or from the Sculpture but would avoid visual and odour impacts to the top of the hill. It would also serve proposed new walking tracks passing nears the lower carpark. Pump-out of storage tanks would be reasonably easy access.



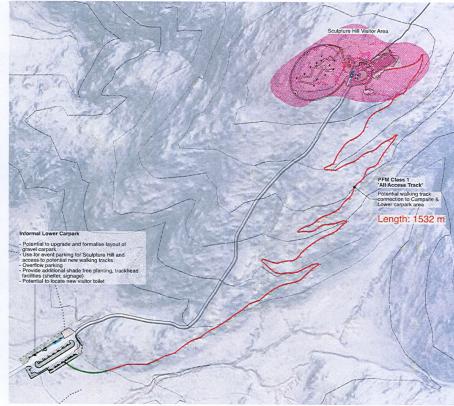


Figure 4.28 Walking link from campground to Sculpture Hill - Option 2 - Class 2

The exact location related to the carpark would need to be resolved to avoid impacts / construction near creeklines / drainage lines and habitat and archaeological assessment.

Option 2- On Sculpture Hill: alternatives were considered to north and south sides of Sculpture Hill. The north side is not believed to be sustainable due to visual impacts to views from the access road to the Valley. Siting on the south side of the hill appears to be more sustainable tucked into the landform and with access to the bus dropoff

Figure 4.29 Walking link from campground to Sculpture Hill - Option 3 - Class 1

area. Construction is likely to be more problematic than the lower area due to more significant excavation in rock and the visual presence of the structure and odours from storage tanks may detract from the experience of the hilltop as a natural place.



The masterplan recommendation is to further investigate option 1 related to the lower carpark.

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## 4.5 Experiencing the Living Desert - places

### The Camp site

The campground provides an important "value add" to visitation to the reserve for the sculptures and sanctuary with 15 powered sites catering for caravans and recreational vehicles and 8 un-powered, walk-in campsites. The quiet night time character and dark night skies with enable star gazing are part of the attraction of the camping area. In 2023-34, the powered caravan - RV sites generated an average annual occupancy of 52.3% peaking at 78.4% in April to 13.8% in December, with five months having occupancy rates over 70%. The powered sites were booked out for 42 days. There were only 15 days with no bookings.

#### Role

- To provide a complementary reason to visit / stay longer at the site supporting the sites core attractions
- To provide an immersive desert camping experience
- To assist with revenue generation to support the management and maintenance of the site.

#### **Experiences and activation**

- 1. Add two toilets to current toilet/shower facilities
- 2. Consider the need for extra shade at tent site potential for additional tree planting or rural roof
- Specialist starview seating to be expanded and made more attractive / innovative - potentially upper (hilltop) and lower areas - review accessibility and potential interpretative natural play elements
- 4. Enhance sunset / sunrise viewing area ie comfortable

#### seating

- Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
- 6. The RV camping sites are at full capacity during busy times potential overflow RV use to picnic grounds
- 7. Investigate potential for demountable pods / cabins and / or temporary glamping tents as seasonal option to further leverage immersive desert experience

#### Connections and access

- 8. Improve accessibility from RV camping to amenities hard surfaced path
- 9. Expand walking loop options from the camp ground
- 10. Provide walking route to Sculptures

#### **Environment**

- 11.Plan and implement additional shade tree planting through camp grounds
- 12.Investigate potential for grey water treatment as a sustainability initiative when resources enabled potentially evolved over 20 year period

#### **Cultural** heritage

- 13. Protect First Nations environmental and cultural qualities of the camp site landscape in all planning and management decision making
- 14.Integrate First Nations creative influences (through co-design) into planning and design of new elements such as the Star Gazing lounge and Sculpture Hill Walk

#### Place specific interpretation moves

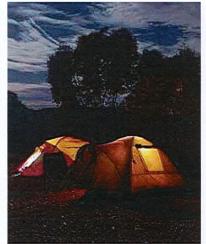
#### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage light touch
- Digital media

#### Site specific interpretation ideas

- Star gazing lounge
- Light touch interpretation panels on new connected loop track around the campsite.

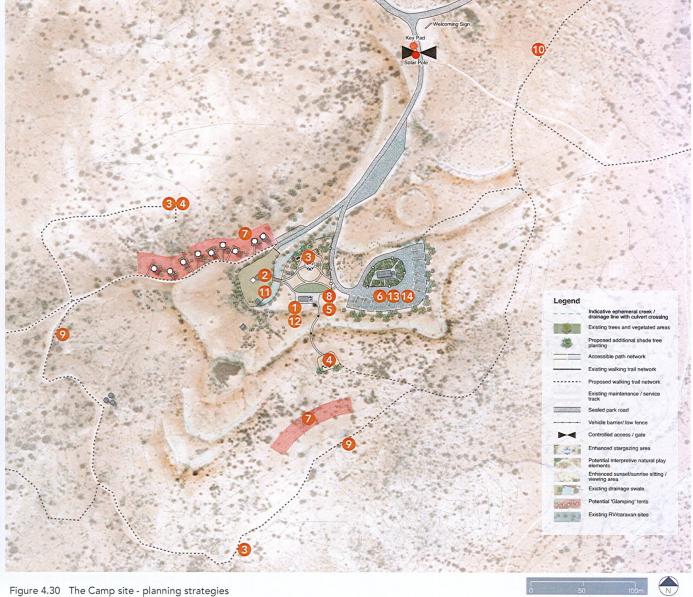
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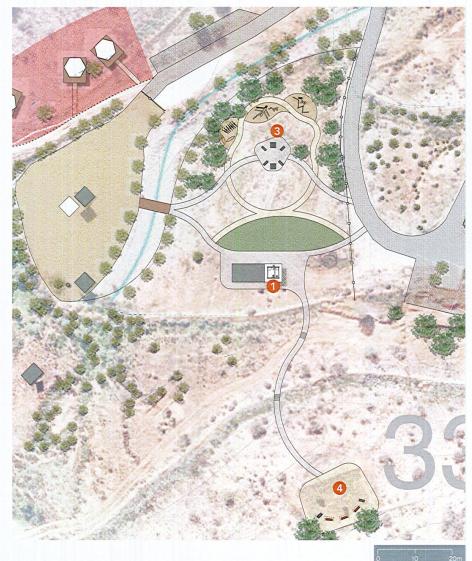
enhancing the existing core roles of the campsite through improving accessibility, shade and facilities. It also identifies a series of opportunities related to expanding the range of available walking trails, overflow RV camping provision and potential for temporary peak season Glamping tents in the future

The precinct Plan indicates



CONCEPT STUDIES: Upgraded Star Gazing circle to camp site

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Viewing of the night sky is already a recognised attraction for the Living Desert and the Star Gazing Campsite. It is recommended that the central viewing area be upgraded in a manner similar to other viewing sites to create a better and more memorable experience. Ideally this could be supported by interpretive mediums including First Nations night sky thinking.

#### KEY AS PER PAGE 106 RECOMMENDATIONS

- 1. Additional Toilets adjacent existing amenities building
- 2. Specialist starview seating to be expanded and made more attractive / innovative potentially upper(hilltop) and lower areas review accessibility and potential interpretative natural play elements
- 3. Enhance sunset / sunrise viewing area ie comfortable seating



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### CONCEPT STUDIES: Pop up Glamping Tent accommodation

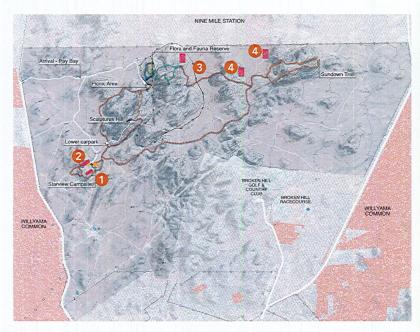


Figure 4.32 Potential sites for Glamping Tents / Cabins for further investigation

Review and investigate potential opportunities for locating Eco / Safari type accommodation on site - potential options include:

- 1. To existing tent camping area at Starview Campsite
- 2. To north of existing tent camping area at Starview Campsite (as per Figure 4.33)
- 3. To eastern side of Sanctuary
- 4. To several potential locations to west of Sundown Hills





There is potential to provide additional camping capacity at the Camp site that could also enable seasonal setup of Glamping tents as a short term trial or long term option (note: more remote sites may be preferred for Glamping Tents or Cabins as per Figure 4.32 - to provide a stronger "point of difference")

## LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN









Examples of Glamping Cabins

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### 4.5 Experiencing the Living Desert - places

#### The Sundown Hills

The Sundown Hills are named after one of the distinctive geological groupings of the region. The Sundown Nature Trail is part of the Living Desert State Park but is currently free of charge and is accessible from the Silver City Highway towards Tibooburra 10km outside town. There is a 2.2km graded track to a car park at the beginning of the trail, which is situated in the rocky Sundown Hills on the northern edge of the Willyama Common. The hills are sparsely vegetated with tough, perennial plants adapted to the harsh, dry environment. In a good season following rain ephemeral grasses, wildflowers and other herbs also appear.

The trail is a 2.8km long loop and takes approximately 1 hour to complete

#### Role

- Walking loop for exercise and fitness for locals and for some visitor use
- Starting point for potential provision of longer walks to Sanctuary and Campground subject to future strategies for management of access to pay admission area

#### **Experiences and activation**

- 1. Improve identity and wayfinding on highway
- 2. Upgrade track markers and walking wayfinding
- 3. Provide interpretive mediums coordinated with the Living Desert

- 4. As per 4.5 Activities Recreational Trails -Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails potentially integrated with improved telecommunications reception on site (eg keypass access)
- 5. Provide a low key track head with map of walks and key interpretive storylines for area
- 6. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site

#### Connections and access

7. Upgrade the gravel carpark surface and drainage to reduce erosion and improve trafficability

#### **Environment**

8. Plan and implement additional shade tree planting through carpark and around track head

#### **Cultural heritage**

- 9. Protect First Nations environmental and cultural qualities in all planning and management decision making
- 10. Integrate First Nations creative influences (through co-design) into planning and design of new elements

#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation permanent
- Art installation temporary

#### Site specific interpretation ideas

- Trail loop through the Sundown hills from picnic area.
- Interpretive loop to Sundown Hills created through signage, and digital audio tours
- Using the vistas and rock features to interpret the geology of the area

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It is proposed to improve the carpark and trail head at the start of the Sundown Hills track recognising its popularity as a walking destination for locals and some visitors. Enhancement of wayfinding and interpretation mediums to the track loop is proposed along with long term potential to connect to a longer network of trails potentially linking to the Sanctuary and to The Campground.



### CONCEPT STUDIES: Track head and carpark

Figure 4.35 Track head and carpark options

### POTENTIAL RECREATIONAL TRAIL CONNECTIONS



Figure 4.36 Extract from Recreational Trail opportunities map

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### 4.5 Experiencing the Living Desert - places

### The Southern Park

The south western zone of the park has limited public use currently. It is punctuated by a private property centrally located which will limit potential for major access and use of this area while it remains.

As such it offers potential to accommodate uses and infrastructure that are more ideally separated from the day to day core uses on the site.

#### Role

- Potential integration with Mountain Bike trail usage and networks adjoining the site to the south east
- Siting of required infrastructure where impact on views from Sculpture Hill and other high points can be managed (for example Telecommunications relay)

#### **Experiences and activation**

As per 4.5 Activities - Mountain Biking (MTB)

- Carry out consultation with Broken Hill MTB community to workshop demand for additional trails extending the existing network outside the Living Desert into the south west of the Living Desert
- 2. Further investigate potential for MTB activities to add to tourism / recreational offerings at Living Desert
- 3. Plan and implement MTB trail links in south western zone of the Living Desert
- 4. Explore potential for an MTB connection through to Campground to expand range of activities available from campground

- Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access)
- Investigate potential for siting of required telecommunications infrastructure where impact on views from Sculpture Hill and other high points can be managed

#### Connections and access

7. Provide access track and carpark off Nine Mile Road at south western corner of site

#### Environment

8. Plan and implement additional shade tree planting through carpark and around trail heads

#### **Cultural heritage**

 Protect First Nations environmental and cultural qualities of southern parklands in all planning and management decision making

#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation permanent
- Art installation temporary

#### Site specific interpretation ideas

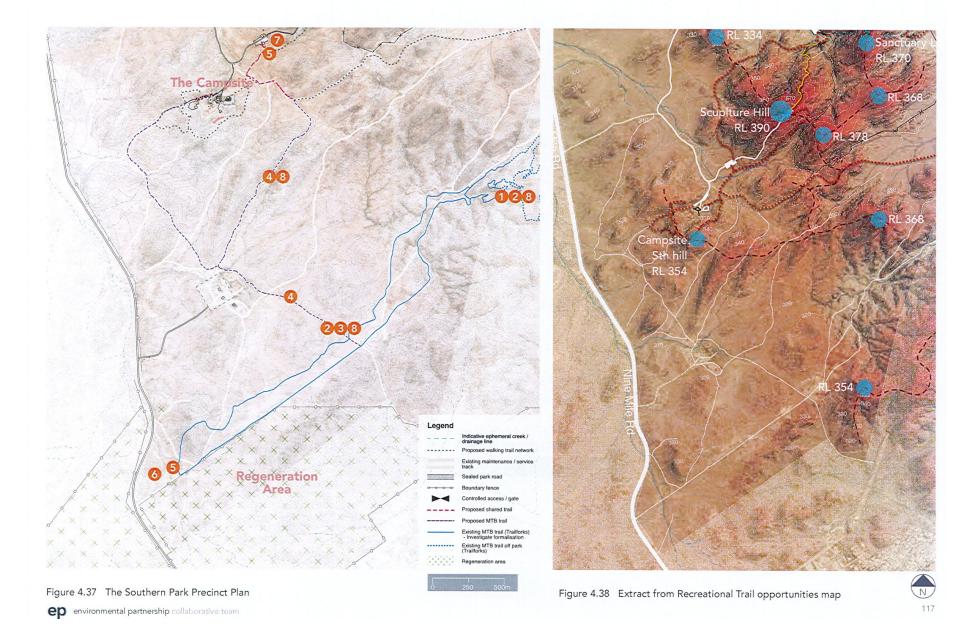
- Create new trail to access this currently unused part of the park.
- Work with Wilyakali to determine the interpretive content appropriate to this area.

The southern parklands are constrained in their potential for major visitation use due to the presence of a private allotment and more lower lying topography.

The precinct plan indicates potential to integrate with existing Mountain Bike (MTB) use happening to the south east near the Broken Hill Gold Course. Also it identifies the potential to accommodate necessary communications infrastructure to improve mobile phone and digital communications applications on the site

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### 4.5 Managing the Living Desert

## Managing visitation

The Living Desert is Broken Hills most popular open space destination and generator of the most open space income for Council, that funds ongoing maintenance.

But management of visitation is constrained by:

- Existing telecommunication infrastructure
- · Existing entry system
- · Current staffing and capacity

Expansion of visitation experiences require the addressing of the telecommunications limitations which limit safety and security and the use of contemporary online interpretation and wayfinding mediums (refer 4.5 Infrastructure management) and improved means of enabling entry and monitoring once in site.

#### **Objectives**

- To provide a simple and streamlined access system that encourages visitation and does not detract from the experience
- To optimise revenue generation from visitation
- To provide an equitable system for local use resident of the Living Desert
- To optimise the quality of experience provided to the visitor

#### **Strategies**

- Review and restructure the park entry system and related products to include:
- affordable access for locals seasonal pass
- multi day and multi site passes for visitors integrated with Geo Centre and other Broken Hill destinations
- QR code access at entry gate
- As per 4.5 Journey and Arrival Provide an upgraded access management / entry pay node that manages different visitation types, provides initial orientation and inspiration and advises visitors of the imminent vehicular movement decision (The Valley and Sanctuary or Campground and Sculptures)
- As per 4.5 Activities Recreational Trails -Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access).
- As per 4.5 Journey and Arrival Review / assess potential for Ranger accommodation/office/small visitor centre to be provided near the entry node to aid management.

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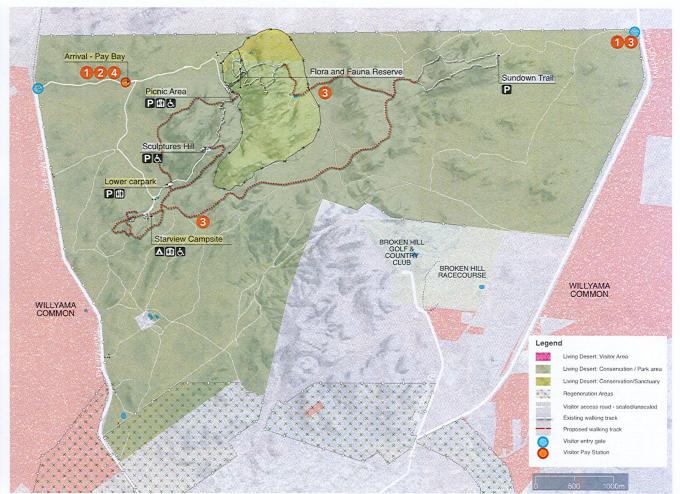


Figure 4.39 Key visitation management nodes



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# 4.5 Managing the Living Desert

# Infrastructure management

Infrastructure is required to support and enable the recreational and tourism visitation of the Living Desert. It is also important that infrastructure complements the desired character of the place which is one where the natural environment is dominant and all infrastructure interventions are subtle and understated.

#### **Objectives**

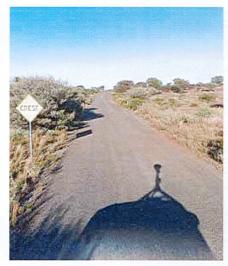
- To protect and conserve the environment
- To support recreational use and tourist visitation
- To ensure use and visitation is able to be conducted in a safe and secure manner
- To establish reliable network coverage of the whole Living Desert area

#### **Strategies**

- Seek proposals for provision of booster tower solution that will maximise the areas benefiting from improved signal including:
- a base solution two booster towers
- provision of additional booster towers to complete coverage as potential stage 2
- As per 4.5 Journey and Arrival Provide an upgraded access management / entry pay node that manages different visitation types
- As per 4.5 Activities Recreational Trails Investigate ways to manage access to pay for use areas from outside existing fenced areas (eg Sundown Hills) such as key-pass access controlled gates.
- 4. As per 4.5 Journey and Arrival Review / assess potential for Ranger accommodation to be provided near the entry node to aid management.
- Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site

- 6. Investigate road widening of visitor access roads and or options for widening verges to allow two-way traffic to safely pass and for larger vehicles towing caravans/camper trailers to take corners without crossing centreline.
- Investigate road widening of access road between Lower Carpark and top of Sculpture Hill and or modifications to 'straighten' sections for better visibility, potential for passing bays.
- 8. As part of Item 6 investigate existing drainage culverts and suitability to cater for current and future flood events, if they can be extended in width and or if higher visibility of edges is needed on approach road markings/signage to improve road safety.
- Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates.

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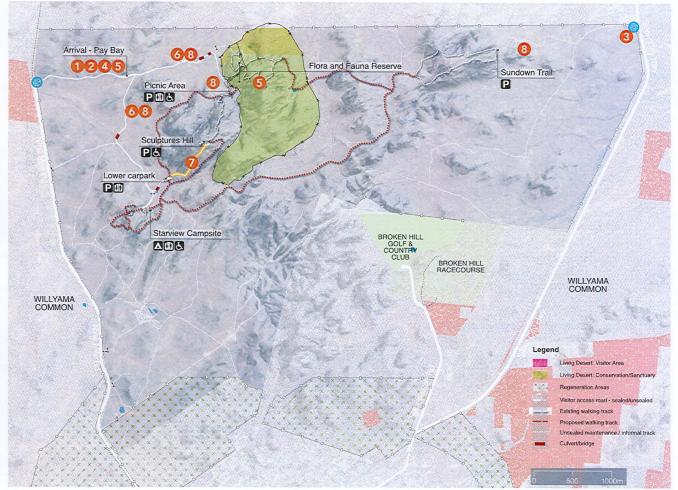


Figure 4.40 Infrastructure strategies



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# 4.5 Managing the Living Desert

# Sustainability

Broken Hill Council are using the 'Far West Climate Change snapshot' (DEECCW) as a framework for current projects related to Risk Management where infrastructure is likely impacted by temperature and climate events.

Council is planning both 20 year and 40 year forward scenarios so Council is prepared for the future of Climate change effects in council responsible service areas.

The Living Desert must integrate with these forward directions

#### **Objectives**

- (As identified in 4.3 Conserving the qualities of the Living Desert - Habitat) - To resolve a sustainable target for the natural environment for the Living desert (representing local vs broader bio-region) agreed between First Nations stakeholders, Council, and other stakeholders as the basis for ongoing management of flora and fauna
- To enhance the sustainability of the visitation and use, management and maintenance of the Living Desert

#### **Strategies**

- 1. Manage the Arboretum in accordance with the agreed habitat target environment and flora species range
- 2. Manage the Sanctuary in accordance with the agreed habitat target environment and fauna and flora species
- 3. Manage the habitats outside of the fenced / controlled Sanctuary and Arboretum in accordance with the agreed habitat target environment and fauna and flora species range
- 4. Maintain and manage protecting fencing to controlled habitats across the site
- 5. As per 4.5 Places Campground Investigate potential for grey water treatment as a sustainability initiative when resources enable to reduce demand for potable water for landscape management - potentially evolved over 20 year period
- 6. Review sustainability of supply chains and embodies energy of materials supply in resolving preferred materials, finishes and facilities used on site

Note the following apply generally and are not indicated on Figure 4.41

- 7. Integrate ESD principles into the existing site management, planning, design and implementation of any facilities and infrastructure
- 8. Further design studies and implementation projects should take a 'whole of life' approach and follow climate positive design principles
- 9. Choice of materials, design life and implementation of new infrastructure should consider the potential increased frequency of climatic events such as flooding and erosion
- 10. Consider use of benchmarks and climate tools (Climate positive pathfinder challenge) to provide guidance on emission targets for the Living Desert
- 11. Consider operational emissions in future management planning and ongoing maintenance

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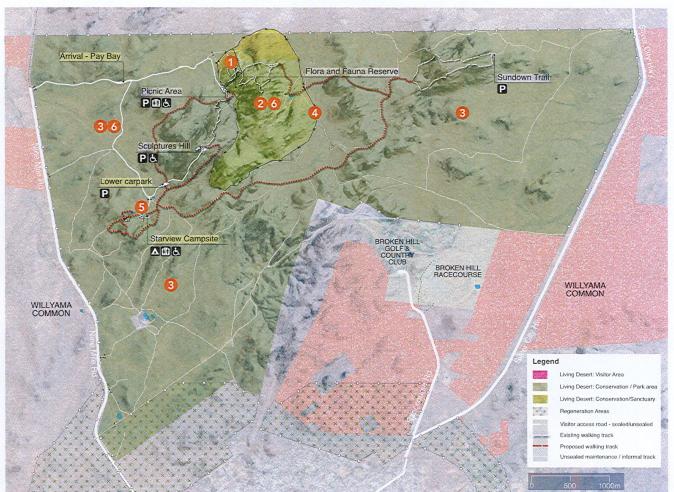


Figure 4.41 Infrastructure strategies



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# 5.0 Masterplan

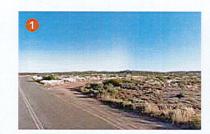
# 5.1 Illustrative Masterplan

The masterplan provides a 20 year strategic direction for the Living Desert.

It is presented as the overall plan and then a series of illustrative precinct plans

# Key masterplan precincts

- 1. The Arrival
- 2. The Valley
- 3. The Sanctuary (including Arboretum)
- 4. The Sculptures
- 5. The Campsite
- 6. Sundown Hills
- 7. Southern Park









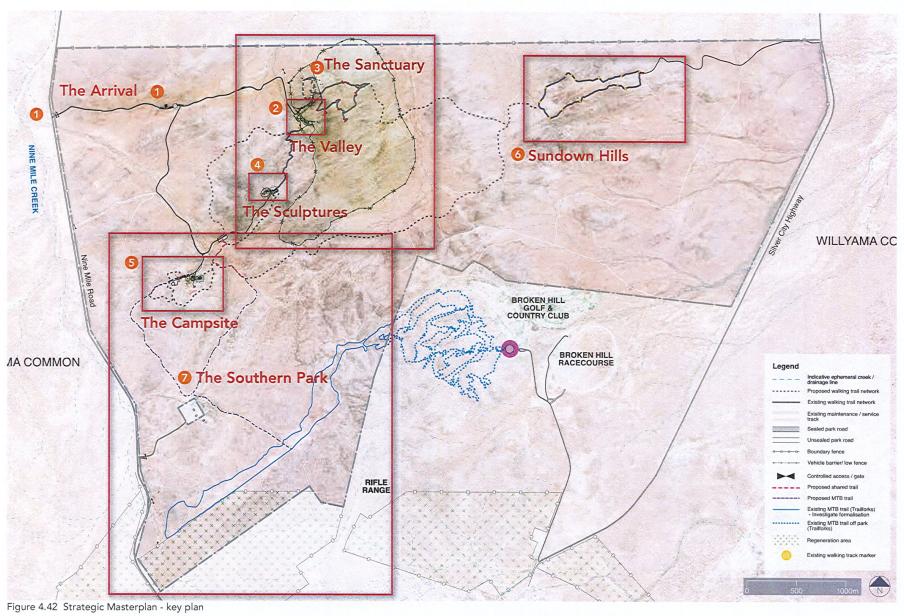






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LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

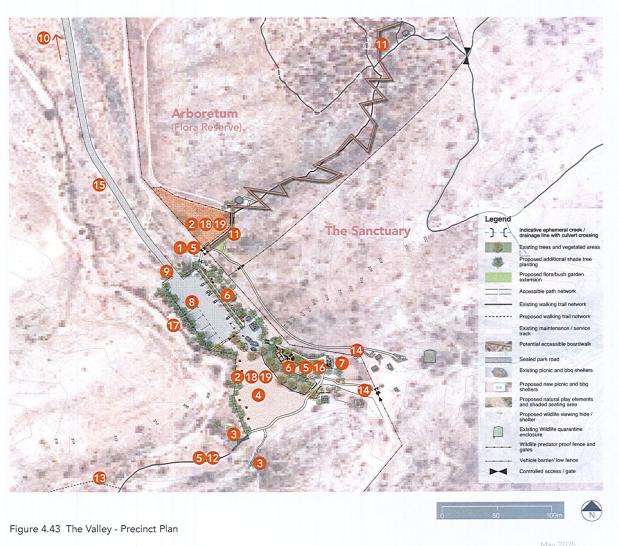


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# 5.2 Illustrative Masterplan The Valley (Picnic Grounds)

## Key precinct plan proposals

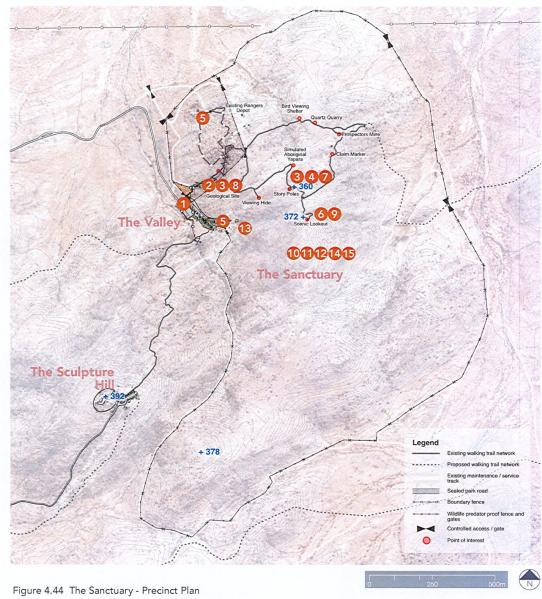
- 1. Improve entry experience to Sanctuary
- Improve protection and interpretation of archaeology
- Improve access to rock engraving / provide alternative viewing point
- Review event usage in precinct
- Additional shade in picnic area and at trackheads
- Provide nature play zone
- Future facility upgrades and additions ie toilets
- Potential overflow camping in carpark for RV's
- 9. Improve arrival point identity
- 10. Review and improve entry road access geometry
- 11. Proposed accessible boardwalk link
- 12. Existing walking track to Sculpture Hill
- 13. Potential recreational walk to connect Campground
- 14. Potential accessible wildlife viewing area
- 15. Revegetation to enhance entry road corridor
- 16. Additional shade tree planting
- 17. Investigate stabilisation of eroding creek banks



# The Sanctuary

# Key precinct plan proposals

- 1. Improve entry experience to Sanctuary
- 2. Improve accessibility by upgrading movement routes
- 3. Unify finishes materials and facilities
- 4. Improve interpretation integrating technology where feasible
- 5. Enhance bird and fauna watching experiences
- Provide upgraded viewing infrastructure
- 7. Potential to expand art influence in Sanctuary
- Provide an accessible walkway to top of Aboretum
- 9. Improve safety and character of access to viewing point
- 10. Review preferred approach to management of the Sanctuary
- 11. Develop long term animal management plan
- 12. Consider involvement in breeding programs
- 13. Consider potential Bilby enclosure in the long term
- 14. Protect First Nations environmental and cultural qualities
- 15. Potential First Nations involvement in flora and fauna programs



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# 5.2 Illustrative MasterplanSculpture Symposium

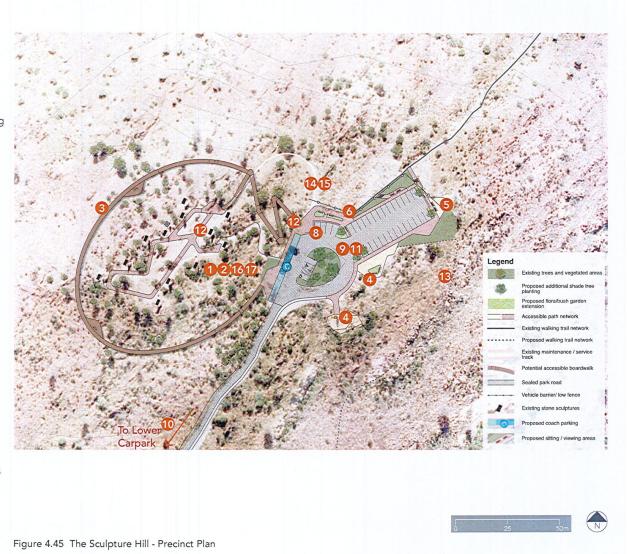
## Key precinct plan proposals

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- 1. Confirm role of art and culture and developing "Living Desert Arts and Cultural Management Plan"
- 2. Conserve and enhance experience of natural environment
- Investigate, plan and implement new viewing experience ("Sky or Star walk")

Support lookout points adjoining hilltop and carparking:

- 4. Southern edge with views Broken Hill
- 5. North east edge with views to Sanctuary
- 6. Northern edge / Sanctuary Walk with views to Stephens Creek
- 7. Consider potential for toilet (lower carpark)
- 8. Potential space for pop up coffee / food cart
- 9. Formalise parking area
- 10. Formalise lower carpark event use / overflow
- 11. Harden car park surface
- 12. Provide an accessible connection to sculptures
- 13. Potential accessible walking route from Campground
- 14. Manage introduced fauna and feral animals
- 15. Revegetation where appropriate to natural conditions
- Protect First Nations environmental and cultural qualities
- Integrate First Nations creative influences into planning and design



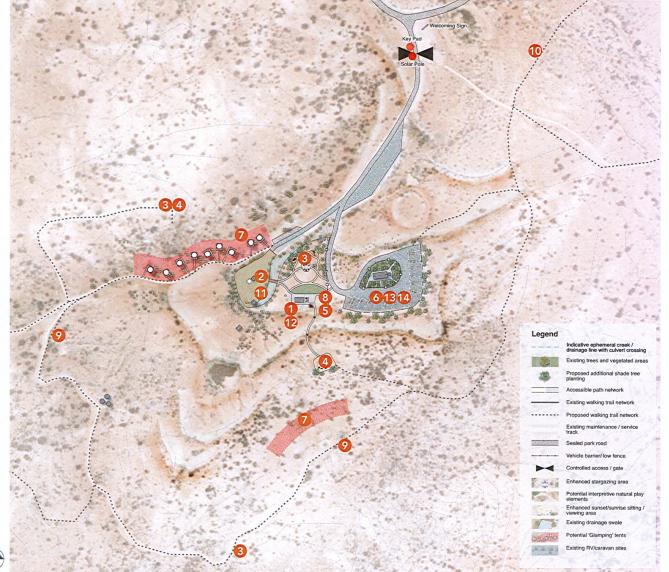
# Camp site

# Key precinct plan proposals

- 1. Provide 2 additional toilets
- Consider extra shade at tent site
- 3. Specialist starview seating to be expanded and enhanced
- 4. Enhance sunset / sunrise viewing area
- Unify finishes materials and facilities
- 6. The RV sites potential overflow RV use at picnic ground carpark
- 7. Potential temporary Glamping tents/cabins
- Improve accessibility hard surfaced path
- 9. Expand walking loops from the camp ground
- 10. Provide walking route to Sculpture Hill
- 11. Plan and implement additional shade tree planting
- 12. Investigate grey water treatment
- 13. Protect First Nations environmental and cultural qualities
- 14. Integrate First Nations creative influences (through co-design) into planning and design of new elements







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# 5.2 Illustrative Masterplan Sundown Hills

# Key precinct plan proposals

- 1. Improve identity and wayfinding
- 2. Upgrade walking wayfinding
- Provide interpretive mediums
- 4. Investigate ways to manage access to pay for use areas for example, key pass access
- 5. Track head with maps and interpretation
- Unify finishes materials and facilities
- Potential to upgrade carpark
- Shade tree planting around track head
- 9. Protect First Nations environmental and cultural qualities
- 10. Integrate First Nations creative influences (through co-design) into planning and design of new elements



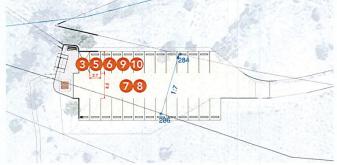


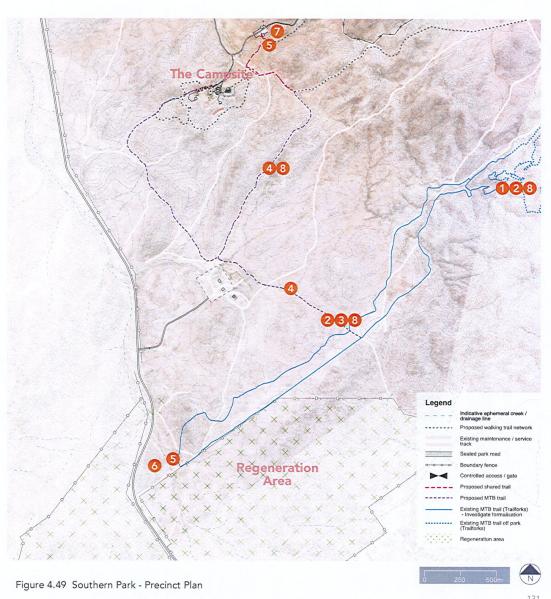
Figure 4.48 Sundown Hills - Carpark and trail head

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### Southern Park

# Key precinct plan proposals

- 1. Consult with Broken Hill MTB community extend the existing network into south west of the Living Desert
- 2. Investigate potential for MTB activities
- 3. Potential MTB trail links in the Living Desert
- 4. Potential for an MTB connection through to Campground
- 5. Investigate ways to manage access to pay for
- 6. Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed
- 7. Provide access track and carpark off Nine Mile Road at south western corner of site
- 8. Plan and implement additional shade tree planting
- 9. Protect First Nations environmental and cultural qualities



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# 5.3 Action Plan

The Action Plan provides a compilation of the actions listed in the strategies and precinct plans. The actions are listed under the following categories:

- 1. Investigations and planning
- 2. Capital Works (including required design)
- 3. Interpretation Implementation

No	Deliverable	Action	Priority	
1.0	.0 Investigations and planning			
1.1	Confirm approach to events on site  Review event usage in Valley precinct for compatibility with First Nations cultural heritage and define appropriate limitations (if required) on use If necessary identify alternate locations for more major events		High	
1.2	Confirm approach to events on site	Develop events guidelines for large and small events	Low	
1.3	Long term fauna management on site	Develop long term animal management plan that confirms the ongoing approach to management of fauna on the site.  Confirm the range of fauna to be catered for and verify potential involvement in breeding programs		
1.4	Confirm approach to ongoing management of Art on site	Develop "Living Desert Arts and Cultural Management Plan" to guide the future approach to curation and management of art on the site including the Sculpture Hill along with the remainder of the site		
1.5	Verify feasibility of potential Star Walk / Sky Walk to Sculpture Hill	Undertake detailed assessment of potential Star Walk / Sky Walk on Sculpture Hill - reviewing environmental and costs feasibility		
1.6	Additional shade / shelter to tent camping	Review options for extra shade at tent area within Camp Site through shade tree planting or low shelter roofs	Low	
1.7	Potential overflow RV camping	Review potential use of the Valley carpark for overflow RV camping (for self contained vehicles) during peak periods		
1.8	Potential Review potential for expansion of accommodation		Low	

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No	Deliverable	Action	Priority	No	Deliverable	Action	Priority
1.9	First nations input into planning and design	Provide opportunity for First Nations community to input into planning and design of new elements	High	1.18	Climate change adaptation	Investigate further and identify actions to implement the recommendations of the Climate Change Risk Asessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	High
	Improve	Investigate options to manage access to pay for use areas eg key pass access systems integrated with vehicle and		2.0	Cultural heritage conservation and management		
1.10	visitor entry management system	eg key pass access systems integrated with vehicle and pedestrian gates as applicable. Review to include approach to entry (by vehicle or by person) noting that most National Parks operate on basis of vehicle. Integrate review of potential for site office associated with entry	High	2.1	Heritage and Archaeological conservation	Protect and conserve items of heritage significance	High
1.11	Potential for MTB use in south west of Living Desert	Consult with First nations stakeholders and other relevant Council stakeholders to verify suitability of further investigations.  Subject to the above - liaise with Broken Hill MTB community and assess the demand for extending the	Low	2.2	Heritage and Archaeological conservation	Collaborate with Fist Nations community to develop First Nations interpretation for appropriate locations	see section 3.2-3.4 and 4.0
		existing MTB network into south west of the Living Desert		3.0	Capital works		
.12	Potential for MTB use in south west of Living Desert	Subject to outcomes of 1.11 undertake review of potential MTB trail links to complement the other aspects of the Living Desert offering to locals and visitors	Low		Improved	Implement preferred booster tower solution that will maximise the areas benefiting from improved signal - either:	
1.13	Improved telecoms signal	Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed - potentially to south west of Living Desert	High	3.1	3.1 Tele - communications signal	a base solution two booster towers     provision of additional booster towers to complete coverage as potential stage 2	High
1.15	Wayfinding and Interpretation	Develop coordinated wayfinding and interpretive plan for the site	High	3.2	Wayfinding and Arrival experience to Living Desert	Provide wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points within broken Hill	High
.16	Road safety	Investigate feasibility to widen and resurface roadway to the Sculpture Hill	High	3.3	Wayfinding and Arrival experience to Living Desert	Provide artwork marker feature along the frontage where the Nine Mile Road adjoins the Living Desert that builds expectation and anticipation on the approach to the reserve entry	Low
1.17	Recreational trail network	Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)	High	3.4	Wayfinding and Arrival experience to Living Desert	Provide a feature that uniquely marks the entry to the Living Desert. Integrate upgrading of entry gates with gate finishes that complement character of site	Medium
on	environmental partnersh	in collaborative team		3.5	Wayfinding and Arrival experience to Living Desert	Provide an upgraded access management / entry pay node	High

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No	Deliverable	Action	Priority
3.6	Wayfinding and Arrival experience to Living Desert	Potentially integrate a site office building (or office and ranger dwelling) with upgraded access management / entry pay node	Low
3.7	Wayfinding and Arrival experience to Living Desert	Provide upgraded directional / wayfinding and traffic management of all decision points on the road network	High
3.8	Road network	Improve the traffic performance and safety of the intersection of the entry road to the campground / sculptures road with associated roadworks and signage	High
3.9	Road network	Widen roadway on the tight bend of the Valley entry road where it turns to head south to improve vehicle passing and safety	Medium
3.10	Road network	Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.	High
3.11	Habitat and environment	Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor	High
3.12	Habitat and environment	Continue to manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines	High
3.13	Habitat and environment	Plan and implement revegetation of ridges and hilltops where appropriate to natural conditions	Medium
3.14	Environmental management of Creeklines	Provide stabilisation of the drainage line adjoining the valley capark and picnic grounds	High
3.15	Environmental management of Creeklines	Provide stabilisation of general drainage lines adjoining roads	High

No	Deliverable	Action	Priority
3.16	Expanded Recreational Trails network	Plan and implement trail connection from Campsite to Sculpture Hill (2.7km) Note costings allow for category 3 level access - not universal access	High
3.17	Expanded Recreational Trails network	Plan and implement additional trail loops around Campsite (2.1km)	Medium
3.18	Expanded Recreational Trails network	Plan and implement trail connection from Sundown Hills trail to Sanctuary western boundary (1.9km)	Low
3.19	Expanded Recreational Trails network	Plan and implement trail connection from Sundown Hills trail to Camp site (4.8km)	
3.20	Expanded Recreational Trails network	Provide accessible access route of boardwalk and track to Arboretum Entry from Valley carpark and Sanctuary entry - refer Improvements to The Arboretum precinct	
3.21	Star walk / sky walk to Sculpture Hill	Subject to feasibility design and implement boardwalk feature to Sculpture Hill - refer Improvements to The Sculpture Hill Sky Walk	
3.22	MTB Trails to south western Living Desert	Plan and implement MTB Trails to south Living Desert	Very Low
3.23	Improvements to The Valley precinct (Picnic Grounds)	Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk as per Expanded Recreational Trails network	
3.24	Improvements to The Valley precinct (Picnic Grounds)	Improve protection and interpretation of camp ovens	Very High

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No	Deliverable	Action	Priority	No	Deliverable	Action	Priority
3.25	Improvements to The Valley precinct (Picnic Grounds)	Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek	Medium	3.34	Improvements to The Sculpture Hill precinct	Plan and implement accessible walkway from carpark to sculptures - can be implemented as first stage of "Sky walk" or Sky walk not to proceed be the ultimate solution	High
3.26	Improvements to The Valley precinct (Picnic Grounds)	Provide additional shelter / shade in picnic area and at trail heads	Low	3.35	Improvements to The Sculpture Hill precinct	Formalise parking at the sculpture hill to make more efficient and safer for pedestrians and provide sealed surface	High
3.27	Improvements to The Valley	Provide nature play zone between picnic area and	Low	3.36	Improvements to The Sculpture Hill precinct	Plan and implement new viewing experience looping around hill ("Sky or Star walk") integrated with first stage accessible link boardwalk from carpark to sculptures	Low
	precinct (Picnic Grounds)	Sanctuary / Arborétum entry node		3.37	Improvements to The Sculpture Hill precinct	Plan and implement support lookout points adjoining hilltop and carparking	Medium
3.28	Improvements to The Valley precinct (Picnic Grounds)	Accessible walkway to Arboretum - refer Expanded Recreational Trails network		3.38	Improvements to The Sculpture Hill precinct	Formalise lower carpark - event use / overflow but retain as gravel surface	Medium
3.29	Improvements to The Valley precinct (Picnic Grounds)	Provide accessible track from Sanctuary entry node to feeding area an and accessible viewing area/wildlife hide for viewing of feeding area	Medium	3.39	Improvements to The Sculpture Hill precinct	Plan and implement low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)	Low
3.30	Improvements to The Arboretum precinct	Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop	Medium	3.40	Improvements to The Sculpture Hill precinct	Plan and implement pop up coffee / food cart at base of hill or top to support visitation in peak times	Low
3.31	Improvements to The Sanctuary precinct	Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation	Medium	3.41	Improvements to The Camp site precinct	Add two toilets to current toilet/shower facilities	High
3.32	Improvements to The Sanctuary precinct	Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout	Low	3.42	Improvements to The Sculpture Hill precinct	Improve accessibility for RV camping to toilets / showers	Medium
3.33	Improvements to The Sanctuary precinct	Plan and implement expanded art influence in Sanctuary through additional permanent and temporary art pieces	Low	3.43	Improvements to The Sculpture Hill precinct	Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums	Medium

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No	Deliverable	Action	Priority
3.44	Improvements to The Sculpture Hill precinct	Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period	Low
3.45	Improvements to The Sundown Hiils precinct	Plan and implement trail head improvements including shelter and interpretive and wayfinding mediums	Low
3.46	Improvements to The Sundown Hiils precinct	Plan and implement wayfinding improvements to existing trail loop	Low
3.47	Improvements to The Sundown Hiils precinct	Plan and implement formalising layout of parking with barriers and support signage Provide upgraded gravel surfacing and perimeter drainage	Very Low
3.48	Improvements to The Sundown Hiils precinct	Plan and implement identity signage to Silver City Highway	Medium
3.49	Potential Glamping facilities	Call tenders for Glamping operator to collaborate with Council and contribute a proportion of implementation costs	Low
3.50	Potential Glamping facilities	Plan and implement tent Glamping site ((say 12 tents x decks and walkways)	Very Low
3.51		Plan and implement tent Glamping site Plan and implement cabin Glamping site (say 6 cabins x 45k each)	Very Low
3.52	Toilet to serve sculpture Hill	Plan and implement toilet facility adjoining lower carpark below Sculpture Hill to serve visitors and trail users	Low
3.53	Review and upgrade of electric conservation fence to Sanctuary	Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates.  Seek to reduce visual impact of fence alignment on character of place experience	Medium

No	Deliverable	Action	Priority
4.0	Interpretation Im	plementation	
4.1	Interpretation Strategy	Commission an interpretation strategy that can be used as a blueprint for ongoing interpretation initiatives in the park.	High
4.2	ICIP Protocols	Develop The Living Desert-specific ICIP protocols for sharing cultural content.	High
4.3	First Nations capacity building	Investigte First Nations led interpretation through capacity building programs including potential for employment and enterprise development.	High
4.4	Capacity Building	Develop educational tools and dedicated training programs, including Cultural training.	
4.5	Brand Guidelines	Create the The Living Desert Park brand guidelines and interpretation Signage and Guidelines Manual.	
4.6	Themes and Stories	Confirm themes through consultation. Curate and create interpretation stories that connect to The Living Desert's themes (as part of the interpretation strategy).	High
4.7	Medium: Face to face	Build capacity of Aboriginal and non Aboriginal tour guides in delivering face to face interpretation.	High
48.	Medium: Signage	Update interpretation and wayfinding signage and embed sensory elements.	Medium
4.9	Medium: Language and Naming	Explore use of First Nations languages and place names in interpretation.	High

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No	Deliverable	Action	Priority
4.10	Medium: Digital Media/Sound	Expand digital and sound interpretation assets, research opportunities and prepare a Digital and Sound Interpretation Plan.	Low
4.11	Medium: Art and Craft	Develop a program of art and craft activities, sculptures and exhibitions for visitors.	Low
4.12	Medium: Lighting and Projection	Conduct an opportunities analysis for interpretive lighting and projection and develop future guidelines including EOIs for external applicants to deliver	Low
4.13	Medium: Events	Research opportunities to create new interpretive events and develop a The Living Desert Events Strategy.	Low
5.0	Promoting the L	iving Desert	
5.1	Promoting the Living desert to locals and visitors	Collaborate with partners to undertake events of all scales	High
5.2	Promoting the Living desert to locals and visitors	Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit	High
5.3	Promoting the Living desert to locals and visitors	Promote Living Desert as a viewing site during major astronomical events – for example meteor showers	Low
5.4	Promoting the Living desert to locals and visitors	Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities	High
5.5	Promoting the Living desert to locals and visitors	Explore potential for temporary art installations that build on and contribute to the arts profile of the place	Medium

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LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

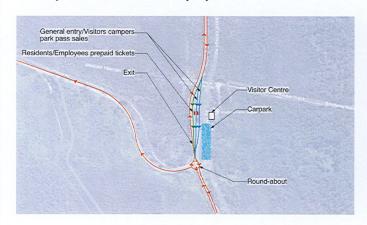
# 6.0 Attachments

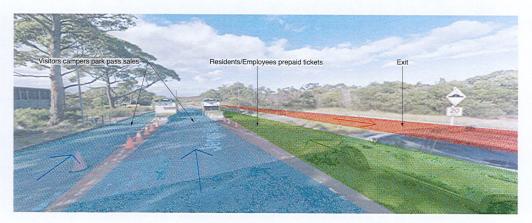
RROKEN HILL CITY COUNCIL

LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

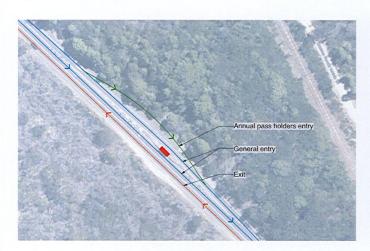
# 6.1 Park entry / pay bay precedents

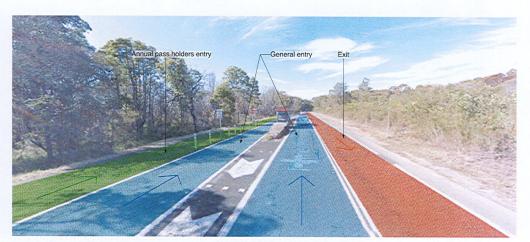
#### Jervis Bay / Booderee National Park Pay Bay





Royal National Park Pay Bay





National Parks provide relevant precedents for managing different forms of entry access to the park. Ticketing is based on vehicle entry - not by persons. Generally several lanes are provided and traditionally the entry point was manned. From 2023 NPWS has not issued season pass tickets and entry has been managed by number plate recognition

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# 6.2 Preliminary visual assessment of potential Rangers Cottage location options



#### Location A

Pros:

Easily accessible for park managers.

Highly visible from The Sculpture, the hilltop of the Sanctuary, and the main entry road.

#### Location B

Partially visible from the main entry.

Highly visible from The Sculpture and the hilltop of the Sanctuary, potentially impacting views.

#### Location C

Not visible from The Sculpture or Floral and Fauna Sanctuary, preserving the westward view of the Mundi Mundi Range - Wind Farm and northern views.

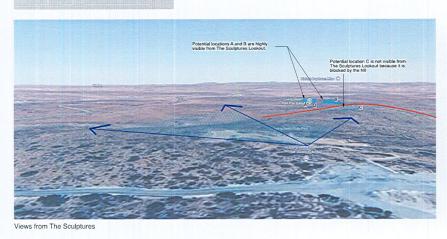
Cons:
Highly visible to people entering the Living Desert.

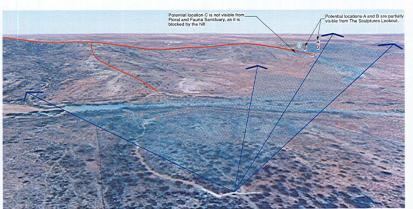
#### Location D

Easily accessible for park managers and close to paybay.

Highly visible from The Sculpture, the hilltop of the Sanctuary, and the main entry road.





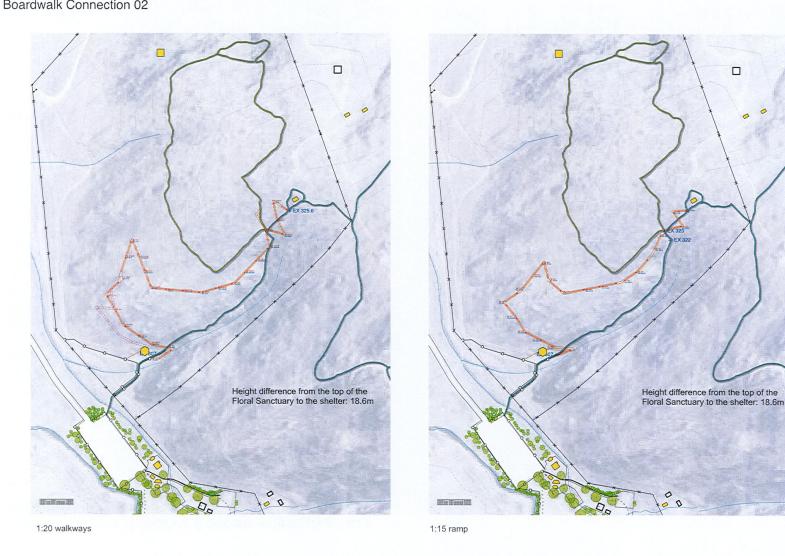


Views from The Top of Floral and Fauna Sanctuary

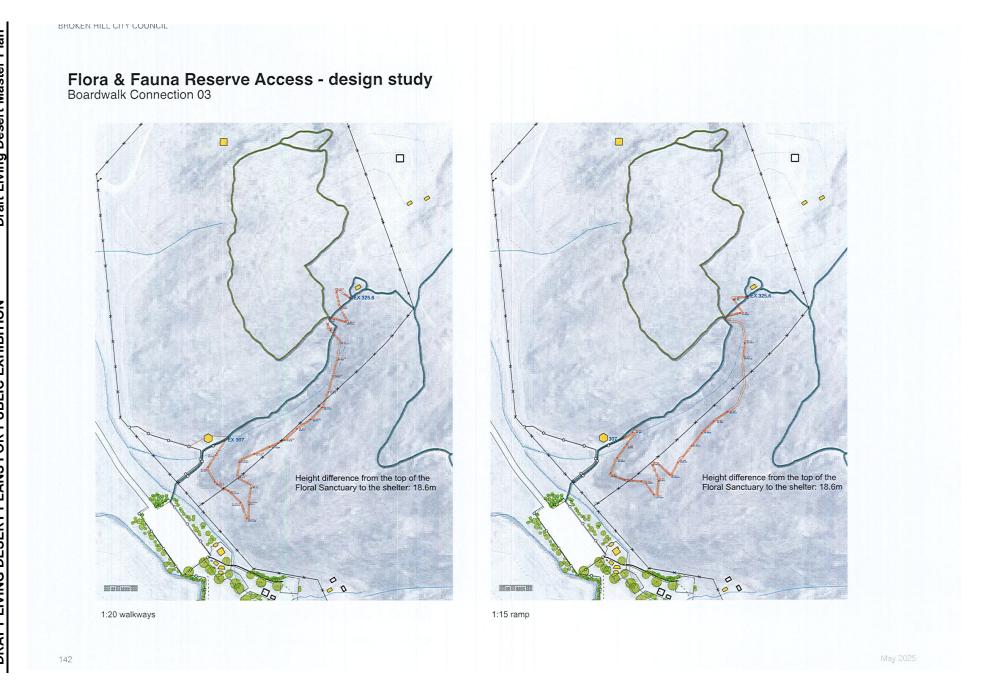
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# 6.3 Preliminary assessment of potential at grade access to Arboretum entry

# Flora & Fauna Reserve Access - design study Boardwalk Connection 02



Broken Hill City Council



LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN

# 6.4 Consultation forum notes

REFER MEETING / WORKSHOP NOTES ISSSUED SEPARATELY

# 6.5 Business Plan

REFER TO SEPARATE REPORT

BROKEN HILL CITY COUNCIL

# 7.0 References

#### Key reference/background documents:

**Plan of Management Crown Reserve** - Living Desert State Park, SLR Consulting, June 2024 - WORK IN PROGRESS

**2018 Living Desert Reserve Plan of Management**, Broken Hill Council

Living Desert Service Review, MorrisonLow, March 2024

Draft Operational, Management and Requirement Procedures - The Living Desert, the Flora and Fauna Sanctuary, Willyama Common and Regeneration Area, BHC Jan 2021

**Living Desert Flora and Fuana Sanctuary Animal Management Plan**, Ozark Environmental & Heritage
Management pty ltd, May 2017

Living Desert Wildlife Sanctuary Review of Environmental Factors, RW Corkery, June 2000

**Living Desert Wildlife Sanctuary**, Zoological Parks Board of NSW, February 2002

Living Desert Brochure, Broken Hill City Council

#### Other Broken Hill Council Docs:

Country and Outback NSW Destination Management Plan 2022-2030

Community Strategic Plan Broken Hill 2040 (BH2040).

Management PLan for Willyama Common, RW Corkey, July 2003

Regeneration Areas Management Plan 2014

Visitation Data

Broken Hill Cultural Plan Background Report 2021



# LIVING DESERT STATE PARK BUSINESS PLAN 2025

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# **LDSP BUSINESS PLAN 2025**

Prepared by:

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# 1. INTRODUCTION

# 1.1 Background

Broken Hill City Council is the land manager of the Living Desert State Park (LDSP). The Park (2,400 hectares) was established in the 1990's as a place to conserve and appreciate the physical environment, ecosystems and fauna and flora of the Broken Hill bioregion. The rationale for establishing the Park included¹:

- Contribute to conservation through the establishment of a captive breeding program for endangered species from the Region.
- · Provide environmental educational resources.
- Motivate additional overnight stays in Broken Hill.
- · Provide enhanced opportunities for employment, education and training.

Today, the Park is an important conservation area for semi-arid zone flora and fauna, a significant Aboriginal site, a popular recreation area for local residents, and one of the City's main tourist attractions. The Park brings together the City's core tourism pillars – art, the outback and nature, and has the potential for Aboriginal cultural tourism. The Park attracts around 40,000 visitors per annum.

The key features of the Park are:

- · Semi-arid zone environment with complex geology, rugged topography and unique flora and fauna.
- Living Desert Sculptures 12 large sandstone sculptures located on the highest hill within the Park with
  extensive, 360° views over the surrounding area. The area is very popular for sunset viewing. For most visitors,
  the Sculptures are the Park's main attraction.
- Flora and Fauna Sanctuary a 180 hectare fenced site within the Park dedicated to land rehabilitation and flora and fauna conservation. The area includes a plant arboretum, walking trails, public art and interpretation.
- Picnic area located adjacent to the Sanctuary and providing access to some Aboriginal occupation sites.
- Starview Campsite a primitive camping area providing 15 sites for caravans and RV's, a camping area (capacity for 8 camps), night sky viewing area, basic amenities and short walking trails.
- Sundown Hills walking track a 2.8 kilometre long loop track through the Sundown Hills.

The Park is managed and maintained by Broken Hill City Council Rangers with the assistance of volunteers.

# 1.2 Planning for the Future

The LDSP was not master-planned and has largely evolved with infrastructure and facilities provided as funds, materials and resources have become available. Council recognises that while the Park is performing well, there are opportunities for improvement and growth, and that a strategic approach is required to provide the direction and framework for the on-going development and management of the Park. This approach needs to bring together conservation, First Nations, arts and cultural, recreation and tourism objectives and initiatives.

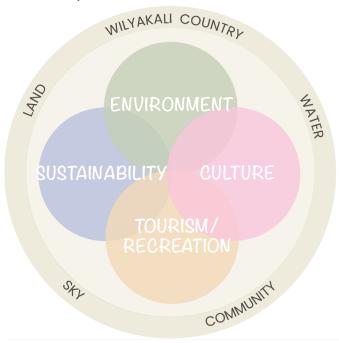
To provide the strategic planning framework, Council has prepared several documents for the LDSP including:

- Plan of Management (2018 and Draft 2024) the Plan of Management is a statutory document prepared in accordance with the Crown Land Management Act 2016 and the Local Government Act 1993. This Plan outlines the legal framework for the operation of the Park and identifies and addresses how the Park will be used and the land managed.
- Master Plan the Master Plan provides a 20 year vision and action plan to guide the on-going development, use and management of the Park. The Plan has five core principles:

¹ Living Desert State Park REF 1997

- On Wilyakali Country: Recognising and celebrating First Nations custodianship of the land; respecting and
  protecting the physical environment and culturally significant sites; collaborative management of the Park;
  facilitating on-country activities; and conserving and protecting First Nations heritage, culture and
  connection to the site.
- Environment: Rehabilitating and protecting the physical environment; conserving and showcasing flora and fauna from the Broken Hill bioregion; managing introduced species to mitigate potential impacts; and maintaining the experience of and immersion in the natural landscape as a key experience for Park users.
- Culture: Conserving and protecting First Nations and non-Aboriginal heritage; and curating, developing and expanding the arts and cultural fabric of the LDSP to complement the natural environment and Park attributes.
- Tourism and Recreation: Growing visitation by enhancing and expanding the facilities available and experiences offered for local residents and visitors to Broken Hill; grow the group tour markets; and optimise revenue generation.
- Sustainability: Manage the Park environment and visitation sustainability; minimise visual and other impacts of development; use sustainably sourced materials; and plan for climate change.
- Service Review Living Desert Ranger Services: The Review assesses the services provided by the Rangers in the operation and management of the Park, Willyama Common and Regeneration Areas.
- **Business Plan:** The Business Plan (this document) accompanies the Master Plan and assesses the current use and financial performance of the LDSP, identifies opportunities for increasing visitation and revenue generation and provides five year trading forecasts.

Figure 1.1 Master Plan Core Principles



## 2. LIVING DESERT STATE PARK - OVERVIEW

#### 2.1 Location and Access

The LDSP is located in the Barrier Ranges, approximately 12 kilometres north of Broken Hill. The main visitor precincts (Sculptures, picnic area and Flora and Fauna Sanctuary and Starview Campsite) are in the north-west corner of the Park and accessed via Nine Mile Road. The Sundown Hills walking track is in the north-east corner of the Park and accessed via the Silver City Highway.

# 2.2 Development of the LDSP - History

In 1992 Broken Hill City Council identified the opportunity to establish the Living Desert Reserve and a Flora and Fauna Sanctuary on part of the Willyama Common. In 1993 Council hosted the Sculpture Symposium which resulted in 12 sculptures being erected on the highest hill within the area. Council also established the picnic area and the Sundown Walking Track.

On 7 October 1994 the Minister for Land and Water Conservation gazetted a 2,400 hectare site as the 'Broken Hill Arid Zone Study Area Reserve', for 'the public purpose of environmental protection, heritage and public recreation'. The Reserve incorporated four lots:

- Lot 30 DP757295
- Lot 6091 DP822095
- Lot 7385 DP1200953
- Lot 7386 DP1200953

Broken Hill City Council named the area the 'Living Desert Reserve'. Further development included the establishment of a permaculture site (now the camping area) in 1994, plus walking trails and a 12 kilometre long four-wheel drive track (1996). In 1997 work commenced on the development of the Flora and Fauna Sanctuary, a 180 hectare site located adjacent to the picnic area. The perimeter fence for this area was completed in 1999.

In 2001 the Living Desert Reserve was excised from the Willyama Common. In 2009, the Reserve was gazetted as a State Park and the name changed to the Living Desert State Park.

On 16 June 2015, Native Title consent was given to the Barkandji Native Title Group Aboriginal Corporation RNTBC (NSD6084/1998). The Barkandji Traditional Owners have the right to enter, take and use natural resources for personal, domestic, cultural, communal and purposes within the LDSP. Additional rights are expansive and include uses of the LDSP for teaching, hunting, camping, travel and cultural practices.

The Starview Campsite opened in 2017.

# 2.3 Classification and Zoning

The LDSP is classified as Community Land for the purpose of nature conservation, passive recreation and environmental education. The site is zoned E2 – Environmental Conservation under the provisions of the Broken Hill Local Environmental Plan 2013.

# 2.4 Description

The Living Desert State Park protects, provides access to and showcases the semi-arid environment of the Broken Hill bioregion. Improvements and facilities in the Park are:

- Entry station and sealed access roads to the sculptures, Campsite and picnic area.
- Sculpture Hill 12 sculptures with interpretative plaques, walking trail and unsealed carpark.
- Picnic area picnic shelters, barbeques, toilets, Aboriginal occupation sites, access to the Flora and Fauna Sanctuary, and sealed carpark.
- Walking track (900M) between the Sculpture Hill and picnic area.
- Flora and Fauna Sanctuary (180ha) plant arboretum; walking tracks (1.4km and 1km) through the arboretum and Sanctuary; interpretation comprising an unmanned information hut for orientation and interpretative signage throughout the Sanctuary; viewing areas; historic mining sites; Aboriginal art, sculpture and interpretative display; and a public toilet.
- Starview Campsite a primitive camping area providing 15 sites for caravans and RV's, a camping area (capacity
  for 8 camps), night sky viewing area, sunrise and sunset viewing area; toilets and showers and short walking
  trails.
- Sundown Hills walking track a 2.8 kilometre long loop track through the Sundown Hills, unsealed access road and limited signage and interpretation.
- · Rangers' office and work area.
- Mountain-bike track in the south eastern corner of the Park. This track is part of a network of tracks that have been developed by the Broken Hill Mountain Bike Club adjacent to the Broken Hill Golf Club. The track is accessed from Golf Club and is not promoted as being part of the Park.

The activities and experiences offered by the Park include:

- Easy, safe access to and the ability to learn about the semi-arid environment with its complex geology, rugged topography and unique flora and fauna. Sculpture Hill and the various high points on the walking track provide extensive views over the 'immense' landscape.
- Flora and fauna viewing, including seasonal wildflowers with the blooming of Sturts Desert Pea being a significant attraction. The Rangers also feed the kangaroos and wallabies when needed (around 3 times per week), with visitors able to view this.
- Birdwatching including eagles soaring on the thermals. The Flora and Fauna Sanctuary, particularly the arboretum, attracts a diversity of bird species, including rare and endangered birds.
- Walking / hiking the walking tracks in the Flora and Fauna Sanctuary and between the picnic ground and Sculpture Hill are popular with visitors, while the Sundown Track is primarily used by City residents and is popular for exercising dogs.
- A limited insight into Aboriginal heritage with several occupation sites being accessible and interpreted and an interpretative display and artworks in the Flora and Fauna Sanctuary.
- Picnicking with the picnic area being fully accessible.
- Camping providing an immersive experience, including viewing of the spectacular night sky.
- Viewing the sculptures and surrounding landscape and experiencing the sunset over the desert from Sculpture
- A spectacular setting for art and photography, with the Park attracting both individuals and groups.
- Events In the past the Park has hosted several events including a jazz festival and Lego installation.

There is no power to the site and mobile phone coverage is extremely limited. Improved mobile phone service is needed to support Park operations and reduce safety risks for Park users and staff. Council is seeking funding to install a mobile phone tower.

# 2.5 Management

Broken Hill City Council is the land manager for the Park. Council employs two full-time rangers to manage the Park, with the rangers also responsible for the management of the Willyama Common and Regeneration Areas. When grant funding is available, Council employs trainees. The LDSP Rangers report to Council's Visitor Services Coordinator who in-turn reports to the Director Corporate and Community Services. The reporting line to Visitor Services rather than to Parks and Gardens indicates the importance that Council places on the LDSP as a visitor attraction.

Key tasks performed by the Ranger Staff within the LDSP include:

- Cleaning and maintenance of all built facilities.
- Infrastructure maintenance.
- Visitor services interacting with and assisting Park visitors.
- Manning the entrance station overseeing fee collection.
- Oversee and undertake construction projects.
- · Manage native and feral animals.
- · Weed management.
- · Organise and supervise volunteers.
- · Search and rescue.

Tasks undertaken by the Rangers in the management of the Willyama Common and Regeneration areas include fencing, track maintenance, feral animal management, weed control, and removing illegally dumped materials.

From 2001 to 2024, Council had in-place a Section 355 Committee to provide advice to Council on the operation of the Park and assist the Rangers in managing the Park. In October 2024, the Section 355 Committee was replaced by a Volunteer (Friends) Group to assist with projects and activities within the Park including:

- Working bees to assist the Rangers with the upkeep and beautification of the Park
- Weeding, planting and animal management
- Tour guides and Park hosts
- Opening and closing the Park

There are around 20 active volunteers. The volunteers generally come together for a monthly working bee.

Maintenance and capital works projects within the Park are usually managed by the Senior Ranger and undertaken in-house by Ranger staff and volunteers where possible. Other works are generally undertaken by local contractors rather than using Council's in-house parks, gardens and outdoor staff. The Senior Ranger has flexibility in the Park's budget to allocate funds where needed.

## 2.6 Marketing

The marketing and promotion of the Park is undertaken as part of the broader marketing of Broken Hill. The Park is promoted as a 'must see' attraction by the Broken Hill Visitor Information Centre. The Park is also featured in print-based and on-line promotional collateral for Broken Hill, the Outback NSW Region and the Outback touring routes, with this funded from the Park's advertising budget. The Bajo el Sol Jaguar Sculpture at sunset is an iconic image that is used in most of the promotional collateral for the City and Outback Region.

The destination marketing of Broken Hill is limited. While Broken Hill City Council has a marketing budget for the City, Council does not have a marketing department nor a marketing strategy. The last destination marketing campaign for the City and surrounding region was undertaken by Destination NSW in 2020, with smaller, follow-up campaigns in 2021 and 2022. The 'It's Out There' campaign focused on the 'marriage of art, history, nature and quirky' and involved marketing via social media with supporting magazine articles and large posters. The Jaguar sculpture was featured in the campaign and used on one of the posters.

Visitor Service
Coordinator

Living Desert
Living Desert
Ranger Labourer

Living Desert
Ranger Trainee

**Chief Corporate** 

and Community

# 2.7 Entry and Camping Fees

The current entry and camping fees are:

Park Entry Fee	Campsite Fees – Van Sites	Campsite Fees - Tent Site
<ul> <li>Day Visitor: \$10 per adult; \$7 child (5-15 years), concession, students and groups; \$25 per family; children under 5 free.</li> <li>Campsite User: \$7 per person; \$25 per family; children under 5 free.</li> <li>Local Resident Annual Pass: \$25 per adult</li> </ul>	<ul> <li>Per Site per Night: \$25 - includes 2 adults</li> <li>Additional Adult (age 16+): \$12 per night     Additional Child (age 5-15): \$5 per night</li> <li>Child (under 5 years): Free</li> </ul>	<ul> <li>Adult (age 16+): \$12 per night</li> <li>Child (age 5-15): \$5 per night</li> <li>Child (under 5 years): Free</li> </ul>

For day visitors, the Park entry fees are payable via a payWave ticket machine at the Park entry information shelter. The shelter is manned by Rangers during peak periods and operates on an honour system at other times. The day visitor entry ticket is valid for a period of 24 hours, so that visitors entering the Park for sunset viewing, can return the next day to explore the Park. This does not appear to be promoted.

Accommodation (and accompanying park entry) can be booked and paid for on-line through the Bookeasy reservation system or booked through the Broken Hill Visitor Information Centre. The Park entry fee is payable for the first day of the stay only.

Broken Hill City residents can purchase an annual pass which also provides entry to the GeoCentre. The annual pass is not promoted with the take-up rate being very low, around 20-30 people per year.

#### 2.8 Park Users

The LDSP attracts a variety of users including:

- Independent travellers exploring the City and surrounding region. Broken Hill attracts over 220,000 visitors per annum².
- Coach and rail tour groups. There are around 20 coach companies from across Australia that include the LDSP
  in their outback tour itineraries. A local tour operator runs tours of Broken Hill which include the LDSP for Indian
  Pacific Rail passengers. Two other local tour operators also include sunset viewing at the sculptures as part of
  their tour packages.
- Social groups, including caravan and RV clubs, car and motorcycle clubs, 4WD groups etc.
- Local residents visiting for picnics and recreation, with the Sundown track used for fitness and to exercise dogs.
- Wilyakali and other First Nations people, with the Wilyakali people running cultural activities for TAFE and school students and teachers.
- Regional residents, including groups from retirement homes.
- Artists and photographers, including the Broken Hill Art Exchange members and artists in residence.
- Filmmakers.
- · Wedding ceremonies and photographs.
- Government agencies generally for staff orientation and/or cultural training.
- Social and corporate functions with sunset drinks at the Sculptures popular with conference groups.
- · School excursions.
- Birdwatchers, including birdwatching clubs.
- Hikers / bush walkers.
- Event attendees, including people coming to Broken Hill for the Mundi Mundi Bash.

Visitation to the Park and use of the Starview Campsite is discussed in Chapter 3.

 $^{^{\}rm 2}\, {\rm Tourism}\, {\rm Research}\, {\rm Australia}\, \, {\rm LGA}\, {\rm Profiles}$  – Broken Hill City, 2019

# 2.9 Strengths & Attributes

The key strengths and attributes of the LDSP include:

- Unique setting with a combination of complex geology, rugged topography, extensive views, unique flora and fauna, bird 'hot spot' and spectacular night sky. The Park appeals to a broad range of visitors.
- Easy, safe access 15 minute drive from Broken Hill on a sealed road, with the Park's internal roads also sealed.
- Significant Aboriginal occupation site with the potential to provide an insight into Aboriginal lifestyle, heritage and culture and tell a myriad of stories.
- The sculptures, with these being one of Broken Hill's most popular attractions. The sculptures have a very high level of market place awareness. The Bajo el Sol Jaguar Sculpture at sunset is an iconic image that is used in most of the promotional collateral for the City and Outback Region.
- Quality primitive Campsite set in a small, secluded valley and surrounded by low ridges. The Campsite has basic amenities that are clean and well maintained, is attractively landscaped, offers night sky viewing experiences and, with the entrance gate, is considered safe.
- A range of facilities, attractions and activities for visitors including the picnic area, flora and fauna sanctuary
  which incorporates the arboretum, and a network of walking trails and viewing areas.
- · Dedicated and experienced Rangers with a wealth of knowledge and good customer service skills.
- A team of committed volunteers.
- The Park is essentially cost neutral, generating a profit in some years, with this balanced out by losses in other years. There is potential to increase the income generated by changes to operations and/or by increasing visitation.

# 2.10 Issues and Challenges

The main issues and challenges faced in developing and operating the LDSP are summarised in Table 2.1.

Table 2.1 LDSP: Issues and Challenges

#### Issues and Challenges The • The Park environment is fragile and still recovering from former pastoral and mining Environment activities. Drought, heavy rains, feral animals and inappropriate / over-use can cause significant damage, with weed and feral animal management being on-going problems. • Balancing development and use with conservation objectives. A strong part of the appeal of the Park is the immense, seemingly remote, ancient landscape. Any development requires careful consideration of the visual impact so as not to detract from the character of the Park and the 'immersion' experience. Wilyakali / First • While the LDSP is a significant occupation and cultural site for the Wilyakali people, there Nations has been minimal formal engagement with and input from the Traditional Owners in involvement developing and managing the Park. The Product & • The LDSP has developed organically over-time, generally in response to an idea and/or Experience perceived need. While intentions have been good, the execution has often been wanting. Offered - LDSP Facilities and infrastructure (particularly pathways, signage and fencing) have been installed at low cost and enabled by the recycling of items from other Council sites, grant funding for new facilities and a mix of primarily ranger and volunteer labour. There is a need for a coordinated approach to the development, presentation and interpretation of

#### **Issues and Challenges**

the Park, with this being in-keeping with and reflecting the quality and uniqueness of the Park environment.

- The Sculptures and viewing the sunset are a key driver of visitation and often promoted in isolation to the other attractions and activities available in the Park. When planning their visit to Broken Hall visitors may not be aware that their entry ticket is for a 24 hour period and so allow for visiting the Sculptures at sunset, rather than allowing more time for exploring the Park. For repeat visitors to Broken Hill there may also be an element of 'been there, done that, not paying to do it again', not realising that the Park has more to offer.
- There is some criticism locally of the sculptures. While the Symposium is recognised as a
  significant event in Broken Hill's history, concerns have been expressed about the lack of
  connection between most of the sculptors and Broken Hill with only one the sculptors
  being local, and that the sculptures are not necessarily quality works of art. There is
  desire to see additional sculptures by First Nations people, local artists and women.
- The Aboriginal experience is poor, with limited information on the significance and use of the site by the Traditional Owners. The Aboriginal occupation sites in the picnic area precinct are poorly presented and interpreted.
- The Park is not activated. There are no tours, cultural activities, events or new art and/or lighting installations that would raise the profile of the Park, generate media coverage, encourage locals to visit and attract more visitors.
- There are limited opportunities for people with disability to access and enjoy the Park.
   While the picnic area and Campsite are largely accessible, the Sculptures, Sanctuary and Arboretum are not. There is a need for at least one fully accessible trail.
- The caravan sites in the Starview Campsite are operating at or close to capacity during peak visitor season (April to September).

# The Product & Experience Offered – Broken Hill

• The LDSP is one of the attractions patronised by visitors to Broken Hill, rather than being the reason that people visit the City. As such visitation to the LDSP is dependent on the strength of Broken Hill as a destination. As a visitor destination Broken Hill is tired. The Line of Lode has closed; the LDSP and Big Picture are tired with nothing new to encourage repeat visitation; and the arts scene has lost some of its vibrancy and profile. New product in Silverton is resulting in increased visitation to the town, with the Mundi Mundi Lookout competing directly with the LDSP for sunset viewing, with the Mundi Mundi experience being free. When open, Imperial Lakes will compete with the LDSP for patronage by local residents. It will also provide Broken Hill with a new tourist attraction which will help to strengthen the destination and provide opportunities to promote activities (e.g. bushwalking, birdwatching) across multiple locations.

#### Visitor and Staff Safety

- The Park is an extreme environment. The landscape is a series of ridges with no significant landmarks and visitors can become confused and disoriented. Visitors have been lost in the Park, particularly on the Sundown Track. Heavy rain results in fast-flowing runoff, with the dry creeks rising quickly and the flow being strong which can become dangerous for visitors to cross. Visitors also do not understand the climate and are not prepared for the rapid changes in the temperatures. High daytime temperatures can result in sunstroke and dehydration, while low temperatures and wind chill can result in hypothermia. There is also the chance of snake bite or injury on the walking tracks. The risks associated with the extreme environment are part of the argument for not extending the walking tracks in the Park.
- The Park does not have a manned ranger station or visitor centre where visitors can go for help. Being responsible for the Common and Regeneration Areas, Ranger staff are not always on-site, and when they are, they may be working in areas that are not visible or accessible to the public. There are also risks associated with staff working alone in the Park.
- Mobile phone coverage is extremely patchy, with most of the Park having no coverage. This
  increases risk for both staff and visitors. It also limits the ability to use digital technology in
  the Park for interpretation and operations. Mobile phone coverage would significantly
  reduce the risk for both staff and visitors.

Issues and Challenges

#### • There is no safe way for people staying in the Campsite to walk to the Sculptures, with the road to the sculptures being too narrow for shared access. There is a need for a track between the Campsite and the Sculptures. Park Entry -• Around 85% of entry fees are paid at the Park entry pay-bay. While Rangers staff the Revenue information booth at peak times, for most of the time, the Park operates on an honour Collection system. City residents are aware that the booth is generally not manned and there is minimal enforcement. It is highly likely that some local residents and their visitors are entering the Park without paying. There is a strong 'word-of-mouth' referral system between visitors (particularly amongst caravaners and RV'ers), resulting in some visitors likely to be aware that the entry booth is generally not manned and tickets not checked, with visitors willing to take the risk of not paying. There is technology available to address The annual pass for local residents is not promoted, with the 'take-up' of the Pass being very limited. There are issues with how revenue has been recorded in Council's accounts, with revenue earned from the Campsite included in the payWave revenue and not allocated to the Operations, • The LDSP primarily operates independently with limited managerial oversight, Management organisational connection or input on service levels and works undertaken. and Staffing³ • There is limited documentation of operational policies and procedures to guide the day-today activities undertaken by Park staff. • There is no Asset Management Plan for the Park to provide the direction and framework for future capital works, maintenance and renewal programs. The need for information capture and succession planning. The Senior Ranger, who has been with the Park since its inception and holds a wealth of knowledge, is approaching retirement. It is important that the knowledge be captured and retained, and that there is a formal succession plan to ensure a smooth transition to a new Ranger. • Limited staff resources plus a strong reliance on volunteers. Volunteers are aging, with some likely to retire when the Senior Ranger retires. It is becoming increasingly difficult to attract volunteers. The Imperial Lakes Project is competing directly with the LDSP for volunteers. • The payWave system does not collect information on place of residence of Park visitors. It would be desirable to collect post code data to monitor local vs external use and to provide input into marketing and promotion and strengthen grant applications. • The profit generated by the Park is going into Council's consolidated revenue rather than

#### Marketing and Promotion

• The marketing and promotion of Broken Hill and the LDSP is limited. Council does not have a Tourism or Economic Development Manager and there is no local tourism organisation or business chamber actively marketing the area. Broken Hill is dependent on marketing undertaken by Destination NSW, touring route committees, and independent operators, with this being disjointed and funding dependent. The LDSP has an advertising budget which is used to produce promotional collateral for the Park and to buy advertising space in externally produced promotional collateral.

being re-invested in Park operations, development and maintenance, which does not

- There is no direct marketing of Broken Hill to coach tour companies, conference and event organisers and other group markets.
- There is no marketing of the LDSP as a venue for events.

comply with Crown Land requirements.

 $^{^{\}rm 3}$  Includes challenges identified in the MorrisonLow Review of Living Desert Ranger Services

#### 3. VISITATION

#### 3.1 Visitor Data

Data on number of visitors to the Living Desert State Park is available for the five year period, 2019-20 to 2023-24 and for July to December 2024. Visitation in 2019-20, 2020-21 and 2021-22 was impacted by the COVID-19 pandemic with the Park being closed during April and May 2020 and again in September 2021. During the pandemic, international and domestic travel restrictions and State border closures skewed travel patterns, with Broken Hill becoming a popular destination for intrastate travel. The town also attracted people who were waiting for restrictions to ease to cross State borders.

2022-23 saw strong growth in domestic travel as international travel was slow to resume and flights were expensive. 2023-24 has seen domestic independent travel returning to pre-COVID patterns, and some recovery in the international visitor market. Visitation to the Park in the first six months of 2024-25 was lower than the corresponding period in 2023-24 but appears to be still above pre-COVID levels. The decline in 2024-25 is probably due to the market still settling post-COVID and the lack of marketing of Broken Hill as a destination. The coach tour market, which almost ceased during COVID, is still recovering.

Data is available for the number of visitors:

- Who pay at the pay-bay which is located on the main entry road on the western side of the Park;
- Staying at the Starview Campsite. Visitors are required to pay the Park entry fee on their first day of arrival only.
   The fee can be paid via the Pay Bay (which is included in the Pay Bay statistics) or through Bookeasy or at the Broken Hill Visitor Information Centre (VIC) as part of the Campsite reservation process; and
- Arriving in groups, including coach tour groups and school groups. Groups are required to book through the VIC
  and provide information on the number of passengers.

The data available under-estimates the number of visitors and visits to the Park. The pay-bay operates on an honour system and does not capture all visitors. In addition, there is no data collected on visitors that use the Sundown Track only.

The number of visitors is also less than the number of 'visits'. The entry fee is for a 24 hour period, enabling people who purchase admission late afternoon to view the sunset at the Sculptures to return to the Park the following day. In addition, all visitors staying at the Starview Campsite are in the Park for at least part of two days, with 40.5% of Campsite visitors staying 2 or more nights in the Park.

Information is not available on the place of residence of day visitors to the Park, so it is not possible to determine patronage by local residents. While Broken Hill City Council has an annual pass for residents this has not been promoted and the take-up has been minimal.

## 3.2 Total Visitors to the Living Desert State Park

Over the past five years, visitation to the Living Desert State Park has fluctuated significantly. Visitation was high in 2020-21 and 2022-23 with 47,680 and 48,587 visitors respectively. The high visitation was due primarily to the COVID-19 travel restrictions combined with the marketing undertaken by DNSW. In 2023-24, the Park attracted 40,303 visitors, down 17.0% from 2022-23. In the first 6 months of 2024-25, the Park attracted 19,910 visitors, down 12.6% (2,716 visitors) on the same period in 2023-24.

In 2023-24, 84.6% of the visitors paid using the entrance pay-bay, 10.0% paid through Bookeasy as part of their Starview Campsite reservation and 5.4% were visiting as part of organised groups (e.g. coach tours, school excursions).

The Sculptures are the primary attraction for most visitors, with viewing the sunset at the Sculpture Hill being promoted as a 'must do' experience for both Broken Hill and Outback NSW.,

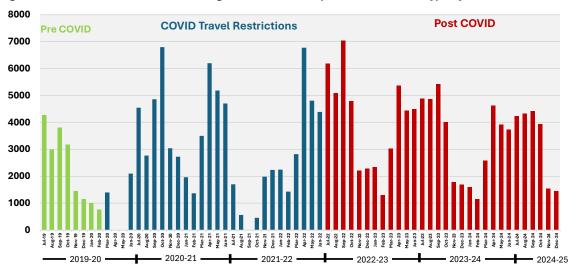


Figure 3.1 Number of Visitors to the Living Desert State Park (Paid Admissions only) July 2019 to June 2024

Visitation is highly seasonal, with the high season typically being from April to September, shoulder season in March and October and low season over summer, from November to February. In the past few years, visitation in October has increased significantly, with this partly due to changes in travel patterns due to the COVID travel restrictions and partly due to the marketing campaign undertaken by Destination NSW from 2020 to 2022 which was aimed at building visitation during the shoulder periods. In 2023-24, 68.1% of visitation occurred during high season (April to September), 16.3% in shoulder season (October and March) and 15.5% in low season (November to February). The number of visitors ranged from 5,418 in September (average of 180.6 per day) to 1,158 in February (average of 39.9 per day).

#### **Group Visitation**

Group visitation includes local tour groups, coach tour groups, school excursions, social groups (e.g. retirement home excursions) and people attending functions. Group visitation is booked through the Broken Hill VIC. Most group visitation occurs during high and shoulder seasons. The group market was severely impacted by COVID-19 and is still recovering.

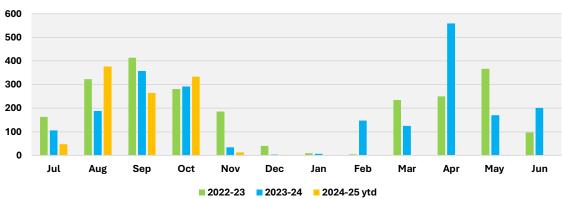


Figure 3.2 Group Visitation (number of people) to the LDSP, 2022-23, 2023-24 and 2024-25 ytd.

In 2023-24 there were 2,567 visitors arriving in the Park in groups, with the groups comprising:

- 1,131 visitors on tours provided by local operators Silver City Tours, Broken Hill City Sites Tours and Overland Adventures. These tours generate visitation year-round.
- 737 coach tour passengers. 18 coach companies brought 28 tour groups to the LDSP. Coach tours are concentrated between April and October, with no tours from November to March.
- 550 school students from four schools; one local (78 students), one from Cobar (54 students), one from Melbourne (37 students) and one from Sydney (381 students).
- 122 work-related visitors organised by four government agencies.

The number of group visitors in the first 6 months of 2024-25, was 5.7% higher than in the same period in 2023-24 (56 additional visitors).

The Park also attracts the occasional conference function, with drinks at the Sculptures at sundown being a popular social activity.

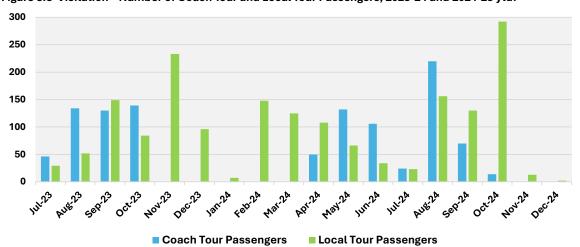


Figure 3.3 Visitation - Number of Coach Tour and Local Tour Passengers, 2023-24 and 2024-25 ytd.

#### **Events**

In the past, the LDSP has been used for several events including music events and the LEGO forest installation, with events boosting visitation.

#### 3.3 Starview Campsite

Data for the use of the Starview Campsite is taken from the Bookeasy Reservation system, with the data available being the date of booking; postcode of the person making the booking; arrival and departure dates; site fees paid; number of adults, children and infants; and whether the booking was made on-line or at the Broken Hill Visitor Information Centre. Bookings can be made up to 12 months ahead.

Detailed booking data is available for 2022-23, 2023-24 and the first six months of 2024-25. For this analysis the booking data was divided into months based on the day of arrival. Site nights, number of visitors, and takings per booking were allocated to the month of the day of arrival. There are minor inaccuracies in the monthly data as a very small proportion of bookings extended into the next month (e.g. a two night booking could span the last day of one month and the first day of the next month). This data is summarised below with the Analysis Tables given in Appendix 1.

#### **Campsite Users**

**Bookings and Site Nights:** In 2023-24 there were 2,015 bookings for the caravan and camping sites with these generating 3,258 site nights. 86.8% of bookings and 88.0% of sites nights were for the caravan sites with 13.2% of bookings and 12.0% of nights being for the camping area. The number of bookings and site nights in 2023-24 were marginally higher than in 2022-23, up 1.2% and 3.5% respectively. In the first six months of 2024-25, there were 894 bookings and 1,406 site nights, with bookings and site nights being 14.0% and 14.3% lower than the corresponding period in 2023-24.

Bookings are seasonal, with peak season extending from April to September, March and October being shoulder season and November to February low season. In 2023-24, 68.3% of bookings and 70.5% of site nights occurred during high season, with 16.7% of bookings and 16.2% of site nights occurring in the shoulder season and 15.0% of bookings and 13.3% of site nights occurring during low season. The average number of site nights per month was 383 in peak season (12.6 per night), 264 in shoulder season (8.6 per night) and 108 in low season (3.6 per night).



Figure 3.4 Bookings and Site Nights by Month - July 2022 to December 2024

**Length of Stay:** In 2023-24 the average length of stay was 1.62 nights, up 2.2% from 1.58 nights in 2022-23. The average length of stay ranged from 1.21 nights in January to 1.74 nights in April. The average length of stay in high season was 1.67 nights, declining to 1.57 nights in the shoulder season to 1.43 nights during low season. In 2023-24, 59.5% of bookings were for one night stays, 27.8% for two nights, 9.3% for three nights, 2.7% for four nights, 2.0% for five nights and 0.05% for six days.

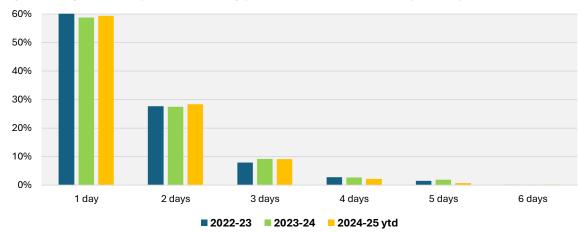


Figure 3.5 Nights Booked (% of Total Bookings) 2022-23, 2023-24 and 2024-25 (July-Dec)

**Takings (\$):** In 2023-24, the Campsite generated \$96,844 in income, with 73.8% (\$71,455) coming from site fees and 26.2% (\$25,389) from Park admission fees. Total income was 19.7% higher than the income generated in 2022-23. The financial performance of the Campsite is discussed in Section 4.2.

**Visitors and Visitor Nights:** In 2023-24 4,088 visitors stayed at the Campsite, with these visitors generating 6,527 visitor nights. The average number of visitors per booking was 2.03, with the average per site night being 2.00. The number of visitors and visitor nights in 2023-34 was marginally higher than in 2022-23, up 0.5% and 0.1% respectively. 89.1% of visitors were adults with 10.9% being children and infants. In the first six months of 2024-25, the Campsite attracted 1,828 visitors with these visitors generating 2,878 visitor nights. The number of visitors and visitor nights in 2024-25 ytd, was 15.9% and 15.2% lower, respectively, than visitors and visitor nights for the corresponding period in 2023-24.

**Place of Residence:** Postcode data is available for 2023-24 for the person who made the Campsite booking. 38.0% of visitors were from NSW, with 20.0% from Victoria, 19.7% from Queensland, 7.4% from South Australia, 5.8% from other States and 7.4% not stated. The main source of visitors were from the Brisbane metropolitan area (14.7%), Sydney metropolitan area (13.7%), Melbourne metropolitan area (10.8%) and the NSW Central Coast – Hunter Region (9.1%).

**Travel Party:** In 2023-24 adult couples accounted for 67.1% of bookings, with solo travellers accounting for 19.7%, families with children 11.1% and 3 or more adults travelling together (no children) 1.5%. From 2022-23 to 2023-24, there was an increase in the number of solo travellers (up 4.5%) and families with children (up 29.1%) and a decline in the number of adult couples (down 2.7%) and small groups of adults (down 22.5%).

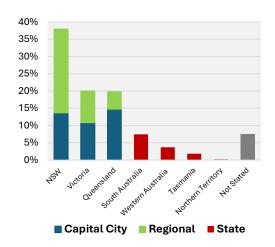


Figure 3.6 Place of Residence of Person who made the Campsite Reservation, 2023-24

**Booking Source:** In 2022-23, 90% of Campsite bookings were on-line with 10% made by VIC staff. In 2023-24, 87.2% of Campsite bookings were made on-line, with 12.8% made by VIC staff. The number of bookings made by VIC staff in 2023-24 was 29.1% higher than in 2022-23. For the first six months of 2024-25, 92.2% of bookings were made on-line and 7.8% by VIC staff.

**Booking Lead-Times:** In 2023-24, 44.4% of Campsite bookings were made on the day of arrival with 17.2% made the day before, 5.8% two days before and 3.7% three days prior to arrival. 2.3% of bookings occurred 6-12 months in advance. The booking lead times were longer during high season and shorter during low season.

Figure 3.7 Booking Lead Times, 2023-24

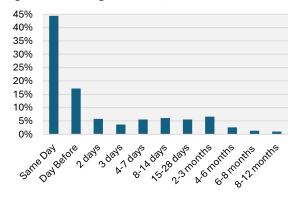
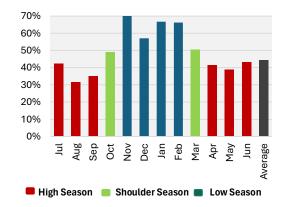


Figure 3.8 Same Day Bookings by Month, 2023-24



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#### Site Occupancy

Caravan site and campground occupancy rates were calculated by analysing the booking data for each site, for each day for the period July 2022 to December 2024. As such the site occupancy data varies marginally from the site nights given above which relate to month of arrival. Site occupancy is calculated by dividing the number of nights booked by the total number of site nights available, namely, 15 per night for the caravan sites and 8 per night for the primitive camping sites.

#### Caravan Sites

In 2023-24 there were 2,871 site nights equating to an annual occupancy rate of 52.3%. From 2022-23 to 2023-24 the number of site nights increased by 3.3% (92 additional nights) with the site occupancy rate increasing by 1.5% points. Site occupancy is highly seasonal, peaking from April through to September with low season extending from November to February. (Figure 3.9).

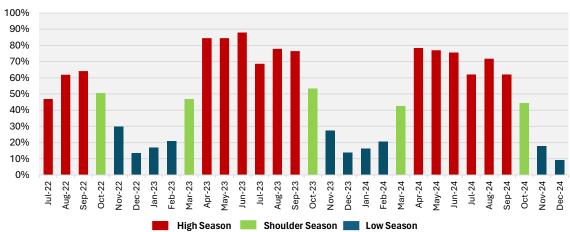


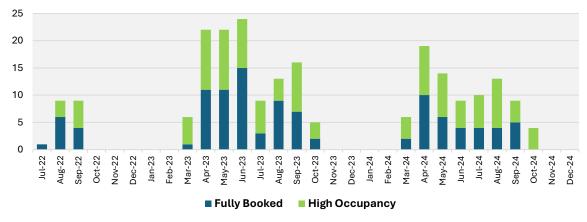
Figure 3.9 Monthly Caravan Site Occupancy

From July 2022 to December 2024, the caravan sites were fully booked on 105 days (49 days in 2022-23, 43 days in 2023-24 and 13 days from July – December 2024). There were only 8 days in 2022-23, 15 days in 2023-24 and 20 days in the first 6 months of 2024-25 where there were no caravan sites occupied.

At full occupancy, Council is turning away bookings. In addition, in many cases in the days before the sites being fully booked, occupancy rates were high with 12 to 14 sites booked per night. This indicates that people seeking to stay more than one night may not have been able to secure multiple nights (particularly on the same site) and may have decided to only book one night or not stay at the Campsite. It also indicates that people travelling with other caravanners (small groups) may not have been able to secure enough sites for all of the vans to stay, with the group looking elsewhere. In addition to when the sites were fully occupied, there were potentially 44 days in 2022-23, 48 days in 2023-24, and 23 days in the first 6 months of 2024-25 where Council was probably losing bookings as some travellers could not secure their preferred number of nights and/or sites.

The high demand during peak season indicates that additional sites are required during this time. This could be achieved by expanding the existing Campsite or providing an overflow camping area to accommodate demand during peak periods. Recreational vehicles (RVs) and the majority of caravans are fully self-contained and do not need access to amenities. The car park at the picnic area could potentially be used for RV camping (single night stays only) at peak times.

Figure 3.10 Estimated Number of Days by Month when Caravan Site Bookings were Potentially Lost, July 2022 to December 2024 (Number of days when the caravan sites were fully booked (100% occupancy) and days with high occupancy rates where Council may be losing business as travellers cannot book the number of sites or site nights required)



#### **Camping Sites**

100%

While there are no dedicated sites in the camping area, Council caps numbers at 8 bookings per night. In all months between July 2022 and December 2024 site occupancy has been less than 30%. In 2023-24 there were 399 bookings for the camping area, with this equating to an annual average site occupancy of 13.6%. The number of site nights in 2023-24 was 8.4% higher (31 additional nights) than in 2022-23, with site occupancy being one percentage point higher. In the first half of 2024-25, there were 112 bookings for the camping area with these bookings generating 153 site nights. The number of site nights from July to December 2024-25 was 24.3% lower than for the corresponding period in 2023-24.

Figure 3.11 Monthly Camping Site Occupancy, July 2022 to December 2024

In the 30 months from July 22 to December 2024 the camping area only reached capacity on one night. In 2022-23 and 2023-24 the there were no campers on 177 nights and 133 nights respectively.

High Season Shoulder Season Low Season

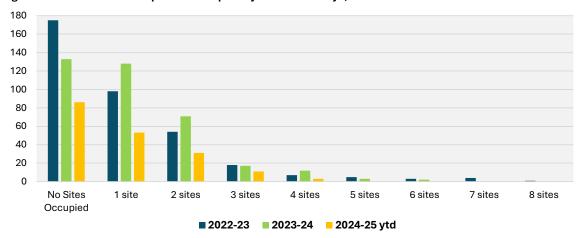


Figure 3.12 Number of Camp Sites Occupied by Number of Days, 2022-23 and 2023-24

### 4. FINANCIAL PERFORMANCE

## 4.1 Living Desert State Park - Consolidated Profit & Loss

The Profit and Loss (P&L) Statements for the LDSP from 2016-17 to 2023-24 is provided in Table 4.1. The Starview Campsite opened in late 2017, with the first full year of trading being 2018-19. The COVID-19 pandemic travel restrictions resulted in abnormal trading years from 2019-20 to 2021-22.

Over the past 8 years, the LDSP has traded profitably in four years (2017-18, 2020-21, 2022-23 and 2023-24), with losses incurred in the other years. The trading figures do not include an allowance for Council overheads or depreciation. If these items were included the LDSP would be operating at a loss. It should be noted that most parks and reserves (including National Parks and State Parks) operate at a significant loss.

In the LDSP P&L there are issues with the allocation of income across the three different account numbers with the revenue allocation to the Campsite account not aligning with the revenue collected from the Bookeasy reservation system. For this analysis, 'admission' and 'other facility hire fees' from the three accounts (00001400-LIV-Living Desert; 00001809-Living Desert-Sculpture Symposium; and 00001810-Living Desert-Campsite) have been added together as 'Admission and Campsite Fees'. Sundry income from each of the accounts and 'Other Statutory Charges – Sundry' have been added together and referred to as 'Sundry Income'. Fees paid for filming in the LDSP are recorded separately by Council and not included in the Park's income.

In 2023-24, the total income was \$353,267, up 3.8% (\$12,922) on 2022-23. Total operating expenses were \$304,623, with 81.1% of expenses relating to Park operations and 18.9% to Campsite operations. Labour is the primary operating expense, with wages and salaries accounting for 71.1% of Park expenses and 92.7% of Campsite expenses. The net profit was \$48,465, with the profit margin being 13.8%.

Table 4.1 LDSP - Profit and Loss Statement (\$), 2016-17 to 2023-24

Item	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	
			COVI	D-19 AFFE	CTED				
INCOME									
Admission & Campsite Fees	348,945	317,920	187,325	319,015	145,120	188,745	179,471	168,738	
Wages Subsidy	4,322	22,426	0	0	0	0	0	0	
Contributions Received Other	0	0	0	0	0	0	10,000	0	
Sundry Income	0	0	44	810	0	5,045	10,464	10,796	
Total Operational Income									
Total Income	353,267	340,346	187,369	319,824	145,120	193,790	199,935	179,534	
<b>OPERATING EXPENSES - PAR</b>	K								
Wages & Salaries	175,567	158,930	160,910	138,182	131,099	144,278	148,721	137,915	
Contractors	17,540	15,638	3,741	18,930	10,927	6,721	16,159	15,553	
Consultants		0	0	0	0	15,471	0	0	
Plant Short term External Hire		0	0	0	0	0	0	509	
Education	1,422	0	0	0	0	0	0	0	
Printing & Photocopying		0	0	0	0	679	0	650	
Materials Purchased	20,896	16,851	29,390	12,381	25,105	18,311	13,397	21,136	
Water Charges	4,991	3,435	4,677	4,636	6,395	6,953	6,884	2,518	
Electricity	1,177	807	740	644	822	904	927	719	
Gas Charges	1,506	1,478	1,975	675	-29	435	709	1,036	
Furniture & Equipment		3,123	0	0	0	0	0	0	
Domestic Trade Waste	148	0	0	0	0	0	0	0	
Advertising	7,643	10,801	0	6,097	2,100	0	314	0	
Other Sundry Expenses		426	121	0	0	66	0	2,545	
Bank Fees & Charges	8,756	7,535	5,765	6,693	748	0	0	0	
Catering	939	865	41	206	434	310	775	1,403	
Software/Database Licenses	5,538	5,269	2,875	1,472	600	0	0	0	
Subscriptions Memberships		0	0	0	0	314	1,411	1,098	
Mobile Phone Charges		0	0	0	0	343	669	678	

Item	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
			COVI	D-19 AFFE	CTED			
Conference Registration	760	0	0	0	0	0	44	0
Plant Hire - Internal Usage	200	1,014	1,344	345	1,553	917	3,106	26,568
Park Operating Expenses	247,083	226,173	211,580	190,260	179,753	195,701	193,116	212,326
<b>OPERATING EXPENSES – CAM</b>	IPSITE							
Total Wages and Salaries	53,338	50,546	52,389	50,559	25,562	11,943	4,816	-
Contractors	1,610	6,080	1,200	2,273	373	1,600	0	0
Materials Purchased	213	5,964	757	172	2,600	785	1,124	0
Catering					0	84	0	0
Software/Database Licenses	2,379	2,543	2,505	1,002	0	0	0	0
Campsite Operating Costs	57,539	65,133	56,851	54,005	28,535	14,411	5,940	-
Total Operating Expenses	304,623	291,305	268,431	244,265	208,287	210,112	199,056	212,326
Operating Profit / Loss	48,645	49,040	- 81,063	75,559	- 63,167	- 16,322	879	- 32,792

Source: Based on the P&L statement provided by Broken Hill City Council

## 4.2 Starview Campsite Profit & Loss

Income generated by the Campsite is available from the Bookeasy reservation system, with information available on income from site fees for the van sites and camping sites and the Park entry fee paid by Campsite users.

In 2023-24, the total income generated by the Campsite was \$96,844, up 19.7% on 2022-33 (\$80,885). Site fees generated 73.8% of income (caravan sites 65.5% / tent sites 8.2%), with Park entry fees accounting for 26.2% of income. The net operating position of the Campsite in 2022-23 and 2023-24 is summarised in Table 4.2. In both years the Campsite generated a profit, with the profit in 2023-24 being \$39,305, up 149.5% from 2022-23. Wages and salaries are the main expense accounting for 92.7% of operating costs in 2023-24.

Table 4.2 Starview Campsite - Profit and Loss, 2022-23 and 2023-24

	202	2023-24 2022-23			
Income#					
Caravan Sites	\$ 63,469	65.5%	\$ 53,665	66.3%	18.3%
Camping Sites	\$ 7,986	8.2%	\$ 6,170	8.3%	19.0%
Total Site Fees	\$ 71,455	73.8%	\$ 60,375	74.6%	18.4%
Park Admission Fees	\$ 25,389	26.2%	\$ 20,510	25.4%	23.8%
Total Campsite Income	\$ 96,844	100.0%	\$ 80,885	100.0%	19.7%
Operating Expenses*					
Wages & Salaries	\$53,338	92.7%	\$50,546	77.6%	5.5%
Contractors	\$ 1,610	2.8%	\$ 6,080	9.3%	-73.5%
Material Purchased	\$ 213	0.4%	\$ 5,964	9.2%	-96.4%
Software / Database Licenses	\$ 2,379	4.1%	\$ 2,543	3.9%	-6.4%
Total Operating Expenses	\$57,539	100.0%	\$65,133	100.0%	-11.7%
Net Profit / Loss	\$39,305		\$15,752		149.5%
As % of Revenue	40.6%		19.5%		

# Income taken from Bookeasy data.  $\star$  Expenses taken from Council P&L statement for LDSP.

## 4.3 Living Desert State Park Profit & Loss

The P&L for the LDSP excluding the Campsite is given in Table 4.3. In 2023-24, the Park had an income of \$256,423, with 98.3% generated by admission fees and 1.7% by a wage subsidy. Income from admission fees was 6.4% higher than in 2022-23. Park operating expenses were \$247,083, 9.2% higher than 2022-23. The Park had a net profit of \$9,340 down 71.9% from 2022-23 (\$33,288).

Table 4.3 Living Desert State Park (excluding Campsite) - Profit and Loss, 2022-23 and 2023-34

	202	3-24	202	% change 2022-23 – 2023-24	
Income#					
Admission Fees	\$252,101	98.3%	\$237,035	91.4%	6.4%
Wages Subsidy	\$ 4,322	1.7%	\$ 2,2426	8.6%	-80.7%
Total Income	\$256,423	100.0%	\$259,461	100.0%	-1.2%
Operating Expenses					
Wages and Salaries	\$175,567	71.1%	\$158,930	70.3%	10.5%
Other Expenses	\$ 71,516	28.9%	\$ 67,243	29.7%	6.4%
Total Expenses	\$247,083	100.0%	\$226,173	100.0%	9.2%
Net Profit / Loss	\$ 9,340		\$ 33,288		-71.9%
As % of Revenue	3.6%		12.8%		

[#] Income calculated by subtracting income generated by the Campsite (Bookeasy data) from total income given in Council's P&L for the LDSP.

#### LDSP MASTER PLAN IMPLEMENTATION - COST ESTIMATE

The LDSP Master Plan prepared by Environmental Partnership, provides a range of recommendations and actions that will improve the presentation and interpretation of the Park, increase the range of attractions and activities on offer and improve infrastructure and facilities. The estimated cost of implementing the Master Plan initiatives and recommendations is \$8.912 million.

While the Park has made a profit in some years, the profit is low. Summing the net profit and losses incurred from 2016-17 to 2023-24, the net position is a loss of \$19,221. The profit generated by the Park with the current level of visitation, is not sufficient to fund the implementation of the Master Plan. Council will need to rely on general revenue and grant funding to implement the Plan. Profit generated by the Park should be set-aside to accrue and be applied to Council's contribution when seeking grant funding.

Actions in the Masterplan that Council will need to provide or seek funding for are shown in Table 5.1.

Table 5.1 LDSP Master Plan Actions: Cost Estimates

Deliv	erables / Actions	Order of
4 10	INFOTION TIONS AND DIAMBING	Cost (\$)
	IVESTIGATIONS AND PLANNING	122,500
1.2	Develop events guidelines for large and small events	7,500
1.4	Confirm approach to ongoing management of Art on site: Deliver 'Living Desert Arts and Cultural Management Plan'	15,000
1.5	Undertake detailed assessment of potential Star Walk / Sky Walk to Sculpture Hill - reviewing environmental and costs feasibility	15,000
1.8	Review potential for expansion of accommodation (e.g. glamping, cabins)	15,000
1.9	Provide opportunity for First Nations community to input into planning and design of new elements	20,000
1.10	Investigate options to manage access to pay for use areas e.g. key pass access systems integrated with vehicle and pedestrian gates as applicable.	10,000
1.12	Undertake review of potential MTB trail links in the south west of the LDSP to complement the other aspects of the Park offering to locals and visitors	10,000
1.16	Road safety: Investigate feasibility to widen and resurface roadway to the Sculpture Hill	7,500
1.17	Recreational trail network: Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied user needs (e.g. distance, difficulty, accessibility)	7,500
1.18	Investigate and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	15,000
2. C	ULTURAL HERITAGE CONSERVATION AND MANAGEMENT	30,000
2.1	Heritage and Archaeological Conservation: Protect and conserve items of heritage significance	30,000
3. C	APITAL WORKS	6,934,500
Impro	oved Telecommunications	35,000
3.1	Improved telecommunications: Implement preferred booster tower solution to expanding coverage	35,000
Wayfi	inding Signage and Arrival Experience	1,133,000
3.2	Provide wayfinding signage	7,500
3.3	Artwork – Nine Mile Road	60,000
3.4	LDSP entry statement and gate upgrade	10,000
3.5	Upgrade entry access / entry pay node	300,000
3.6	Upgrade entry access / entry pay node + office building	750,000
3.7	Upgrade road signs within the Park	5,500
Park F	Roads	1,026,000
3.8	Improve intersection safety – roadworks and signage	150,000
3.9	Widen tight bend on Valley entry roadway	75,000
3.10	Widen and resurface roadway to Sculpture Hill	801,000
Habit	at And Environment	137,500
3.11	Plan and implement revegetation on road edge zones	50,000
3.12	Manage feral animals and insects to control erosion	50,000
3.13	Plan and implement ridgeline and hill top revegetation	25,000
3.14	Stabilise creek-line in Valley picnic and carpark area	7,500
3.15	Stabilise drainage lines adjoining roads	5,000

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Recreational Traits – Hiking & Mountain Bike 3.16 Plan and construct Campste to Sculpture Hill Walk 3.17 Plan and construct additional trail loops around campsite 105,000 3.18 Plan and construct trail from Sundown Hills to Sanctuary 95,000 3.19 Plan and construct trail from Sundown Hills to Sanctuary 255,000 3.20 Provide accessible access route to the Arboretum 255,000 3.21 Plan and construct HTB trails 100,000 1.22 Plan and construct HTB trails 100,000 1.23 Improve Sanctuary entry experience and interpretative node 175,000 3.23 Improve Sanctuary entry experience and interpretative node 175,000 3.24 Improve Protection and interpretation of camp ovens 3.25 Improve viewing experience for rock engravings 2.25 Improve viewing experience for rock engravings 3.26 Provide additional shelter / shade in picnic area and at trail heads 3.27 Provide nature play zone adjoining picnic area 3.000 3.29 Provide accessible track from Sanctuary entry node to feeding area 1.27 Provide nature play zone adjoining picnic area 3.000 3.29 Investigate options to improve accessibility of Arboretum track 7.500 3.30 Investigate options to improve accessibility of Arboretum track 7.500 3.31 Build shaded hides for bird and fauna watching 2.50,000 3.32 Upgrade Hilltop Sanctuary lookout 4.500 3.33 Plan and implement permanent and temporary art installations 3.34 Plan and construct new viewing experience walk (Star / Sky Welk) 3.36,000 3.37 Plan and construct new viewing experience walk (Star / Sky Welk) 3.39 Plan and construct new viewing experience walk (Star / Sky Welk) 3.39 Plan and construct new viewing experience walk (Star / Sky Welk) 3.40 Plan and construct new viewing experience walk (Star / Sky Welk) 3.50,000 3.41 Plan and upgrade track head facilities and signage 3.42 Improve accessibility to tollets and Showers 3.43 Plan and upgrade stargazing circle 3.44 Plan and upgrade stargazing circle 3.45 Plan and upgrade stargazing circle 3.46 Plan and upgrade stargazing circle 3.47 Plan and upgrade stargazing circle 3.48 Plan and upgrade sta	Deliv	erables / Actions	Order of Cost (\$)
9.16       Plan and construct Campsite to Sculpture Hill Walk       520,000         3.17       Plan and construct trail from Sundown Hills to Sanctuary       95,000         3.18       Plan and construct trail from Sundown Hills to Campsite       240,000         3.20       Provide accessible access route to the Arboretum       255,000         3.22       Plan and construct MTB trails       100,000         Improvements To The Valley Precinct       313,000         3.23       Improve Sanctuary entry experience and interpretative node       175,000         3.24       Improve Protection and interpretation of camp ovens       10,000         3.25       Improve Sanctuary entry experience and interpretative node       25,000         3.26       Provide additional shelter / shade in picnic area and at trail heads       50,000         3.27       Provide accessible track from Sanctuary entry node to feeding area       23,000         3.29       Provide accessible track from Sanctuary entry node to feeding area       23,000         3.30       Investigate options to improve accessibility of Arboretum track       7,500         3.31       Build shaded hides for bird and fauna watching       26,000         3.32       Invoice and implement permanent and temporary art installations       25,000         3.32       In and and implement permanent and temporar	Recre	eational Trails – Hiking & Mountain Bike	
3.18 Plan and construct trail from Sundown Hills to Campsite 240,000 3.19 Plan and construct trail from Sundown Hills to Campsite 255,000 3.20 Provide accessible access route to the Arboretum 255,000 3.22 Plan and construct MTB trails 100,000 Improvements To The Valley Precinct 313,000 3.23 Improve Sanctuary entry experience and interpretative node 175,000 3.24 Improve protection and interpretation of camp ovens 10,000 3.25 Improve viewing experience for rock engravings 25,000 3.26 Provide additional shelter / shade in picnic area and at trail heads 50,000 3.27 Provide accessible track from Sanctuary entry node to feeding area 23,000 3.29 Provide accessible track from Sanctuary entry node to feeding area 23,000 3.10 Provide accessible track from Sanctuary entry node to feeding area 23,000 3.29 Provide accessible for bird and feature as a feeding area 23,000 3.10 Provide accessible for bird and feature as a feeding area 24,000 3.10 Provide accessible for bird and feature with a feeding area 25,000 3.11 Build shaded hides for bird and feature watching 26,000 3.12 Upgrade Hilltop Sanctuary lookout 4,500 3.13 Build shaded hides for bird and feature watching 26,000 3.14 Plan and construct access walkway to Sculptures 126,000 3.15 Improve and seal Sculpture Hill carpark 300,000 3.16 Improve and seal Sculpture Hill carpark 300,000 3.17 Plan and construct support lookout points near car park 25,000 3.18 In an and install toilet to service Sculpture Hill 30,000 3.19 Plan and upgrade track head facilities and signage 35,000 3.10 Plan and upgrade track head facilities and signage 35,000 3.15 Plan and upgrade track head facilities and signage 35,000 3.16 Plan and upgrade car park for event use 31,000 3.17 Plan and upgrade track head facilities and signage 35,000 3.19 Plan and upgrade track head facilities and signage 35,000 3.10 Plan and upgrade carpark 30,000 3.11 Plan and upgrade carpark 30,000 3.12 Plan and upgrade carpark 30,000 3.13 Plan and upgrade carpark 30,000 3.14 Plan and upgrade carpark 30,000 3.15 Plan and dev	3.16	Plan and construct Campsite to Sculpture Hill Walk	520,000
3.19 Plan and construct trail from Sundown Hills to Campsite 255,000 3.20 Provide access solute to the Arboretum 255,000 3.21 Plan and construct MTB trails 100,000 Improvements To The Valley Precinct 313,000 3.22 Plan and construct MTB trails 100,000 3.23 Improve Sanctuary entry experience and interpretative node 175,000 3.24 Improve protection and interpretation of camp ovens 10,000 3.25 Improve viewing experience for rock engravings 25,000 3.26 Provide additional shetter / shade in picnic area and at trail heads 50,000 3.27 Provide nature play zone adjoining picnic area 30,000 3.28 Provide accessible track from Sanctuary entry node to feeding area 30,000 3.29 Provide accessible track from Sanctuary entry node to feeding area 23,000 3.20 Provide hand trail from Sanctuary entry node to feeding area 30,000 3.21 Build shaded hides for bird and fauna watching 26,000 3.22 Upgrade Hilltop Sanctuary lookout 90,000 3.23 Upgrade Hilltop Sanctuary lookout 90,000 3.24 Plan and construct access walkway to Sculptures 25,000 3.25 Plan and implement permanent and temporary art installations 25,000 3.26 Plan and construct new viewing experience walk (Star / Sky Walk) 376,000 3.27 Plan and construct rew viewing experience walk (Star / Sky Walk) 376,000 3.28 Plan and construct support lookout points near car park 25,000 3.29 Plan and construct support lookout points near car park 25,000 3.20 Plan and implement permanent and temporary art installations 30,000 3.21 Install two additional toilets at Campsite 165,000 3.22 Improve accessibility to toilets and showers 5,000 3.23 Plan and upgrade track head facilities and signage 35,000 3.24 Plan and upgrade track head facilities and signage 35,000 3.25 Plan and upgrade track head facilities and signage 35,000 3.26 Plan and develop a glamping sinvestor / operator 3,000 3.27 Plan and upgrade track head facilities and signage 35,000 3.28 Plan and upgrade track head facilities and signage 35,000 3.29 Plan and develop a glamping sinvestor / operator 3,000 3.29 Plan and develop a glamping	3.17	Plan and construct additional trail loops around campsite	105,000
3.20 Provide accessible access route to the Arboretum 3.22 Plan and construct MTB trails 100,000 3.23 Improve Sanctuary entry experience and interpretative node 3.24 Improve protection and interpretation of camp ovens 3.25 Improve viewing experience for rock engravings 2.5,000 3.26 Provide additional shetter / shade in picnic area and at trail heads 3.27 Provide additional shetter / shade in picnic area and at trail heads 3.29 Provide additional shetter / shade in picnic area and at trail heads 3.29 Provide additional shetter / shade in picnic area 3.29 Provide accessible track from Sanctuary entry node to feeding area 2.3,000 2.20 Improvements To The Arboretum And Flora And Fauna Sanctuary 3.90 Investigate options to improve accessibility of Arboretum track 3.10 Investigate options to improve accessibility of Arboretum track 3.11 Build shaded hides for bird and fauna watching 3.12 Upgrade Hilltop Sanctuary (bookout 3.13 Plan and implement permanent and temporary art installations 3.14 Plan and construct access walkway to Sculptures 3.15 Improve and seal Sculpture Hill carpark 3.16 Plan and construct new viewing experience walk (Star / SkyWalk) 3.17 Plan and construct support lookout points near car park 3.18 Plan and construct support lookout points near car park 3.19 Plan and construct support lookout points near car park 3.20 Plan and install toilet to service Sculpture Hill 3.0,000 3.21 Install two additional toilets at Campsite 3.22 Improve accessibility to toilets and showers 5.0,000 3.23 Plan and upgrade track head facilities and signage 3.24 Improve sculpture Plan and upgrade track head facilities and signage 3.25 Plan and upgrade car park 3.26 Plan and upgrade car park 3.27 Plan and upgrade car park 3.28 Plan and upgrade car park 3.29 Plan and upgrade car park 3.20 Plan and upgrade car park 3.20 Plan and upgrade car park 3.21 Plan and upgrade car park 3.22 Plan and upgrade car park 3.23 Plan and upgrade car park 3.24 Plan and upgrade car park 3.25 Plan and upgrade car park 3.26 Plan and upgrade car par	3.18	Plan and construct trail from Sundown Hills to Sanctuary	95,000
3.22         Plan and construct MTB trails         100,000           Improvements To The Valley Precinct         313,000           3.23         Improve Sanctuary entry experience and interpretative node         175,000           3.24         Improve protection and interpretation of camp ovens         10,000           3.25         Improve viewing experience for rock engrawings         25,000           3.26         Provide additional shetter / shade in picnic area and at trail heads         50,000           3.27         Provide nature play zone adjoining picnic area         30,000           3.29         Provide accessible track from Sanctuary entry node to feeding area         23,000           3.20         Provide accessible track from Sanctuary rentry node to feeding area         23,000           3.30         Investigate options to improve accessibility of Arboretum track         7,500           3.31         Build shaded hides for bird and fauna watching         26,000           3.32         Upgrade Hilttop Sanctuary lookout         4,500           3.33         Plan and construct access walkway to Sculptures         126,000           3.34         Plan and construct access walkway to Sculptures         30,000           3.35         Improve and seal Sculpture Hill         30,000           3.36         Plan and construct new viewing experience	3.19	Plan and construct trail from Sundown Hills to Campsite	240,000
Improvements To The Valley Precinct         313,000           3.23 Improve Sanctuary entry experience and interpretative node         175,000           3.24 Improve protection and interpretation of camp ovens         10,000           3.25 Improve viewing experience for rock engravings         25,000           3.26 Provide additional shelter / shade in picnic area         30,000           3.27 Provide accessibile track from Sanctuary entry node to feeding area         23,000           Improvements To The Arboretum And Flora And Fauna Sanctuary         995,000           3.30 Investigate options to improve accessibility of Arboretum track         7,500           3.31 Build shaded hides for bird and fauna watching         26,000           3.32 Provide accessibility to Sanctuary lookout         4,500           3.33 Plan and implement permanent and temporary art installations         25,000           3.34 Plan and eonstruct access walkway to Sculptures         126,000           3.35 Improve and seal Sculpture Hill carpark         300,000           3.36 Plan and construct new viewing experience walk (Star / Sky Walk)         376,000           3.37 Plan and construct support lookout points near car park         25,000           3.38 Formalise lower car park for event use         30,000           3.39 Plan and donstruct support lookout points near car park         25,000           3.41 Install two additional toile	3.20	Provide accessible access route to the Arboretum	255,000
3.23   Improve Sanctuary entry experience and interpretative node   175,000   Improve protection and interpretation of camp ovens   10,000   Improve viewing experience for rock engravings   25,000   3.26   Provide additional shelter / shade in picnic area and at trail heads   50,000   3.27   Provide nature play zone adjoining picnic area   30,000   Improvements To The Arboretum And Flora And Fauna Sanctuary   995,000   Improvements To The Arboretum And Flora And Fauna Sanctuary   995,000   Improvements To The Arboretum And Flora And Fauna Sanctuary   995,000   Investigate options to improve accessibility of Arboretum track   7,500   3.31   Build shaded hides for bird and fauna watching   26,000   3.32   Upgrade Hilltop Sanctuary lookout   4,500   3.33   Plan and implement permanent and temporary art installations   25,000   3.34   Plan and construct access walkeway to Sculptures   126,000   3.35   Improve and seal Sculpture Hill carpark   300,000   3.36   Plan and construct access walkeway to Sculptures   126,000   3.37   Plan and construct support lookout points near car park   25,000   3.38   Formalise lower car park for event use   75,000   3.39   Plan and construct support lookout points near car park   25,000   3.39   Plan and install toilet to service Sculpture Hill   30,000   3.40   Install two additional toilets at Campsite   30,000   3.41   Install two additional toilets and showers   5,000   3.42   Improve accessibility to toilets and showers   5,000   3.43   Plan and upgrade track head facilities and signage   30,000   3.44   Plan and upgrade track head facilities and signage   30,000   3.45   Plan and upgrade or park   30,000   3.46   Plan and upgrade vary primality   30,000   3.47   Plan and upgrade vary primality   30,000   3.48   Improve signage on the Silver City Highway   3,000   3.49   Plan and upgrade vary primality   3,000   3.40   Plan and upgrade vary primality   3,000   3.40   Plan and upgrade vary primality   3,000   3,000   3,000   3,000   3,000   3,000   3,000   3,000   3,000   3,000	3.22	Plan and construct MTB trails	100,000
3.24 Improve protection and interpretation of camp ovens 3.25 Improve viewing experience for rock engravings 25,000 3.26 Provide additional shelter / shade in picnic area and at trail heads 50,000 3.27 Provide nature play zone adjoining picnic area 30,000 3.29 Provide accessible track from Sanctuary entry node to feeding area 23,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 3.30 Investigate options to improve accessibility of Arboretum track 7,500 3.31 Build shaded hides for bird and fauna watching 26,000 3.32 Upgrade Hilltop Sanctuary lookout 4,500 3.33 Plan and implement permanent and temporary art installations 3.34 Plan and construct access walkway to Sculptures 3.55 Improve and seal Sculpture Hill carpark 3.00,000 3.36 Plan and construct new viewing experience walk (Star / Sky Walk) 3.37 Plan and construct the wiewing experience walk (Star / Sky Walk) 3.38 Plan and construct the wiewing experience walk (Star / Sky Walk) 3.39 Plan and install toilet to service Sculpture Hill 3.0,000 3.39 Plan and install toilet to service Sculpture Hill 3.0,000 3.31 Install two additional toilets at Campsite 3.41 Install two additional toilets at Campsite 3.42 Improve accessibility to toilets and showers 3.43 Plan and upgrade stargazing circle 3.44 Improve accessibility to toilets and showers 3.45 Plan and upgrade wayfinding signage on trail loop 3.46 Plan and upgrade wayfinding signage on trail loop 3.47 Plan and upgrade wayfinding signage on trail loop 3.48 Improve signage on the Silver City Highway 4.10 Plan and upgrade wayfinding signage on trail loop 3.50 Plan and upgrade wayfinding signage on trail loop 3.60 Plan and upgrade wayfinding signage and embedded sensory elements 4.1 Install trail terpretation and wayfinding strategy 4.2 Develop educational tools and training programs 4.2 Develop educational tools and training programs 4.3 Develop educational tools and interpretative signage guideline 4.4 Develop educational tools and interpretative signage guideline 4.5 Formulate the LDSP brand gui	Impro	ovements To The Valley Precinct	313,000
3.25 Improve viewing experience for rock engravings 25,000 3.26 Provide additional shelter / shade in picnic area and at trail heads 50,000 3.27 Provide accessibile track from Sanctuary entry node to feeding area 23,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 3.29 Provide accessibile track from Sanctuary entry node to feeding area 23,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 3.30 Investigate options to improve accessibility of Arboretum track 7,500 3.31 Build shaded hides for bird and fauna watching 26,000 3.32 Upgrade Hilltop Sanctuary lookout 4,500 3.33 Plan and implement permanent and temporary art installations 25,000 3.34 Plan and construct access walkway to Sculptures 126,000 3.35 Improve and seal Sculpture Hill carpark 300,000 3.36 Plan and construct new viewing experience walk (Star / Sky Walk) 376,000 3.37 Plan and construct support lookout points near car park 507 3.38 Formalise lower car park for event use 75,000 3.39 Plan and install toilet to service Sculpture Hill 30,000 Campsite 165,000 3.41 Install two additional toilets at Campsite 30,000 3.42 Improve accessibility to toilets and showers 5,000 3.43 Plan and upgrade stargazing circle 130,000 Sundown Hills Precinct 80,000 3.44 Improve accessibility to toilets and signage 35,000 3.45 Plan and upgrade track head facilities and signage 35,000 3.46 Plan and upgrade wayfinding signage on trail loop 12,000 3.47 Plan and upgrade track lead facilities and signage 35,000 3.48 Improve signage on the Silver City Highway 3,000 Glamping / Cabin Accommodation 1,735,000 4. INTERPRETATION 1,825,000 4. INTERPRETATION 1,82	3.23	Improve Sanctuary entry experience and interpretative node	175,000
3.26 Provide additional shelter / shade in picnic area and at trail heads 3.27 Provide nature play zone adjoining picnic area 3.0,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 3.29 Provide accessible track from Sanctuary entry node to feeding area 2.3,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 3.30 Investigate options to improve accessibility of Arboretum track 7,500 3.31 Build shaded hides for bird and fauna watching 3.32 Upgrade Hilltop Sanctuary lookout 4,500 3.33 Plan and implement permanent and temporary art installations 3.34 Plan and construct access walkway to Sculptures 126,000 3.35 Improve and seal Sculpture Hill carpark 300,000 3.36 Plan and construct new viewing experience walk (Star / Sky Walk) 3.37 Plan and construct support lookout points near car park 25,000 3.38 Formalise lower car park for event use 3.39 Plan and construct support lookout points near car park 25,000 3.39 Plan and install toliet to service Sculpture Hill 30,000 Campiste 165,000 3.41 Install two additional toliets at Campsite 175,000 3.42 Improve accessibility to toliets and showers 5,000 3.43 Plan and upgrade stargazing circle 180,000 Sundown Hills Precinct 80,000 Sundown Hills Precinct 190,000 3.46 Plan and upgrade wayfinding signage on trail loop 3.47 Plan and upgrade wayfinding signage on trail loop 3.48 Improve signage on the Silver City Highway 3.000 Glamping / Cabin Accommodation 3.50 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.000 Glamping / Cabin Accommodation 4.1 Prepare interpretation and wayfinding strategy 4.2 Develop educational tools and training programs 4.2 Develop educational tools and training programs 5.5 Pormulate the LDSP brand guidelines and interpretative signage guideline 10,000 4.1 Prepare interpretation and wayfinding signage and embedded sensory elements 125,000 126,000 127,000 128,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,000 129,	3.24	Improve protection and interpretation of camp ovens	10,000
3.27 Provide nature play zone adjoining picnic area 3.29 Provide accessible track from Sanctuary entry node to feeding area 2.3,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 Improvements To The Arboretum And Flora And Fauna Sanctuary 995,000 3.30 Investigate options to improve accessibility of Arboretum track 7,500 3.31 Build shaded hides for bird and fauna watching 26,000 3.32 Upgrade Hilltop Sanctuary lookout 3.33 Plan and implement permanent and temporary art installations 25,000 3.34 Plan and construct access walkway to Sculptures 126,000 3.35 Improve and seal Sculpture Hill carpark 300,000 3.36 Plan and construct support lookout points near car park 275,000 3.37 Plan and construct support lookout points near car park 275,000 3.38 Formalise lower car park for event use 3.39 Plan and install toilet to service Sculpture Hill 30,000 3.41 Install two additional toilets at Campsite 3.41 Install two additional toilets at Campsite 3.42 Improve accessibility to toilets and showers 3.43 Plan and upgrade stargazing circle 3.44 Plan and upgrade wayfinding signage on trail loop 3.45 Plan and upgrade wayfinding signage on trail loop 3.46 Plan and upgrade wayfinding signage on trail loop 3.47 Plan and upgrade wayfinding signage on trail loop 3.48 Improve signage on the Silver City Highway 3.000 3.49 EOI/ tender for a potential glamping investor / operator 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and develop a glamping site (say 12 tents, decks & walkways) 3.60 Plan and	3.25	Improve viewing experience for rock engravings	25,000
3.29   Provide accessible track from Sanctuary entry node to feeding area   23,000   Improvements To The Arboretum And Flora And Fauna Sanctuary   995,000	3.26	Provide additional shelter / shade in picnic area and at trail heads	50,000
Improvements To The Arboretum And Flora And Fauna Sanctuary 3.30 Investigate options to improve accessibility of Arboretum track 7,500 3.31 Build shaded hides for bird and fauna watching 26,000 3.32 Upgrade Hilttop Sanctuary lookout 4,500 3.33 Plan and implement permanent and temporary art installations 25,000 3.34 Plan and construct access walkway to Sculptures 3.51 Improve and seal Sculpture Hill carpark 300,000 3.52 Improve and seal Sculpture Hill carpark 300,000 3.53 Plan and construct new viewing experience walk (Star / Sky Walk) 376,000 3.37 Plan and construct support lookout points near car park 25,000 3.38 Formalise lower car park for event use 375,000 3.39 Plan and install toilet to service Sculpture Hill 30,000 Campsite 165,000 3.41 Install two additional toilets at Campsite 30,000 3.42 Improve accessibility to toilets and showers 5,000 3.43 Plan and upgrade stargazing circle 130,000 Sundown Hills Precinct 80,000 3.45 Plan and upgrade track head facilities and signage 3,5,000 3.46 Plan and upgrade wayfinding signage on trail loop 3.47 Plan and upgrade vayfinding signage on trail loop 3.48 Improve signage on the Silver City Highway 3,000 3.49 EOI/ tender for a potential glamping investor / operator 3.50 Plan and develop a glamping site (say 12 tents, decks & walkways) 3,000 4.1 INTERPRETATION 1,25,000 4.1 Prepare interpretation and wayfinding strategy 4.2 Develop educational tools and training programs 5,000 4.5 Develop educational tools and training programs 5,000 4.7 Develop educational tools and training programs 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,0	3.27	Provide nature play zone adjoining picnic area	30,000
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<ul> <li>4.5 Formulate the LDSP brand guidelines and interpretative signage guideline</li> <li>4.8 Update interpretation and wayfinding signage and embedded sensory elements</li> <li>4.13 Identify and assess opportunities for new creating new interpretative events and develop a LDSP Events Strategy.</li> </ul>	4.1	, , , , , , , , , , , , , , , , , , , ,	20,000
<ul> <li>4.8 Update interpretation and wayfinding signage and embedded sensory elements</li> <li>4.13 Identify and assess opportunities for new creating new interpretative events and develop a LDSP Events Strategy.</li> </ul>	4.4	Develop educational tools and training programs	20,000
4.13 Identify and assess opportunities for new creating new interpretative events and develop a LDSP 7,500 Events Strategy.	4.5	Formulate the LDSP brand guidelines and interpretative signage guideline	10,000
Events Strategy.	4.8	Update interpretation and wayfinding signage and embedded sensory elements	125,000
TOTAL \$8,912,000	4.13		7,500
	TOTAL		\$8,912,000

Source: Environmental Partnership – Masterplan Action Plan

#### 6. OPPORTUNITIES TO INCREASE VISITATION AND REVENUE

## 6.1 Address Entry Fees and Ticketing

- Resident Annual Pass: While Council offers an annual pass for City residents, the take-up rate has been very low, around 20-30 passes per year. Council has recently improved the offer, with the pass providing residents with access to both the LDSP and the GeoCentre. The annual pass is not advertised, with the only reference to the pass on the Council website being the link to Council's annual fees and charges. There is opportunity to promote the LDSP and annual pass with the rate notices with residents able to purchase a pass when paying their rates. The NSW Government has a similar program in-place with the ability to purchase a National Park annual pass when renewing vehicle registration. There should also be information on the annual pass on Council's website, with the LDSP and pass promoted regularly through Council's social media.
- Park Entry: Park entry for day visitors relies on an honour system, both to pay the entry fee and to pay the correct fee for the number of people in the vehicle. There is no data available on the number of Park users who enter the Park without paying. Data is needed to determine compliance rates. Different ticketing systems, including moving to a per vehicle entry fee with this paired with number plate recognition technology, should be investigated.
- **Promoting Value-for-Money:** The Park entry fee applies to a 24 hour period. This is not promoted. The majority of visitors come into the Park late afternoon to view the Sculptures and sunset. For travellers on a budget the entry fee is likely to be considered high for what visitors perceive is a 30-60 minute viewing experience. When the entry gate is not manned visitors may be willing to risk not paying considering that they are only going to be in the Park for a short period of time. Knowing that the entry fee will enable sunset-viewers to return the next day to explore the Park may change how visitors perceive its value and increase the willingness to pay. Visitors need to be aware that entry fees are payable and that the fee covers a 24 hour period, with this information available at the trip planning stage so that additional time to explore the Park can be included when visitors are determining their itinerary and budget for Broken Hill.
- **Joint Ticketing:** The introduction of a joint ticket for the LDSP and GeoCentre for visitors could boost visitation to both attractions. The ticket could be sold through the VIC, GeoCentre and on-line. It could also be an option for visitors booking the Campsite. Ideally, the GeoCentre would include an interpretative display relating to the LDSP that would increase understanding of the Park and encourage visitors to explore the LDSP. The potential for joint ticketing and the implications for how the Park entry would work, needs to be considered as part of the review of the ticketing / pay booth operation.

## 6.2 Accommodation

• Overflow Camping: The Starview Campsite has proved very popular with travellers, with the caravan sites achieving high occupancy rates during peak season (April to September). In 2022-23 and 2023-24, the caravan sites were booked-out on 49 days and 43 days respectively. In addition the caravan sites were close to booked-out (13-14 sites booked) on 44 days in 2022-23 and 48 days in 2023-24. At high occupancy it is likely that the Campsite is losing bookings when potential visitors who are wanting to stay multiple nights cannot secure the number of nights required or would need to change sites each day to stay multiple nights. The Campsite could also be losing bookings from visitors travelling together with several caravans / RVs and there are not enough sites available to accommodate all of the vans / RVs in the group.

While there is no space to expand the Campsite, there is opportunity for overflow camping in the picnic area carpark. The carpark could be used for self-contained caravans and RVs that are only looking to stay one night and time limits could be placed on the length of stay – setup after 4pm and have to be packed-up by 9am. The picnic area carpark is sealed and toilet, barbeque and picnic facilities are available.

• Variable Pricing / Yield Management: The Campsite currently has a fixed fee schedule. With on-line booking systems it is easy to adopt variable pricing (also known as yield management) to reflect demand. Rates are

increased during peak season and during events when demand is strong and reduced during the shoulder and low seasons (at differing rates) to encourage visitation. Introduction of variable pricing could increase revenue without incurring additional operating expenses.

• **Boutique Accommodation:** There is the potential to install a small number of low impact accommodation modules. These could include glamping, stargazing (bubble) tents, eco cabins and/or tiny houses. These could be installed on the lower hillslopes surrounding the Campsite or in another area of the Park. This type of accommodation would command a premium price.

#### 6.3 Product and Experience Development

Continuing to improve the presentation and facilities in the Park, coupled with introduction of additional permanent or temporary attractions, experiences and activities will help to build visitation by diversifying the market base and encouraging repeat visitation. Opportunities include:

- **Guided Tours**: Introduce on-site eco tours (walking, MTB, Quad Bikes and/or 4WD). There may be parts of the site that can be accessed only by an approved tour operator as has been introduced in Mungo and Mutawintji National Parks. Tours could be operated in several ways including Council developing the tours and employing casual tour guides, using volunteers or licensing a tour operator to run the tours. The tours, particularly into areas of the Park not open to the public, could command a premium price.
- Wilyakali / First Nation Cultural Experiences: On-country experiences offered by the Wilyakali people cultural walks, activities such as weaving, night sky interpretation etc.
- Art Experiences: Building on the Sculptures and Broken Hill's reputation for art with temporary and/or permanent art and/or sound and lighting installations; plein air painting workshops; photography workshops etc.
- Night Sky Viewing Experiences: Working with the Wilyakali people and/or an astronomy tour operator /
  enthusiast or club to develop and promote night sky viewing products. These could be offered at regular times
  during peak season and potentially packaged with sunset at the Sculptures or offered during 'special'
  astronomical events such as an eclipse, meteorite showers, planetary alignment etc.
- **Geotrail:** The LDSP and the broader Broken Hill Region has a very complex geological history, with many of the rocks and geological formations visible in the landscape. The GeoCentre provides a good insight into the geology, geomorphology and mining in the Broken Hill Region. The Geological Survey of NSW (Government Agency) has produced 4 app-based Geotrails in NSW including one for Mutawintji National Park and is currently developing a Geotrail for the Lower Darling River, from White Cliffs to Wentworth. The Geological Survey has produced a detailed Geological Map of the Broken Hill Region. Approaches could be made to the Geological Survey Unit to produce a Geotrail for the LDSP or the broader Broken Hill Region with part of the trail incorporating the LDSP.
- **Mountain Biking:** Mountain biking is a popular recreational activity. The introduction of e.bikes has widened the market base. There is a network of mountain bike trails located near the Broken Hill Golf Course on the southern edge of the LDSP, with one of the trails extending into the LDSP. Subject to environmental assessment a longer distance cross country trail could potentially be developed within the LDSP. There may also be opportunity to use the Park's trail network to hold an annual mountain bike event as a fund-raiser for the Park.
- **Events**: The LDSP can be activated by introducing events and activities. Events and activities create a reason to visit, generate publicity and raise awareness, and provide additional revenue. Events and activities could include music and other performing arts; visual art workshops; temporary art, light and/or sound installations; film festival; bird symposium; and sporting events (e.g. trail running, mountain biking, adventure racing).
- **Product Development:** Clustering attractions and experiences to create products. For example, the opening of Imperial Lakes will provide an opportunity to produce bushwalking, bird watching and wildflower guides for

the Broken Hill region, featuring the LDSP, Regeneration area on the southern edge of town, Imperial Lakes and other sites if available.

#### 6.4 Marketing and Promotion

The LDSP will benefit from destination marketing of Broken Hill and Outback NSW. The Jaguar Sculpture at sunset is an iconic image which has become synonymous with Broken Hill. The LDSP has an advertising budget which is used to produce the Park brochure and to purchase advertorial and advertising space in tourism publications. Marketing and promotional opportunities include:

- Leveraging Social Media: The Broken Hill VIC utilises Facebook to promote the City and surrounding region, with the Facebook page linked to the Broken Hill Tourism website. Instagram and other social media platforms do not appear to be used. Most of Facebook posts for the LDSP feature the Jaguar Sculpture. Consideration should be given to:
  - Pairing the Jaguar Sculpture with one or more images of other activities, experiences and/or landscapes in the LDSP.
  - Encouraging the LDSP Park Rangers to feed images of the LDSP (e.g. wildflowers, eagles and other birds, fauna etc) to the Visitor Centre Coordinator for consideration for posting.
  - Leveraging seasonal changes and natural events (e.g. mass blooming of Sturt's Desert Pea, rare bird sightings, astronomical events) to generate publicity.
  - o Utilising video clips including drone footage both on the Tourism website and Facebook page.
  - o Utilising Instagram.
  - Encouraging park visitors to share their images, with suitable images reposted by the VIC.
- **Direct marketing to coach and group tour wholesalers and retailers:** Compiling suggested itineraries for coach tours and direct marketing to coach companies, tour wholesalers and retailers.
- Direct marketing (on-line) to special interest and activity-based clubs/organisations and niche tour operators: Organisations and operators that could be targeted include Bushwalking groups, photography clubs, birdwatching tour organisers and clubs, astronomy clubs and tour operators; RV and caravan clubs; and 4WD clubs.

#### 7. POTENTIAL OPPORTUNITIES - FINANCIAL PROJECTIONS

There are opportunities to increase the income generated by the LDSP. Several of these opportunities are explored below.

#### 7.1 Park Entry Fee Income

Income generated from Park entry fees can be achieved by increasing the entry fee, improving compliance in relation to paying fees and/or increasing visitation. Tables 7.1 and 7.2 project the net gain in income by increasing the income taken at the Park entry pay bay, by varying percentages. It does not include the admission fees paid by Campsite users through Bookeasy. The base Pay Bay income is for 2023-24 and is taken from Table 4.3. In 2023-24 there were 34,102 day visitors recorded at the Pay Bay.

If the increase in income is due to an increase in entry fees or compliance, there will be an increase in bank transaction fees. For the forecast projections it is assumed that bank fees increase in line with the percentage increase in income generated.

Table 7.1 Projected Increase in Net Income from Increased Park Entry Fees and/or Increased Compliance

Percentage Increase	Base #	5%	10%	<b>15</b> %	20%	25%	<b>50</b> %	<b>75</b> %	100%
Scenarios	2023-4								
Pay Bay Income	\$252,101	\$264,706	\$277,311	\$289,916	\$302,521	\$315,126	\$378,152	\$441,177	\$504,202
Increase in Income		\$12,605	\$25,210	\$37,815	\$50,420	\$63,025	\$126,051	\$189,076	\$252,101
Increase in Bank Fees (-)	\$8,756	\$438	\$876	\$1,313	\$1,751	\$2,189	\$4,378	\$6,567	\$8,756
Net Gain in Income		\$12,167	\$24,335	\$36,502	\$48,669	\$60,836	\$121,673	\$182,509	\$243,345

[#] Base Income taken from Table 4.3.

If the increase in income is due to an increase in visitation, then there is likely to be an increase in operating expenses that are impacted by visitation, namely water and gas consumption as well as increased bank fees. These expenses are increased in line with the percentage increase in visitation.

Table 7.2 Project Increase in Net Income from Increased Park Entry Fees from Increased Visitation

Percentage Increase Scenarios	Base 2023-4	5%	10%	15%	20%	25%	50%	75%	100%
Pay Bay Income	\$252,101	\$264,706	\$277,311	\$289,916	\$302,521	\$315,126	\$378,152	\$441,177	\$504,202
Increase in Income		\$12,605	\$25,210	\$37,815	\$50,420	\$63,025	\$126,051	\$189,076	\$252,101
Operating Expenses									
Water	\$4,991	\$250	\$499	\$749	\$998	\$1,248	\$2,496	\$3,743	\$4,991
Gas	\$1,506	\$ 75	\$151	\$226	\$301	\$377	\$753	\$1,130	\$1,506
	\$8,756	\$438	\$876	\$1,313	\$1,751	\$2,189	\$4,378	\$6,567	\$8,756
Total Additional Expenses		\$763	\$1,525	\$2,288	\$3,051	\$3,813	\$7,627	\$11,440	\$ 15,253
Net Gain in Income		\$ 11,842	\$ 23,685	\$35,527	\$47,370	\$59,212	\$118,424	\$177,636	\$236,848

## 7.2 City Residents - Annual Pass

There is potential to increase the number of annual passes sold to City residents. In 2021 there were 10,782 residents aged 20-70 years living in the City. Table 7.3 projects the net gain in income from sale of annual passes, based on a cost of \$25 per pass.

Table 7.3 Projected Increase in Net Income based on the Number of Annual Passes Sold.

Passes Sold - Scenarios	50	100	200	300	400	500	536	1,073	2,146
As % of Residents 20-70yrs	0.5%	0.9%	1.9%	2.8%	3.7%	4.7%	5.0%	10.0%	20.0%
Net Gain in Income	\$1,250	\$2,500	\$5,000	\$7,500	\$10,000	\$12,500	\$13,410	\$26,820	\$53,640

## 7.3 Variable Pricing - Starview Campsite

There is opportunity to introduce variable pricing to reflect demand. As an example, if site fees were increased by \$5 per night during peak season, then in 2023-24, this would have generated an additional \$11,490.

## 7.4 Overflow Camping

In 2022-23 and 2023-24 the Starview Campsite was booked out on 49 days and 43 days respectively and operated at high occupancy (12-14 sites booked) for a similar number of days each year. At full occupancy, Council is turning away bookings. At high occupancy Council is also likely to be losing bookings as prospective travellers seeking to stay more than one night may not have been able to secure multiple nights (particularly on the same site) and may have decided to only book one night or not stay at the Campsite. High occupancy rates also indicate that people travelling with other caravanners (small groups) may not have been able to secure enough sites for all of the vans to stay, with the group looking elsewhere. There is potentially 80-90 days each year when the Campsite may be losing bookings.

The high demand during peak season indicates that additional sites are required during this time. This could be achieved by expanding the existing Campsite or providing an overflow camping area to accommodate demand during peak periods. Recreational vehicles (RVs) and the majority of caravans are fully self-contained and do not need access to amenities. The car park at the picnic area could potentially be used for RV camping (single night stays only) at peak times.

The net gain in income from introducing overflow camping is based on the following assumptions:

- All rigs using the overflow camping area are self-contained and do not use water or gas.
- Overflow camping occurs on 50 nights per year.
- The average site fee is \$25 per booking.
- Expenses are set at 5% of revenue to cover increased bank and reservation fees.
- Campers are only allowed to stay one night.
- There is no forecast for Park admission fees as it is assumed that travellers unable to get a Campsite booking
  are likely to still visit the LDSP as a day visitor with the entry fee paid at the pay bay.

Table 7.4 Projected Increase in Net Income from Introducing Overflow Camping (50 nights per year)

Average No. Bookings / Night	3	5	7	10
Income	\$3,750	\$6,250	\$8,750	\$12,500
Expenses (6%)	\$ 225	\$ 375	\$ 525	\$ 750
Net Gain in Income	\$3,525	\$5,875	\$8,225	\$11,750

#### 7.5 Eco Cabins / Glamping

The stunning setting of the LDSP lends itself to up-market boutique accommodation, for example eco cabins, glamping, star-gazing bubble tents etc. The Master Plan suggests up to 12 accommodation units could be suitable for the Park. Table 7.5 provides a Trading Forecast for upmarket eco cabins or glamping tents. The Trading Forecast is based on the following assumptions.

### **Base Assumptions**

- Six cabins / tents
- 5 year trading forecast with occupancy building in Years 1 to 4, and the stabilising in Years 4 and 5.
- All figures are given in 2025 dollars, and no allowance is made for inflation or real growth in room rate above inflation.
- The trading forecast excludes GST and is given before tax, depreciation and finance charges

#### **Revenue Assumptions**

- The year is divided into three seasons peak, shoulder and low, based on the current seasonal pattern of visitation to the Starview Campsite.
- Occupancy varies depending on the season and increases over the first 4 years of operation, stabilising in Year
   5.
- The room rate is variable, with the average rate being \$210 per night in peak season, \$160 per night in shoulder season and \$130 per night in low season.

#### **Operating Expenses**

- Administration: Administration costs are set at 6% of total income, with these expenses including bank and
  reservation fees.
- Advertising: The advertising budget is set at \$10,000 in Year 1 decreasing to \$5,000 per year in subsequent
  years. The advertising budget is in addition to the current LDSP advertising budget. In Year 1 Council will need
  to update all LDSP print and on-line promotional collateral to include the cabin / tent accommodation.
- House Keeping: House keeping assumes that the cabin / tent is cleaned at the end of each visit, rather than every day during the stay. The average length of stay is assumed to be 1.2=6 nights. The average cleaning time per unit is assumed to be 45 minutes using one staff member, with this assumption used to calculate total cleaning hours. The rate paid to house-keeping staff is assumed to be \$42 per hour, with this including oncosts. Laundry is assumed to be \$10.00 per room turnover with consumables (e.g. soap, toilet paper, cleaning chemicals, tea, coffee etc) assumed to be \$7.50 per room turnover.

	Ass	sumptions	١	ear 1	,	Year 2	,	Year 3	Year 4	,	Year 5
House Keeping											
Average Length of Stay	1.6	nights									
Nights for Cleaning				550		630		698	779		779
Cleaning Time / Unit	0.7	'5 units / hr									
Cleaning Hours				412		472		524	584		584
Cleaning Rate per hour	\$	42.00									
Cleaning Cost - Labour			\$	17,317	\$	19,839	\$	21,995	\$ 24,523	\$	24,523
Laundry per Turnover	\$	10.00	\$	4,123	\$	4,724	\$	5,237	\$ 5,839	\$	5,839
Consumables per											
Turnover	\$	7.50	\$	3,092	\$	3,543	\$	3,928	\$ 4,379	\$	4,379
Total Housekeeping											
Costs			\$	24,533	\$	28,105	\$	31,159	\$ 34,741	\$	34,741

- Repairs and Maintenance: The budget for repairs and maintenance has been set at 5% of total income in all
  years.
- Water Rates: Guest water consumption is based on Sydney Water average consumption data for kilolitres of
  water used per occupied motel / hotel room per night. The rate per kilolitre is the rate charged by Essential Water.
  It is assumed that Council is already paying the access fee for water supply and that the cabins / tents will be
  serviced from the existing water supply mains infrastructure.

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Water Rates						
kL / Occ. Room / Night	0.36					
Consumption kL/Year		316.7	362.8	402.2	448.4	448.4
Rate per Kilolitre	\$2.20					
Water Rates		\$697	\$798	\$885	\$987	\$987

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• Grounds and Waste Removal: The budget for grounds maintenance and waste removal has been set at 2% of

#### **Trading Forecast**

The Trading Forecast is given in Table 7.5. Income is forecast to increase from \$171,516 in Year 1 to \$238,896 by Year 4, while the net profit increases from \$105,812 in Year 1 to \$155,532 by Year 4. Net profit is given before taxation, depreciation and finance costs.

Table 7.5 Trading Forecast, Eco Cabins / Glamping

	Assumptions	,	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME							
Nights Available							
Peak Season	183 days		1098	1098	1098	1098	1098
Shoulder Season	62 days		372	372	372	372	372
Low Season	120 days		720	720	720	720	720
Total Available			2190	2190	2190	2190	2190
Occupancy							
Peak Season			60%	65%	70%	80%	80%
Shoulder Season			40%	50%	55%	60%	60%
Low Season			10%	15%	20%	20%	20%
Nights Occupied							
Peak Season			659	714	769	878	878
Shoulder Season			149	186	205	223	223
Low Season			72	108	144	144	144
Total Occupied			880	1008	1117	1246	1246
Av. Annual Occupancy		4	40.2%	46.0%	51.0%	56.9%	56.9%
Rates & Income							
Peak Season	\$210 / night	\$	138,348	\$ 149,877	\$ 161,406	\$ 184,464	\$ 184,464
Shoulder Season	\$160 / night	\$	23,808	\$ 29,760	\$ 32,736	\$ 35,712	\$ 35,712
Low Season	\$130 / night	\$	9,360	\$ 14,040	\$ 18,720	\$ 18,720	\$ 18,720
Total Income		\$	171,516	\$ 193,677	\$ 212,862	\$ 238,896	\$ 238,896
OPERATING EXPENSES							
Administration	6% of income	\$	10,291	\$ 11,621	\$ 12,772	\$ 14,334	\$ 14,334
Advertising		\$	10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
House Keeping		\$	24,533	\$ 28,105	\$ 31,159	\$ 34,741	\$ 34,741
Repairs & Maintenance	5% of income	\$	8,576	\$ 9,684	\$ 10,643	\$ 11,945	\$ 11,945
Water Rates		\$	697	\$ 798	\$ 885	\$ 987	\$ 987
Grounds & Waste Removal	2% of income	\$	3,430	\$ 3,874	\$ 4,257	\$ 4,778	\$ 4,778
Total Operating Evpenses		\$	57,526	\$ 59,081	\$ 64,716	\$ 71,784	\$ 71,784
Total Operating Expenses							
Net Profit / Loss#		\$	113,990	\$ 134,596	\$ 148,146	\$ 167,112	\$ 167,112

[#] Net Profit / Loss given before taxation, depreciation and finance costs

#### 8. ACTIONS

## 8.1 Objective

From a business perspective, the primary objective is for the LDSP to operate profitably with the profit re-invested in the Park.

This can be achieved by:

- Building visitation with this dependent on continuing to improve the visitor experience offered by the Park coupled with effective marketing and promotion.
- · Good asset management.
- Strong financial planning and management.

#### 8.2 Actions

The LDSP Master Plan⁴ provides actions relating to conserving and managing the Park environment and cultural heritage; improving the presentation and interpretation of the LDSP; upgrading and expanding Park infrastructure and facilities; enhancing and diversifying visitor experiences; and marketing and promoting the Park. Implementation of the Master Plan will play a key role in building visitation.

The Service Review – Living Desert Ranger Services⁵ provides actions relating the governance and management of the Park; staffing and volunteers; and operational policies and procedures. Implementation of these actions will help to improve Park management and service delivery.

Actions relating to improving the performance of the Park are given in Table 8.1.

Table 8.1 Strategies and Action, LDSP

Stra	ategic Directions	Actio	ns
1.	Strengthen the framework for	1.1	Formulate an implementation strategy for the Master Plan and pursue funding opportunities.
	managing the Park	1.2	Update the Plan of Management to reflect the Master Plan.
		1.3	Prepare and implement a succession plan to replace the Senior Ranger, endeavouring to capture and transfer knowledge and provide training for the successor.
		1.4	Ensure that key plans are in place and periodically reviewed and updated. These documents should include an Operations Manual, Fauna Management Plan, Weed Management Plan, Risk Management Plan, Event Management Plan, Climate Change Impact Management, Natural Disaster Management Plan and Asset Management Plan.
		1.5	Ensure that the LDSP has access to the equipment and machinery needed to support Park operations.
		1.6	Formulate a rolling 5 year capital works program linked to the Master Plan, Plan of Management and Asset Management Plan.
		1.7	Review communication protocols and reporting requirements to improve communication and decision-making.
		1.8	Ensure that volunteers are properly inducted, receive training were needed and are acknowledged, nurtured and supported.

⁴ LDSP Master Plan – prepared by Environmental Partnership

 $^{^{\}rm 5}\,{\rm Service}\,{\rm Review}$  – conducted by MorrisonLow

Stra	ntegic Directions	Actio	ns
		1.9	Explore opportunities to access Community Service, Land Care and other programs to undertake specific activities, such as weed management, erosion control and trail building.
		1.9	Investigate opportunities to use technology, such as drones to assist in the management and operation of the Park.
2.	Continue to improve	2.1	Investigate options to ensure that Park entry fees are paid.
	the financial performance and	2.2	Review financial reporting to better track the performance of the Starview Campsite and the remainder of the Park.
	management of the LDSP	2.3	Explore options for variable pricing, potentially increasing campsite fees during peak periods.
		2.4	Comply with Crown Land requirements regarding re-investing the income generated by the LDSP into the ongoing maintenance, development and/or marketing of the Park.
		2.5	Monitor Ranger time sheets to better understand the tasks undertaken and the time involved and assess options for outsourcing and/or transferring responsibility for some tasks to other sections of Council.
3.	Improve safety for staff and visitors	3.1	Ensure that mobile phone coverage is available from all visitor precincts and along all trails.
		3.2	Assess feasibility of using drones as part of search and rescue activities.
		3.3	Advocate for funding to improve road and pedestrian access to the Sculptures.
4.	Leverage ticketing opportunities	4.1	Encourage residents to purchase annual passes by promoting the LDSP with rate notices and periodically through Council's social media combined with providing the opportunity to purchase an annual pass when paying Council rates.
		4.2	Promote the fact that the entry ticket purchased is for a 24 hour period with this information available on the Park website, so that visitors are aware of it at the trip planning stage and incorporate spending time in the Park when developing their itineraries.
		4.3	Ensure that Ranger and VIC staff and volunteers explain that the entry ticket for the LDSP is for a 24 hour period.
		4.4	As part of reviewing ticketing procedures, consider joint ticketing of the LDSP and GeoCentre for visitors.
5.	Continue to improve	5.1	Progressively implement the LDSP Master Plan.
	the attractions, activities and	5.2	Explore opportunities to introduce on-site cultural, eco and night sky viewing tours and activities.
	experiences offered by the LDSP	5.3	Approach the Geological Survey of NSW to develop a Geo Trail of the LDSP and/or the broader Broken Hill area which includes the LDSP.
		5.4	Improve the night sky viewing experience from the Starview Campsite; and explore opportunities for opening the Park at night for astronomy tours and/or special astronomical events.
		5.5	Activate the LDSP through events and activities – for examples: annual X-country MTB race, LDSP trail running and / or adventure racing event, music, performing arts, film festival, food and wine and temporary art and/or lighting installations.
6.	Expand accommodation	6.1	Investigate the feasibility of using the Picnic Area carpark as an overflow camping area and/or to accommodate groups such as small caravan and RV rallies.
	options	6.2	Assess the feasibility of installing eco-cabins, glamping, tiny houses and/or bubble tents as an upmarket experience.
7.	Continue to improve promotional collateral	7.1	Update LDSP landing page on the Visit Broken Hill Website to provide information on the picnic area as well as the Park opening hours and entry fees.
	and leverage social media and PR marketing	7.2	When Imperial Lakes opens, produce bush walking, wildflower viewing and bird watching brochures for the Broken Hill area, including the LDSP, Imperial Lakes and other sites.
	opportunities	7.3	Continue to use the Jaguar Sculpture as the iconic image for the Park and Broken Hill, but endeavour to pair it with other activities, landscapes etc to raise awareness of the other activities and experiences available in the Park.

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Stra	ategic Directions	Actio	ns
		7.4	Promote more than just the sculptures – bushwalking, bird watching, wildflowers, fauna etc.
		7.5	Leverage seasonal changes, natural events and sightings of rare fauna, flora and birds to generate publicity and raise awareness of the LDSP.
		7.6	Encourage the LDSP Park Rangers and volunteers to feed images of the LDSP (e.g. wildflowers, eagles and other birds, fauna etc) to the Visitor Centre Coordinator for consideration for posting on social media.
		7.7	Utilise Instagram to promote the Park and encourage Park visitors to share their images, with suitable images re-posted by the VIC.
		7.8	Expand the image library to include video clips and drone footage with this used on the Visit Broken Hill website and posted on Facebook.
		7.9	Participate in relevant DNSW marketing and promotional initiatives.
8.	Grow and diversify the market base.	8.1	Build the coach and group tour markets – Formulate Broken Hill & surrounds tour itineraries and direct market to coach and group tour wholesalers and retailers.
		8.2	Work with local operators to develop and market packages to Probus Clubs, View and similar social clubs.
		8.3	Direct market the Park and broader region to special interest and activity based groups – bushwalkers, photography clubs, bird-watching groups, caravan and RV clubs etc.
		8.4	Build the accessible tourism market – ensure that the LDSP (and other accessible Broken Hill attractions) are listed on accessible tourism websites.
		8.5	List the LDSP as a venue for events on the DNSW Meet in Regional NSW directory.

#### **REFERENCES**

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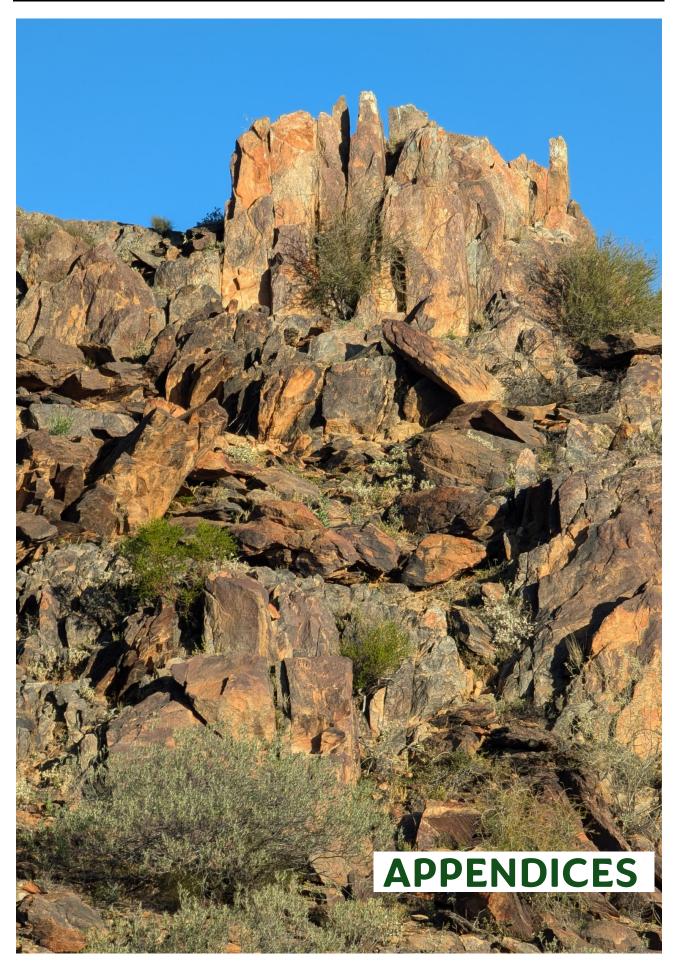
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RW Corkery & Co (2003) Willyama Common - Plan of Management

SLR Consulting (2021) Draft Crown Land Plan of Management Natural Areas

SLR Consulting (2024) Plan of Management – Crown Reserve, Living Desert State Park

The Zoological Parks Board of NSW – Broken Hill Living Desert Wildlife Sanctuary



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## **APPENDIX 1: GENERAL ADMISSIONS - LIVING DESERT STATE PARK**

Table A1.1: General Admissions - Number of People - Living Desert State Park

Table A1.1: General Admis		nber of Pe	ople - Livin	g Desert Si	tate Park								
	July	August	Sept.	October	November	December	January	February	March	April	May	June	TOTAL
2023-24													
Pay Bay	4317	4199	4556	3314	1583	1586	1427	902	2156	3664	3310	3088	34102
Coaches	106	188	357	292	34	3	7	148	125	559	170	201	2190
Campsite	462	481	505	409	177	102	174	108	296	410	448	439	4011
Total Visitation	4885	4868	5418	4015	1794	1691	1608	1158	2577	4633	3928	3728	40303
2022-23													
Pay Bay	5649	4392	6223	4162	1853	2119	2168	1189	2491	4538	3603	3825	42212
Coaches	163	323	413	281	186	40	9	4	235	250	367	98	2369
Campsite	368	373	397	346	177	125	170	110	306	584	470	580	4006
Total Visitation	6180	5088	7033	4789	2216	2284	2347	1303	3032	5372	4440	4503	48587
2021-22													
Pay Bay	1519	541	0	412	1743	2134	2139	1381	2484	6067	4096	4008	26524
Coaches	40	0	0	0	70	11	0	3	138	132	297	26	717
Campsite	147	26	0	49	175	92	104	44	196	570	417	351	2171
Total Visitation	1706	567	0	461	1988	2237	2243	1428	2818	6769	4810	4385	29412
2020-21													
Pay Bay	4535	2645	4643	6317	2763	2539	1812	1204	2745	5409	4270	4077	42959
Coaches	7	44	56	121	148	10	4	15	329	304	416	126	1580
Campsite	2	85	159	357	134	177	150	152	431	489	500	505	3141
Total Visitation	4544	2774	4858	6795	3045	2726	1966	1371	3505	6202	5186	4708	47680
2019-20													
Pay Bay	3873	2624	3244	2548	1149	967	953	662	1163	0	0	2100	19283
Coaches	149	187	390	478	236	159	0	53	152	0	0	0	1804
Campsite	243	173	169	160	70	33	48	54	86	0	0	0	1036
Total Visitation	4265	2984	3803	3186	1455	1159	1001	769	1401	0	0	2100	22123

Table A1.2: Number of Group Visitors, LDSP July 2023 - Dec 2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Coach Tour Passengers	46	134	130	139						50	132	106	24	220	70	14		
Local Tour Passengers	29	52	149	84	233	96	7	148	125	108	66	34	23	156	130	292	13	2
School Groups	58		78	54						381		37			19	28		
Government Agencies					27					20	40	35						
Aged Care Groups	15											10						

## **APPENDIX 2: PERFORMANCE DATA - STARVIEW CAMPSITE**

Table A2.1: Starview Campsite – Caravan Site Bookings by Date, 2022-23, showing Number of Days at Capacity (Green) and Number of Days with No Bookings

Day	Jul		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	9	6 6	9 9	10	6	3	2	7	5	7	14	15	Totat
2	4	6	9	10	7	0	3	4	5	10	13	9	
3	15	8	12	10	4	3	6	5	8	12	13	6	
4	12	7	8	12	4	0	8	5	7	15	14	13	
5	11	6	7	13	9	1	2	6	4	12	15	13	
6	7	6	3	10	8	1	4	3	2	12	15	15	
7	6	6	5	13	7	3	3	2	10	15	14	15	
8	4	8	13	12	1	2	2	7	8	15	15	15	
9	6	7	12	4	2	2	3	7	14	15	15	15	
10	6	13	15	1	1	1	4	3	12	15	11	13	
11	12	15	15	8	4	1	2	1	15	15	13	15	
12	11	13	8	7	2	3	1	1	13	13	15	15	
13	7	12	5	14	1	5	1	4	14	14	15	12	
14	3	15	8	10	5	5	1	3	14	15	14	14	
15	4	15	6	6	3	2	1	0	7	15	15	11	
16	6	15	7	6	3	2	2	2	5	12	8	12	
17	7	7	7	7	3	2	2	1	1	11	7	15	
18	5	7	10	10	7	3	2	3	3	10	13	15	
19	4	2	5	4	5	5	2	1	4	9	6	10	
20	3	4	5	3	7	5	5	3	4	9	9	15	
21	3	15	9	6	4	3	4	1	2	13	6	13	
22	6	15	10	5	5	2	4	1	3	12	11	10	
23	2	11	15	3	7	1	2	10	1	15	11	15	
24	5	9	11	3	6	0	1	1	5	14	15	15	
25	13	8	14	4	2	0	1	2	9	9	15	14	
26	9	10	12	6	3	0	4	1	13	11	11	15	
27	9	10	15	7	5	3	2	1	5	15	14	15	
28	8	9	13	12	5	3	1	2	7	12	12	8	
29	7	6	11	7	5	1	0		9	15	14	13	
30	6	4	10	7	3	1	0		6	13	15	15	
31	8	13		5		0	3		3		15		
Total	218	288	289	235	134	63	78	87	218	380	393	396	2779
Occ.	46.9%	61.9%	64.2%	50.5%	29.8%	13.5%	16.8%	20.7%	46.9%	84.4%	84.5%	88.0%	50.8%
Days at										44		45	40
Capacity	2 20/	6	4						1	11	11	15	49
As %	3.2%	19.4%	13.3%						3.2%	36.7%	35.5%	50.0%	13.4%
Days With No													
Bookings	0	0	0	0	0	5	2	1	0	0	0	0	8

Table A2.2: Starview Campsite – Caravan Site Bookings by Date, 2023-24, showing Number of Days at Capacity (Green) and Number of Days with No Bookings

Capacit	y (Orcci	ij alia it	ullibei e	n Days v	VICII INO	DOURING	3						
Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	9	10	9	7	8	6	4	5	2	11	11	11	
2	13	15	15	5	5	4	3	5	1	12	13	13	
3	8	11	9	9	6	2	2	4	3	14	13	14	
4	12	10	10	13	7	1	1	2	8	14	15	6	
5	12	10	12	14	6	0	4	3	4	9	14	10	
6	14	7	13	13	4	2	4	3	1	11	11	14	
7	15	9	14	7	2	0	2	3	3	15	7	14	
8	14	8	13	4	4	0	5	2	1	15	12	13	
9	10	11	14	10	4	1	3	4	3	13	15	15	
10	7	11	15	10	1	1	2	4	5	13	15	15	
11	14	6	14	7	4	2	5	3	0	8	11	11	
12	15	15	11	9	1	3	3	1	3	4	11	13	
13	10	15	6	11	2	0	1	0	2	2	11	11	
14	8	15	11	10	3	1	2	3	1	6	11	11	
15	8	15	12	15	7	1	3	6	6	15	10	8	
16	6	13	7	15	6	6	4	6	8	15	8	11	
17	11	11	9	5	3	2	2	2	11	15	14	9	
18	8	9	10	5	4	2	3	4	13	7	14	15	
19	9	9	9	7	7	2	2	2	13	15	15	15	
20	7	13	9	6	7	0	1	3	8	10	9	8	
21	5	15	13	3	4	0	0	2	4	10	5	8	
22	6	14	11	5	2	0	3	3	5	15	7	6	
23	7	10	15	3	0	0	3	3	5	13	12	11	
24	9	15	15	7	1	0	2	4	8	15	10	14	
25	13	9	15	8	3	0	2	4	9	13	14	7	
26	12	11	15	1	5	0	0	3	10	13	15	11	
27	15	12	15	6	2	5	0	2	9	12	12	12	
28	10	15	14	5	3	5	3	1	7	8	6	12	
29	10	15	5	9	6	8	2	2	14	15	10	11	
30	14	10	4	9	6	6	2		15	15	12	11	
31	8	13		9		4	2		15		15		
Total	319	362	344	247	123	64	75	89	197	353	358	340	2871
Occ.	68.6%	77.8%	76.4%	53.1%	27.3%	13.8%	16.1%	20.5%	42.4%	78.4%	77.0%	75.6%	52.3%
Days at								_					
Capacity		9	7	2					2	9	6	4	42
As %	9.7%	29.0%	23.3%	6.5%					6.5%	30.0%	19.4%	13.3%	11.5%
Days													
With No Bookings	0	0	0	0	1	11	3	1	1	0	0	0	15
POOKINGS	U	U	U	U	1	11	J	1		U	U	U	13

Table A2.3: Starview Campsite - Caravan Site Bookings by Date, 2024-25 (year to date) showing Number of

Table A2.4: Starview Campsite - Camping Ground (Tent) Bookings - Summary

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Site Occ	upancy												
2022-23	11.7%	7.7%	17.9%	6.9%	5.4%	6.0%	10.9%	4.9%	12.5%	22.5%	16.1%	28.8%	12.6%
2023-24	19.8%	16.9%	17.9%	13.7%	7.9%	6.0%	11.3%	12.1%	16.9%	11.7%	15.3%	13.8%	13.6%
2024-25	18.5%	11.3%	14.2%	8.9%	5.4%	7.3%							
No. Nigh	ts – No B	ookings											
2022-23	16	18	3	19	19	21	16	19	19	9	10	6	175
2023-24	6	6	10	13	16	21	12	9	13	12	6	9	133
2024-25	9	11	11	17	19	19							

Bookings

Table A2.5: Number of Bookings for Camping (Tents), 2022-23

No. Tent Bookings			, O( -	,					
per Night	0	1	2	3	4	5	6	7	8
July	16	7	5	1	1	1			
August	18	9	2	2					
September	3	19	6			1		1	
October	19	7	5						
November	19	9	2						
December	21	6	3	1					
January	16	8	3	3	1				
February	19	7	2						
March	19	1	6	4		1			
April	9	5	7	4	3	1	1		
May	10	11	7		1	1	1		
June	6	9	6	3	1		1	3	1
TOTAL	175	98	54	18	7	5	3	4	1
As % of Total	47.9%	26.8%	14.8%	4.9%	1.9%	1.4%	0.8%	1.1%	0.3%

Table A2.6: Number of Bookings for Camping (Tents), 2023-24

No. Tent Bookings									
per Night	0	1	2	3	4	5	6	7	8
July	6	9	12	2	1		1		
August	6	16	5	1	2	1			
September	10	6	10	1	2		1		
October	13	7	7	3	1				
November	16	9	5						
December	21	8	2						
January	12	13	5			1			
February	9	14	4	2					
March	13	6	6	1	4	1			
April	12	13	2	1	2				
May	6	14	9	2					
June	9	13	4	4					
TOTAL	133	128	71	17	12	3	2	0	0
As % of Total	36.4%	35.1%	19.5%	4.7%	3.3%	0.8%	0.5%	0.0%	0.0%

Table A2.7: Number of Bookings for Camping (Tents), 2024-25 (year-to-date)

No. Tent Bookings									
per Night	0	1	2	3	4	5	6	7	8
July	9	8	7	4	3				
August	11	13	6	1					
September	11	8	7	4					
October	17	8	5		1				
November	19	9	2						
December	18	7	4	1					

Table A2.8: Starview Campsite (Caravan Sites + Camping) – Key Metrics 2022-23

Month	Bookings	Site Nights	Av. Stay			Length of S	tay (Nights)			Takings	Takings /
			(nights)	1	2	3	4	5	6		Occupied Site
July	167	253	1.51	105	44	13	4	1		\$ 5,180	\$ 20.47
August	202	309	1.53	122	62	12	3	3		\$ 5,685	\$ 18.40
September	200	320	1.60	119	53	18	9	1		\$ 6,120	\$ 19.13
October	174	252	1.45	118	41	9	5	1		\$ 4,950	\$ 19.64
November	102	146	1.43	71	22	7		2		\$ 2,505	\$ 17.16
December	64	80	1.25	51	12			1		\$ 1,475	\$ 18.44
January	82	104	1.27	65	13	3	1			\$ 2,075	\$ 19.95
February	60	89	1.48	44	12	1	1	1	1	\$ 1,585	\$ 17.81
March	168	252	1.50	112	36	15	2	3		\$ 4,475	\$ 17.76
April	266	439	1.65	141	92	21	9	3		\$ 9,035	\$ 20.58
May	239	435	1.82	113	77	33	11	5		\$ 8,395	\$ 19.30
June	267	470	1.76	136	86	26	11	8		\$ 9,895	\$ 21.05
TOTAL	1991	3149	1.58	1197	550	158	56	29	1	\$ 61,375	\$ 19.49
As %				60.1%	27.6%	7.9%	2.8%	1.5%	0.1%		

Month		Visitor Mix		Visitors /	C	composition	of Travel Party	y		Av. No.	Bookings Taken by VIC	
		Child /		Booking	Solo	Adult		Adult/s+	Visitor	Visitors /		% of
	Adults	Infant	Total		Travellers	Couple	3+ Adults	Children	Nights	Site Night	No.	bookings
July	316	56	372	2.23	17	120	2	28	562	2.22	11	6.6%
August	366	8	374	1.85	42	152	2	6	577	1.87	17	8.4%
September	351	49	400	2.00	46	130	1	23	651	2.03	16	8.0%
October	322	36	358	2.06	35	125	3	11	534	2.12	24	13.8%
November	175	4	179	1.75	31	64	1	6	254	1.74	10	9.8%
December	111	17	128	2.00	18	36		10	159	1.99	5	7.8%
January	153	21	174	2.12	22	46	5	9	153	1.47	11	13.4%
February	107	6	113	1.88	13	45		2	226	2.54	5	8.3%
March	287	24	311	1.85	46	112		10	477	1.89	16	9.5%
April	519	66	585	2.20	33	190	11	32	960	2.19	29	10.9%
May	452	29	481	2.01	39	182	8	10	870	2.00	25	10.5%
June	509	85	594	2.22	37	188	7	35	1096	2.33	30	11.2%
TOTAL	3668	401	4069	2.04	379	1390	40	182	6519	2.07	199	10.0%
As %	90.1%	9.9%			19.0%	69.8%	2.0%	9.1%				

Table A2.10: Starview Campsite (Caravan Sites + Camping) - Key Metrics 2023-24

Month	Bookings	Site	Av. Stay	Length of S	tay (Nights)					Takings	Takings /
		Nights	(nights)	1	2	3	4	5	6		Occupied Site
July	223	365	1.64	131	59	22	6	4	1	\$ 7,515	\$ 20.59
August	254	399	1.57	151	70	26	5	2		\$ 8,330	\$ 20.88
September	235	386	1.64	130	72	22	9	2		\$ 9,072	\$ 23.50
October	184	281	1.53	114	50	15	4	1		\$ 6,495	\$ 23.11
November	95	145	1.53	60	24	8	2	1		\$ 3,229	\$ 22.27
December	49	64	1.31	35	13	1				\$ 1,497	\$ 23.39
January	87	105	1.21	73	11	2	1			\$ 2,466	\$ 23.49
February	71	118	1.66	38	26	3	1	3		\$ 2,036	\$ 17.25
March	153	247	1.61	94	40	8	6	5		\$ 5,324	\$ 21.55
April	218	379	1.74	111	67	31	4	5		\$ 8,328	\$ 21.97
May	235	399	1.70	132	65	23	7	8		\$ 8,608	\$ 21.57
June	211	370	1.75	115	56	24	9	7		\$ 8,556	\$ 23.12
TOTAL	2015	3258	1.62	1184	553	185	54	38	1	\$ 71,456	\$ 21.93
As %				59.5%	27.8%	9.3%	2.7%	1.9%	0.1%		

Month		Visitor Mix		Visitors /	C	composition	of Travel Part	y		Av. No.	Bookings Taken by VIC	
		Child /		Booking	Solo	Adult		Adult/s+	Visitor	Visitors /		% of
	Adults	Infant	Total		Travellers	Couple	3+ Adults	Children	Nights	Site Night	No.	bookings
July	412	57	469	2.10	33	153	3	34	751	2.06	23	10.3%
August	467	17	484	1.91	53	183	9	9	756	1.89	27	10.6%
September	423	95	518	2.20	46	145	1	43	864	2.24	18	7.7%
October	344	74	418	2.27	31	129	2	22	606	2.16	20	10.9%
November	172	10	182	1.92	17	72		6	281	1.94	8	8.4%
December	89	14	103	2.10	11	27	2	9	136	2.13	1	2.0%
January	161	17	178	2.05	22	52	4	9	220	2.10	7	8.0%
February	104	5	109	1.54	38	31		2	173	1.47	8	11.3%
March	272	33	305	1.99	32	101	2	18	479	1.94	20	13.1%
April	388	33	421	1.93	20	146	2	50	742	1.96	30	13.8%
May	421	31	452	1.92	55	166	4	10	742	1.86	52	22.1%
June	389	60	449	2.13	38	148	2	23	777	2.10	43	20.4%
TOTAL	3642	446	4088	2.03	396	1353	31	235	6527	2.00	257	12.8%
As %	89.1%	10.9%			19.7%	67.1%	1.5%	11.7%				

Table A2.11: Starview Campsite - Booking Lead Times - Number of Bookings - 2023-24

	Same	Day					15-28	1-3	4-6	6-8	8-12	Total
	Day	Before	2 days	3 days	4-7 days	8-14 days	days	months	months	months	months	Bookings
July	94	50	14	11	15	10	9	16	3			222
August	80	36	11	14	8	12	6	30	21	20	16	254
September	82	44	18	8	16	29	21	13	3		1	235
October	90	25	15	8	7	12	10	5	10		2	184
November	67	8	4	3	5	3	3	1	1			95
December	28	5			2	1	6	5	1	1		49
January	58	7	2	3	4	2	3	6	2			87
February	47	12	1		3	2	5	1				71
March	77	23	10	3	11	6	12	7	3	1		153
April	90	46	15	5	14	10	11	19	2	5	1	218
May	91	50	15	12	15	18	13	19	2			235
June	91	40	12	7	13	17	13	12	5		1	211
TOTAL	895	346	117	74	113	122	112	134	53	27	21	2014

Table A2.12: Starview Campsite - Booking Lead Times - % of Bookings - 2023-24

	Same	Day					15-28	1-3	4-6	6-8	8-12	Total
	Day	Before	2 days	3 days	4-7 days	8-14 days	days	months	months	months	months	Bookings
July	42.3%	22.5%	6.3%	5.0%	6.8%	4.5%	4.1%	7.2%	1.4%	0.0%	0.0%	
August	31.5%	14.2%	4.3%	5.5%	3.1%	4.7%	2.4%	11.8%	8.3%	7.9%	6.3%	
September	34.9%	18.7%	7.7%	3.4%	6.8%	12.3%	8.9%	5.5%	1.3%	0.0%	0.4%	
October	48.9%	13.6%	8.2%	4.3%	3.8%	6.5%	5.4%	2.7%	5.4%	0.0%	1.1%	
November	70.5%	8.4%	4.2%	3.2%	5.3%	3.2%	3.2%	1.1%	1.1%	0.0%	0.0%	
December	57.1%	10.2%	0.0%	0.0%	4.1%	2.0%	12.2%	10.2%	2.0%	2.0%	0.0%	
January	66.7%	8.0%	2.3%	3.4%	4.6%	2.3%	3.4%	6.9%	2.3%	0.0%	0.0%	
February	66.2%	16.9%	1.4%	0.0%	4.2%	2.8%	7.0%	1.4%	0.0%	0.0%	0.0%	
March	50.3%	15.0%	6.5%	2.0%	7.2%	3.9%	7.8%	4.6%	2.0%	0.7%	0.0%	
April	41.3%	21.1%	6.9%	2.3%	6.4%	4.6%	5.0%	8.7%	0.9%	2.3%	0.5%	
May	38.7%	21.3%	6.4%	5.1%	6.4%	7.7%	5.5%	8.1%	0.9%	0.0%	0.0%	
June	43.1%	19.0%	5.7%	3.3%	6.2%	8.1%	6.2%	5.7%	2.4%	0.0%	0.5%	
TOTAL	44.4%	17.2%	5.8%	3.7%	5.6%	6.1%	5.6%	6.7%	2.6%	1.3%	1.0%	100.0%

Table A2.13: Place of Residence of Person Booking the Starview Campsite, 2023-24

Region	No. Persons	As % of Total
Sydney	294	13.7%
Central Coast / Hunter	195	9.1%
New England North West	23	1.1%
North Coast	116	5.4%
Illawarra / South Coast	62	2.9%
Southern Highlands / Tablelands / Snowy Mts	20	0.9%
Murray / Riverina	41	1.9%
Central NSW / Orana	45	2.1%
Outback	21	1.0%
Total NSW	817	38.0%
Melbourne	233	10.8%
Regional Victoria	198	9.2%
Total Victoria	431	20.0%
Brisbane	316	14.7%
Regional Queensland	109	5.1%
Total Queensland	425	19.7%
ACT	35	1.6%
South Australia	160	7.4%
Western Australia	80	3.7%
Tasmania	39	1.8%
Northern Territory	5	0.2%
Not Stated	160	7.4%
Total	2152	100.0%

Table A2.14: Comparison of Place of Residence of Person Booking the Starview Campsite and Travel Parties at the Broken Hill VIC

Region of Residence	Raw	Data	Excludes Not Stated	
	Starview Campsite	Broken Hill VIC	Starview Campsite	Broken Hill VIC
Sydney	13.7%	11.9%	14.8%	11.9%
Central Coast / Hunter	9.1%	5.0%	9.8%	5.0%
New England North West	1.1%	2.0%	1.2%	2.0%
North Coast	5.4%	4.0%	5.8%	4.0%
Illawarra / South Coast	2.9%	2.4%	3.1%	2.4%
Southern Highlands / Tablelands / Snowy Mts	0.9%	2.3%	1.0%	2.3%
Murray / Riverina	1.9%	4.3%	2.1%	4.3%
Central NSW / Orana	2.1%	2.1%	2.3%	2.1%
Outback	1.0%	5.2%	1.1%	5.2%
Total NSW	38.0%	34.9%	41.0%	39.2%
Victoria	20.0%	21.9%	1.8%	1.2%
Queensland	19.7%	14.2%	21.6%	24.6%
ACT	1.6%	1.0%	21.3%	16.0%
South Australia	7.4%	8.7%	8.0%	9.8%
Western Australia	3.7%	3.6%	4.0%	4.1%
Tasmania	1.8%	1.8%	2.0%	2.0%
Northern Territory	0.2%	0.2%	0.3%	0.3%
International		2.7%		3.0%
Not Stated	7.4%	13.5%		
Total	100.0%	100.0%	100.0%	100.0%

45

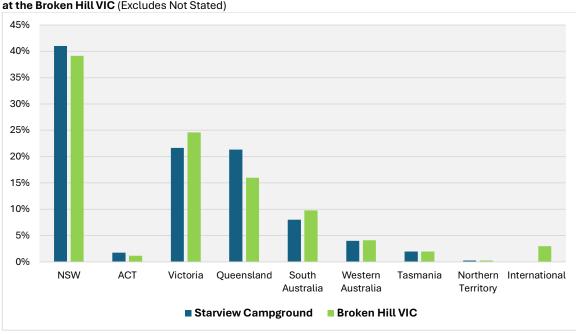
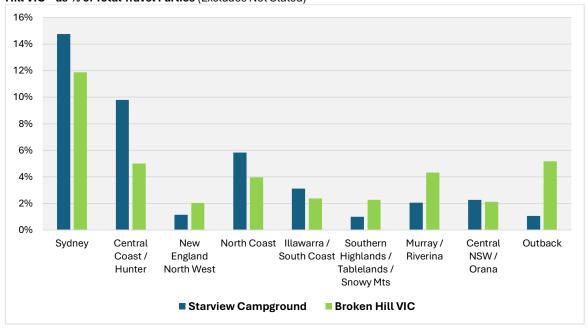


Figure A2.1: Comparison of Place of Residence of Person Booking the Starview Campsite and Travel Parties at the Broken Hill VIC (Excludes Not Stated)





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No	Deliverable	Action	Priority	Order of cost
1.0	Investigations and planning			
1.1	Confirm approach to events on site	Review event usage in Valley precinct for compatibility with First Nations cultural heritage and define appropriate limitations (if required) on use If necessary identify alternate locations for more major events	High	Council
1.2		Develop events guidelines for large and small events	Low	\$7.5k
1.3	Long term fauna management on site	Develop long term animal management plan that can confirms the ongoing approach to management of fauna on the site in response to Action 1.3. Plan to confirm the range of fauna to be catered for and verify potential involvement in breeding programs	Medium	Council
1.4	Confirm approach to ongoing management of Art on site	Develop "Living Desert Arts and Cultural Management Plan" to guide the future approach to curation and management of art on the site including the Sculpture Hill along with the remainder of the site	Medium	\$15k
1.5	Verify feasibility of potential Star Walk / Sky Walk to Sculpture Hill	Undertake detailed assessment of potential Star Walk / Sky Walk on Sculpture Hill - reviewing environmental and costs feasibility	Medium	\$15k
1.6	Additional shade / shelter to tent camping	Review options for extra shade at tent area within Camp Site through shade tree planting or low shelter roofs	Low	Council
1.7	Potential overflow RV camping	Review potential use of the Valley carpark for overflow RV camping (for self contained vehicles) during peak periods	Medium	Council
1.8	Potential Glamping tent or cabin sites	Review potential for expansion of accommodation offering on site with seasonal Glamping Tents or Cabins to a unique location leveraging the sites special qualities (eg hilltops, night sky		\$15k
1.9	First nations input into planning and design	Provide opportunity for First Nations community to input into planning and design of new elements		\$20k
1.10	Improve visitor entry management system	Investigate options to manage access to pay for use areas eg key pass access systems integrated with vehicle and pedestrian gates as applicable. Review to include approach to entry (by vehicle or by person) noting that most National Parks operate on basis of vehicle. Integrate review of potential for site office associated with entry		\$10k
1.11	Potential for MTB use in south west of Living Desert	Consult with First nations stakeholders and other relevant Council stakeholders to verify suitability of further investigations. Subject to the above - liaise with Broken Hill MTB community and assess the demand for extending the existing MTB network into south west of the Living Desert	Low	Council
1.12		Subject to outcomes of 1.10 undertake review of potential MTB trail links to complement the other aspects of the Living Desert offering to locals and visitors	Low	\$10k
1.13	Improved telecommunications	Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed - potentially to south west of Living Desert		Council
1.15	Wayfinding and Interpretation	Develop coordinated wayfinding and interpretive plan for the site	High	Refer section 4.0
1.16	Road safety	Investigate feasibility to widen and resurface roadway to the Sculpture Hill	High	\$7.5k
1.17	Recreational trail network	Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)	High	\$7.5k

No	Deliverable	Action	Priority	Order of cost
1.18	Climate change adaptation	Investigate and identify actions to implement the recommendations of the Climate Change Risk Asessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	High	\$15k
2.0	Cultural heritage conservation and management			
2.1	Heritage and Archaeological conservation	Protect and conserve items of heritage significance	High	\$30k
2.2		Collaborate with First Nations community to develop First Nations interpretation for appropriate locations	High	
3.0	Capital works			
3.1	Improved telecommunications	Implement peferred booster tower solution that will maximise the areas benefiting from improved signal	High	\$35k
3.2	Wayfinding and Arrival experience to Living Desert	Provide wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points within broken Hill	High	\$7.5k
3.3		Provide artwork marker feature along the frontage where the Nine Mile Road adjoins the Living Desert that builds expectation and anticipation on the approach to the reserve entry	Low	\$60k
3.4		Provide a feature that uniquely marks the entry to the Living Desert. Integrate upgrading of entry gates with gate finishes that complement character of site	Medium	\$10k
3.5		Provide an upgraded access management / entry pay node	High	\$300k
3.6		Potentially integrate upgraded access management / entry pay node with site office building	Low	\$750k
3.7		Provide upgraded directional / wayfinding and traffic management of all decision points on the road network	High	\$5.5k
3.8	Road network	Improve the traffic performance and safety of the intersection of the entry road to the campground / sculptures road with associated roadworks and signage	High	\$150k
3.9		Widen roadway on the tight bend of the Valley entry road where it turns to head south to improve vehicle passing and safety	Medium	\$75k
3.10		Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.	High	\$801k
3.11	Habitat and environment	Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor	High	\$50k
3.12		Continue to anage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines	High	\$50k
3.13		Plan and implement revegetation of ridges and hilltops where appropriate to natural conditions	Medium	\$25k
3.14	Environmental management of Creeklines	Provide stabilisation of the drainage line adjoining the valley capark and picnic grounds	High	\$7.5k

No	Deliverable	Action	Priority	Order of cost
3.15		Provide stabilisation of general drainage lines adjoining roads	High	\$5k
3.16	Expanded Recreational Trails network	Plan and implement trail connection from Campsite to Sculpture Hill (2.7km) Note costings allow for category 3 level access - not universal access	High	\$520k
3.17		Plan and implement additional trail loops around Campsite (2.1km)	Medium	\$105k
3.18		Plan and implement trail connection from Sundown Hills trail to Sanctuary western boundary (1.9km)	Low	\$95k
3.19		Plan and implement trail connection from Sundown Hills trail to Camp site (4.8km)	Low	\$240k
3.20		Provide accessible access route of boardwalk and track to Arboretum Entry from Valley carpark and Sanctuary entry - refer Improvements to The Arboretum precinct	High	\$255K
3.21	Star walk / sky walk to Sculpture Hill	Subject to feasibility design and implement boardwalk feature to Sculpture Hill - refer Improvements to The Sculpture Hill preSky Walk cinct	Low	refer 3.36
3.22	MTB Trails to south western Living Desert	Plan and implement MTB Trails to south Living Desert	Very Low	\$100k
3.23	Improvements to The Valley precinct (Picnic Grounds)	Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk as per Expanded Recreational Trails network (refer to item 3.20 for walkway cost)	High	\$175k
3.24		Improve protection and interpretation of camp ovens	Very High	\$10k
3.25		Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek	Medium	\$25k
3.26		Provide additional shelter / shade in picnic area and at trail heads	Low	\$50k
3.27		Provide nature play zone between picnic area and Sanctuary / Arboretum entry node	Low	\$30k
3.28		Accessible walkway to Arboretum - refer Expanded Recreational Trails network		
3.29		Provide accessible track from Sanctuary entry node to feeding area an and accessible viewing area/wildlife hide for viewing of feeding area	Medium	\$23k
3.30	Improvements to The Arboretum precinct	Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop	Medium	\$7.5k
3.31	Improvements to The Sanctuary precinct	Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation	Medium	\$26k
3.32		Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout	Low	\$4.5k
3.33		Plan and implement expanded art influence in Sanctuary through additional permanent and temporary art pieces	Low	\$25k
3.34	Improvements to The Sculpture Hill precinct	Plan and implement accessible walkway from carpark to sculptures - can be implemented as first stage of "Sky walk" or Sky walk not to proceed be the ultimate solution	High	\$126k
3.35		Formalise parking at the sculpture hill to make more efficient and safer for pedestrians and provide sealed surface	High	\$300k

No	Deliverable	Action	Priority	Order of cost
3.36		Plan and implement new viewing experience looping around hill ("Sky or Star walk") integrated with first stage accessible link boardwalk from caraprk to sculptures	Low	\$376k
3.37		Plan and implement support lookout points adjoining hilltop and carparking	Medium	\$25k
3.38		Formalise lower carpark - event use / overflow but retain as gravel surface	Medium	\$75k
3.39		Plan and implement low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)	Low	\$30k
3.40		Plan and implement pop up coffee / food cart at base of hill or top to support visitation in peak times (seek EOI's for licensed operator)	Low	incl in 3.35
3.41	Improvements to The Camp site precinct	Add two toilets to current toilet/shower facilities	High	\$30k
3.42		Improve accessibility for RV camping to toilets / showers	Medium	\$5k
3.43		Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums	Medium	\$130k
3.44		Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period	Low	
3.45	Improvements to The Sundown Hiils precinct	Plan and implement trail head improvements including shelter and interpretive and wayfinding mediums	Low	\$35k
3.46		Plan and implement wayfinding improvements to existing trail loop	Low	\$12k
3.47		Plan and implement formalising layout of parking with barriers and support signage Provide upgraded gravel surfacing and perimeter drainage	Very Low	\$30k
3.48		Plan and implement identity signage to Silver City Highway	Medium	\$3k
3.49	Potential Glamping facilities	Call tenders for Glamping operator to collaborate with Council and contribute a proportion of implementation costs	Low	\$5k
3.50		Plan and implement tent Glamping site (say 12 tents x decks and walkways)	Very Low	\$100k
3.51		Plan and implement cabin Glamping site (say 6 cabins x 45k each)	Very Low	\$1,630k
3.52	Toilet to serve sculpture Hill	Plan and implement toilet facility adjoining lower carpark below Sculpture Hill to serve visitors and trail users (quad stall)	Low	\$40k
3.53	Review and upgrade of electric conservation fence to Sanctuary	Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates.  Seek to reduce visual impact of fence alignment on character of place experience	Medium	ТВС
4.0	Interpretation Implementation			
4.1	Interpretation Strategy	Commission a detailed interpretation and wayfinding strategy building on the masterplan that can be used as a blueprint for ongoing interpretation initiatives in the park.	High	\$20k
4.2	ICIP Protocols	Develop The Living Desert-specific ICIP protocols for sharing cultural content.	High	Council

No	Deliverable	Action	Priority	Order of cost
4.3	First Nations capacity building	Investigte First Nations led interpretation through capacity building programs including potential for employment and enterprise development.		Council
4.4	Capacity Building	Develop educational tools and dedicated training programs, including Cultural training.	High	\$20k
4.5	Brand Guidelines	Create the The Living Desert Park brand guidelines and interpretation Signage and Guidelines Manual.	High	\$10k
4.6	Themes and Stories	Confirm themes through consultation. Curate and create interpretation stories that connect to The Living Desert's themes (as part of the interpretation strategy).	High	incl in previous
4.7	Medium: Face to face	Build capacity of Aboriginal and non Aboriginal tour guides in delivering face to face interpretation.	High	Council
48.	Medium: Signage	Update interpretation and wayfinding signage and embed sensory elements.	Medium	\$125k
4.9	Medium: Language and Naming	Explore use of First Nations languages and place names in interpretation.		incl in previous
4.10	Medium: Digital Media/Sound	Expand digital and sound interpretation assets, research opportunities and prepare a Digital and Sound Interpretation Plan.	Low	incl in previous
4.11	Medium: Art and Craft	Develop a program of art and craft activities, sculptures and exhibitions for visitors.	Low	incl in previous
4.12	Medium: Lighting and Projection	Conduct an opportunities analysis for interpretive lighting and projection and develop future guidelines including EOIs for external applicants to deliver	Low	incl in previous
4.13	Medium: Events	Research opportunities to create new interpretive events and develop a The Living Desert Events Strategy.	Low	\$7.5k
5.0	Promoting the Living Desert			
5.1	Promoting the Living desert to locals and visitors	Collaborate with partners to undertake events of all scales	High	Council
5.2		Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit	High	Council
5.3		Promote Living Desert as a viewing site during major astronomical events – eg meteor showers	Low	Council
5.4		Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities	High	Council
5.5		Explore potential for temporary art installations that build on and contribute to the arts profile of the place	Medium	Council

Ordinary Council 30 June 2025

#### ORDINARY MEETING OF THE COUNCIL

June 11, 2025

#### **ITEM 14**

#### BROKEN HILL CITY COUNCIL REPORT NO. 111/25

<u>SUBJECT:</u> <u>DRAFT BROKEN HILL CITY ART GALLERY STRATEGIC</u>

BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION D25/25982

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 111/25 dated June 11, 2025, be received.
- 2. That Council endorses the Broken Hill City Art Gallery Strategic Business Plan 2025 2028 for the purpose of public exhibition.
- 3. That the Broken Hill City Art Gallery Strategic Business Plan 2025 2028 be placed on public exhibition for submissions to be received for a period of 28 days.
- 4. That Council receive a further report at the conclusion of the exhibition period, detailing submission and recommend changes arising, with a view to adopting the Broken Hill City Art Gallery Strategic Business Plan 2025 2028

#### **Executive Summary:**

Sharpe Advisory Consulting was engaged in 2024 to create the Broken Hill City Art Gallery four-year Strategic Plan (2025-2028). This plan takes an integrated approach to strategic planning with links to key Council policies and plans, the NSW Creative Communities policy and the Government's ACFP Strategic Priorities.

The Plan was created in consultation with key stakeholders and includes the elements required to align with Create NSW's multi-year funding requirements.

The Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was presented to the May Community Development Committee and deferred, due to lack of a quorum, to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028.

A Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested have been made to the Strategic Business Plan.

The Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 is now presented for endorsement for public exhibition with a view to adoption once a further report is received at the conclusion of the exhibition period, detailing submissions and recommending any changes arising.

#### Report:

Ordinary Council 30 June 2025

The Broken Hill City Art Gallery's strategic plan outlines a vision to cement its role as an influential contributor to the cultural life of Broken Hill and New South Wales.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement resulted in the establishment of six strategic goals including:

- Offering diverse exhibition and workshop programs to a varied audience
- Boosting outreach and engagement through digital innovation
- Enhancing marketing efforts to boost attendance and participation
- Consolidating the existing collection with strategic accessions and deaccessions
- Campaigning for capital expansion to better feature the permanent collection
- Maintaining best practice in financial management and governance.

The Strategic Plan also outlines the Broken Hill City Art Gallery's artistic program of activities for 2025 – 2026 and is planned to provide an invigorating blend of regional creativity and diverse exhibitions.

The Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was presented to the May Community Development Committee and deferred, due to lack of a quorum, to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028.

A Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested at the Briefing have been made to the Strategic Business Plan.

#### **Community Engagement:**

June 2024 - Community sessions, Council session and Art Gallery Advisory session.

This report is recommending endorsement for public exhibition for a period of 28 days during which time Council will accept submissions from the public.

#### **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
DP Action:	4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements

#### **Relevant Legislation:**

Local Government Act 1993

Local Government (General) Regulation 2021

#### **Financial Implications:**

Nil

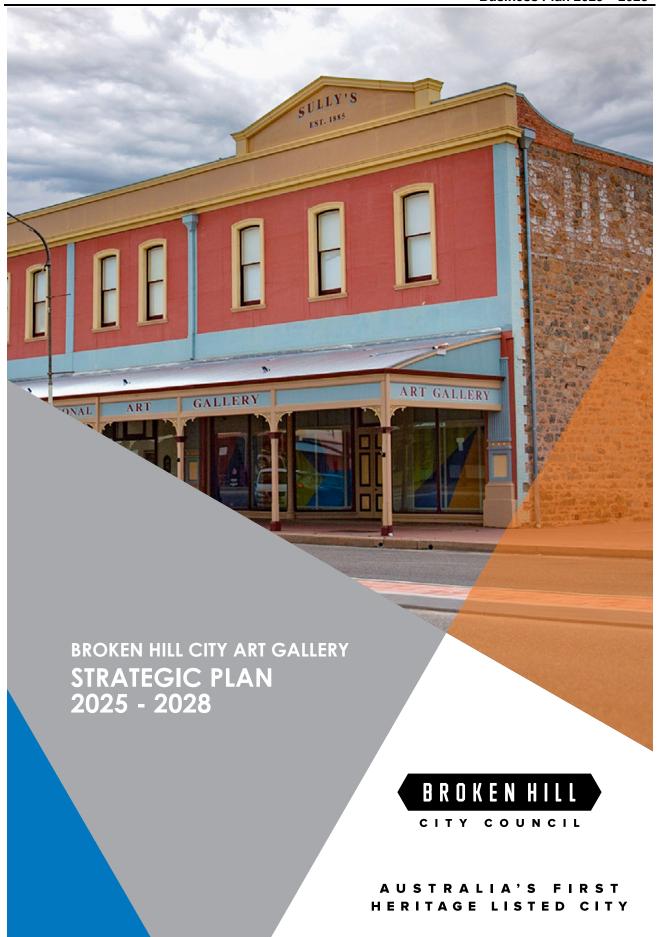
#### **Attachments**

1. J Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028

Ordinary Council 30 June 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



Acknowledgment of Country

Strategic Plan 2025 - 2028

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The Broken Hill City Art Gallery wishes to acknowledge the traditional owners of the land, the Wilyakali people, and pay our respects to their elders; past, present and emerging.

The Gallery is committed to fostering and sustaining meaningful relationships with First Nations peoples, artists, communities and organisations.

First Nations art, culture, artists, and voices have become increasingly integral to the Gallery's artistic and educational programs.

Our team works both within the Gallery and across the wider arts sector to promote ethical engagement at every level of the arts landscape, while enhancing the visibility and leadership of First Nations art, culture, and communities.

Page 2 Broken Hill City Art Gallery

Acknowledgment of Country

Strategic Plan 2025 - 2028



Opening night of Ngaratya Exhibition - artists and family



Works exhibited during the Looking Through Windows Exhibition



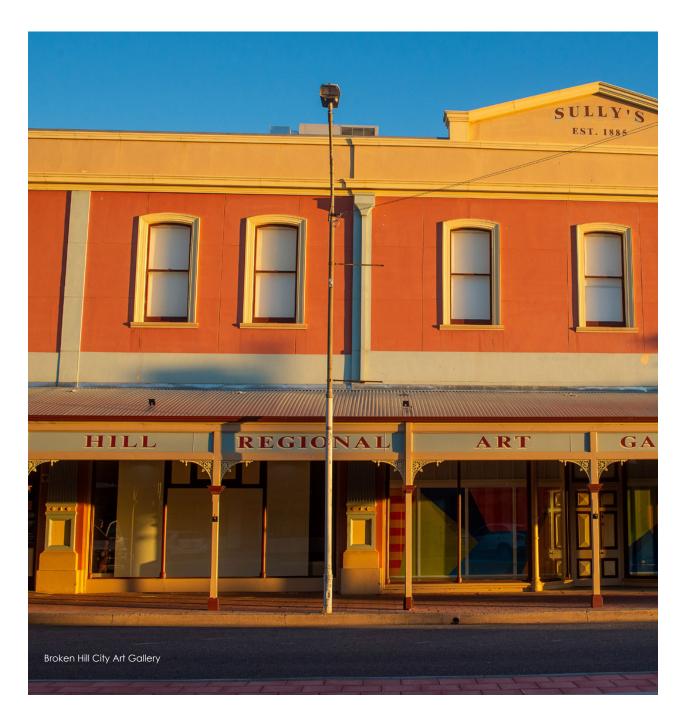
Uncle Leroy Johnson performing at the Gallery



Opening night of Ngaratya Exhibition

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Contents Strategic Plan 2025 - 2028



Legal name: Council of City of Broken Hill ABN: 84 873 116 132

Contact:

Gallery and Museum Manager

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# EXECUTIVE SUMMARY

The Broken Hill City
Art Gallery's strategic
plan outlines a vision
to cement its role
as an influential
contributor to the
cultural life of Broken
Hill and New South
Wales.

Few places in New South Wales rival the connection to visual arts that Broken Hill proudly holds. At the heart of this artistic hub stands the Broken Hill City Art Gallery, a pivotal institution with a vast and diverse collection that narrates the rich tapestry of regional NSW through art. As a key regional institution for regional artists and art enthusiasts, the Gallery is committed to showcasing its significant permanent collection and emerging talents and honouring First Nations art and culture.

However, this dedication means that the Gallery has surpassed the spatial limitations of its current venue. This strategic plan lays the groundwork for future growth, advocating for an expanded facility that meets the community's evolving needs for a dynamic, creative environment. In the immediate future, the focus will be on leveraging the Gallery's digitalisation project to extend the reach of its collection beyond its physical confines. In addition, this plan seeks to enhance the gallery's marketing, fundraising, and audience engagement strategies. This approach ensures that the Gallery continues to resonate with residents and attracts visitors to Broken Hill, who form a vital part of its patronage.

Page 6 Broken Hill City Art Gallery



Broken Hill City Art Gallery, CXX 120 Year Permanent Collection Exhibition, 2024

This strategic plan is, therefore, about planning for the future and building the case for an expanded Gallery and Workshop space. In pursuing this expansion, the Gallery can truly address the community's needs for a vibrant creative space that celebrates the full range of artistic expression.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement have resulted in the establishment of six strategic goals to achieve this vision:

Offering diverse exhibition and workshop programs to a varied audience

Enhancing marketing efforts to boost attendance and participation

Campaigning for capital expansion to better feature the permanent collection

Boosting outreach and engagement through digital innovation

Consolidating the existing collection with strategic accessions and deaccessions

Maintaining best practices in financial management and governance

Page 7 Broken Hill City Art Gallery

## VISION, MISSION AND HISTORY

#### VISION

Being an influential contributor to the cultural life of Broken Hill and NSW through our collaboration with our partners and communities to offer experiences that engage, challenge and inspire.

#### **MISSION**

To provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts and by inspiring, stimulating ideas, and encouraging conversations.

#### **HISTORY**

Broken Hill City Art Gallery is the oldest regional art gallery in New South Wales. It was established in 1904 following the bequest of three major artworks by Mr George McCulloch, one of the founders of Broken Hill Propriety Limited (BHP).

Officially opened by the Governor General of Australia, Lord Northcote, the Broken Hill City Art Gallery was first housed in the Broken Hill's Technical College, then moved to the Entertainment Centre. As a part of Art Gallery's centenary celebrations, it relocated in 2004 to Sully's Emporium in Argent Street, in the heart of Broken Hill.

Many of the building's original features have been preserved in the refurbishment process, enhancing the visitor experience.







Above: Original Sully's building images

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## AREAS OF OPERATION

Broken Hill City Art Gallery is a cornerstone of the artistic landscape in Broken Hill. Its operations contribute to the cultural fabric of this beautiful part of NSW, renowned for its rich creative heritage and community.

#### THE GALLERY'S KEY AREAS OF OPERATION ARE:

Displaying and maintaining its permanent collection, which comprises a rich tapestry of historical and contemporary works that highlight the evolution and diversity of Australian art. This collection, carefully curated over many years, reflects Broken Hill's local heritage and broader Australian art movements, providing an ongoing source of inspiration and education for visitors.

Hosting an array of touring and temporary exhibitions. These exhibitions bring global and national art to the doorstep of Broken Hill, offering residents and visitors alike the chance to engage with artworks they might not otherwise encounter. Through these exhibitions, the Gallery enriches the local cultural landscape by providing a scope of work that complements the range of private galleries active in Broken Hill.

Staging exhibitions that showcase new works by both local and national artists. By providing a platform for emerging talent, the Gallery fosters artistic innovation and encourages dialogue between artists and audiences.

Delivering creative workshops for artists and community members. These workshops offer artists hands-on experiences to hone their craft and collaborate with peers. By facilitating these educational and creative experiences, the Gallery nurtures artistic skills and community bonds.

Venue hire for civic and private events, reinforcing the Gallery's role as a community gathering place. The Gallery strengthens its ties with the local community through events that celebrate cultural diversity and civic pride.

Maintaining a retail shop allows the Gallery to offer art lovers and collectors an opportunity to purchase unique pieces, further supporting the arts community.

Finally, Broken Hill City Art Gallery functions as a focal point for Broken Hill's artistic community, fostering connections that drive the cultural life of the region.

Page 9 Broken Hill City Art Gallery

### ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

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### PEOPLE AND COMMUNITY

### SPACES, ASSETS AND PLACES

### SECTOR CAPACITY BUILDING

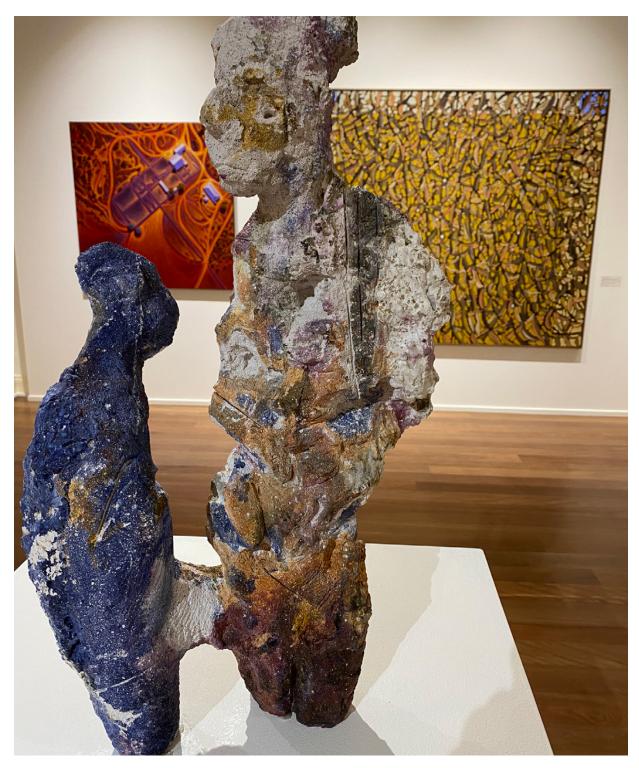
#### RELEVANT GOALS

1.1, 1.2, 1.4, 1.5, 1.6, 1.8 & 1.9 2.1, 2.2 & 2.3

3.3, 3.5, 3.6 & 3.7

THE STRATEGIC PLAN ALIGNS THROUGH... Increased involvement by First Nations & Youth, Increased community participation, increased marketing, and enhanced spaces for Broken Hill residents to enjoy the arts. Increased opportunities for cultural tourism, creative activation, & conservation of collections, Arts employment, supporting creative business, delivering arts programs, supporting research opportunities,

Page 10 Broken Hill City Art Gallery



Pro Hart Outback Art Award 2024, Rick Ball, Desert People (foreground), Clark Barrett, The Dance of Woolshed Calligraphy (Background right), Joshua de Gruchy Thoughts Upon that Bushland Throne (Background left)

Page 11 Broken Hill City Art Gallery

## AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill City Art Gallery is a critical part of the thriving visual arts scene of Broken Hill, strategically increasing its attendance and enriching the cultural ecology of New South Wales.

Despite the city's distance from major urban centres, its vibrant art scene acts as a major tourism drawcard and contributes significantly to Broken Hill's economy. The Gallery employs a multi-faceted strategy to increase visitor numbers by regularly rotating exhibitions and maintaining continual engagement with tourism and accommodation providers. This proactive approach, coupled with ongoing communications and marketing campaigns, ensures the Gallery remains at the forefront of tourists' itineraries, offering a uniquely Broken Hill experience infused with the local culture and heritage. The Gallery also continues to engage with the local community, ensuring good custodianship and regular exhibition of the permanent collection, which is a source of strong pride for many in the community.

With an annual influx of over 250,000 visitors flocking to see artworks across 27 galleries, the Gallery capitalises on its position as the city's largest and most diverse collection to draw national and international tourists.

"Beautiful exhibition space retaining elements of its heritage"

"Fabulous facility – thank you Broken Hill Council!"

"Thank you for giving Aboriginal artists a voice"

"Incredible to see the Indigenous art in all the mixed media – thank you"

"Best composed exhibition of First Nations art I have ever seen!"

"Loved the space and the powerful First Nations' pieces."

Page 12 Broken Hill City Art Gallery

Integral to strengthening the visual arts as an art form, the Gallery hosts regular artist residencies and attracts notable artists, enriching NSW's wider visual art sector. The annual Pro Hart Outback Art Prize supports emerging talent and allows for the acquisition of new works that enhance the existing collection, continually evolving the Gallery's offerings. Such initiatives bolster the Gallery's reputation as a crucial player in artistic development and collaboration, providing a platform where artists can showcase their craft to a wider audience. In addition to the Pro Hart Outback Art Prize, the Gallery hosts the annual Maari Ma Indigenous Art Awards, which aims to foster and promote emerging and established Indigenous artists in Broken Hill and its surrounding communities.

In carving out its role within the cultural ecology of NSW, the Gallery is a key example of excellence in regional cultural tourism. Showcasing a robust and dynamic arts environment underscores the significance of art in community identity and connectivity. As the major arts institution in Broken Hill, the Gallery enhances the region's cultural infrastructure, illustrating how art can transform communities and perpetuate cultural dialogue on both a local and regional level.



Dr Lorina Barker, Looking Through Windows exhibition, 2024

Page 13 Broken Hill City Art Gallery

## CONTRIBUTION TO LOCAL TOURISM

5.8M

Est. cultural tourism visitors to regional NSW in 2023

13M

Est. nights spent by cultural tourism visitors to regional NSW in 2023

\$6.2B

Est. expenditure by cultural tourism visitors to

regional NSW in 2023

No. of NSW visitors who participate in cultural

tourism

90% % of visitors to BHCAG who are tourists

Tourism stats from Patternmakers. 2024, "Cultural Tourism in Regional NSW".

The Gallery plays a vital role in the region's cultural tourism growth, serving as a core attraction that draws art enthusiasts and curious travellers alike.

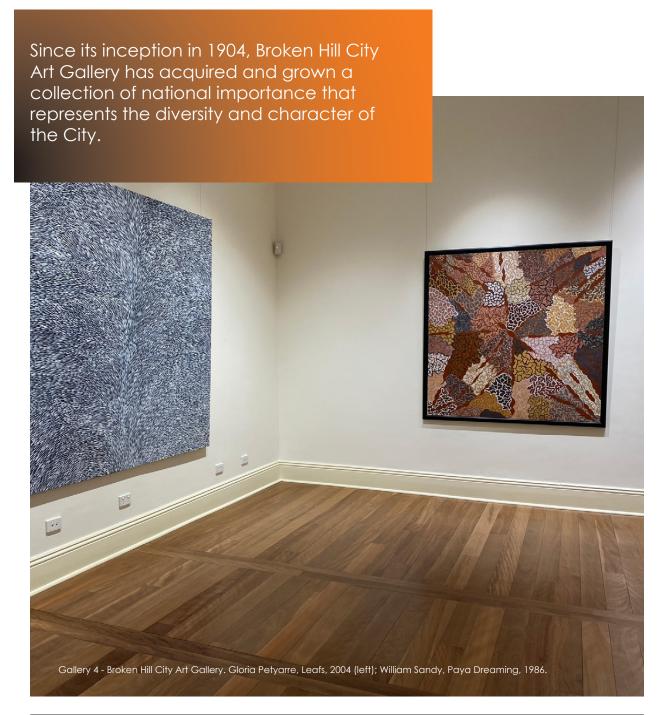
As the largest gallery in the city, it acts as a tent pole destination, offering vibrant experiences around which entire trips to Broken Hill can be planned. The Gallery boasts critical pieces within its collection, including works by the renowned "Brushmen of the Bush," which are a significant draw for visitors eager to immerse themselves in the unique cultural narrative of outback Australia.

Notably, 90% of Gallery visitors are tourists, a testament to its existing influence in the cultural tourism sector. This strategic plan aims to leverage this appeal by increasing the visibility and accessibility of the Gallery's physical and digital collections. This enhanced focus promises to attract more tourists and provide them with richer, more engaging experiences, further cementing the Gallery's role as an essential part of Broken Hill's cultural tourism landscape.

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### **OUR COLLECTION**



Page 16 Broken Hill City Art Gallery

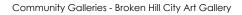
Reflecting the region's identity, spirit and sense of place, the Collection is an important source of inspiration that stimulates public discourse & debate and returns long-term cultural benefits to the local community.

The Collection consists of more than 2,000 European and early Australian, modern and contemporary artworks, predominantly paintings and works on paper, by artists including Rick Amor, Charles Blackman, Arthur Boyd, Noel Counihan, Liz Cumming, George Gittoes, Barbara Hanrahan, Mandy Martin, Clifton Pugh, Lloyd Rees, Gary Shead & Tim Storrier.

It also has a strong representation of leading Aboriginal artists, including Clifford Possum Tjapaltjarri, Michael Nelson Tjackamarra, William Sandy, David Malangi, Emily Kame Kngwarreye, Susan Marrawarr, Gordon Hookey and Badger Bates. The cultural history of Broken Hill is extensively surveyed through works by JC Goodhart, Sam Byrne, Robert Emerson Curtis, May Harding, Hoppy Hopgood, and Pro Hart.

The Collection is further enhanced through the generous donation or gift of artworks and through the Gallery's acquisitive award, The Pro Hart Outback Art Prize (sponsored by the Hart Family).

Enhancing the Collection and making it more accessible are critical components of this Strategic Plan. Over the next four years, the Gallery aims to use digital technology to make more of the collection outside its walls and undertake strategic accession and deaccessioning to ensure its ongoing vibrancy while retaining its vital local and historical signi icance. In addition, we will also seek to grow the representation of female artists in the Gallery.





Page 17 Broken Hill City Art Gallery

## SUMMARY OF ACHIEVEMENTS

BETWEEN AND FY24		<b>36,48</b> Visitors	6	<b>54</b> Exhibition		
VISITOR PROFILE	35% One-time visitors			<b>47%</b> Over 55s	25-44 Age that Overseas visitors are most likely to be	
EDUCATION	ON + PUE	BLIC PROGI	RAMS (	(2023)		
16 Exhibitions	<b>1</b> Art Award	<b>92</b> Workshops for young people		hops – skill I for adults	<b>39</b> Tours	15 Other events
SERVICE	AREA					
Size of the Gall area, the Far W	323,477km² Size of the Gallery's broader catchment area, the Far West Region. This makes up over 40% of NSW.  25 Townships Where the Gallery promotes & delivers its programs and activities to as well as being the cultural hub of Broken Hill.					delivers as well as
DIGITAL REACH		5,2 Faceb follows	ook		3,52 Instagrate followers	m

Page 18 Broken Hill City Art Gallery

Broken Hill City Art Gallery has marked an impressive milestone by celebrating its 120th anniversary in 2024, a testament to its longstanding contribution to the region's cultural fabric.

Over the years, the Gallery has built a legacy of promoting and showcasing diverse talent, which is exemplified through initiatives like the Maari Ma Indigenous Art Awards. With a substantial total prize pool of \$12,500, these awards recognise and support Indigenous artists, fostering creativity and cultural expression.

The Gallery's commitment to celebrating artistry is further highlighted by the Pro Hart Outback Art Prize, which offers a total prize pool of \$23,000, alongside an acquisition for the collection. This prize provides a significant platform for artists to showcase their works and be recognised within a prominent collection.

The Gallery's extensive collection of European and early Australian, modern, and contemporary Australian art is nationally significant and a source of considerable pride among the Broken Hill community. It includes works by Arthur Streeton, Rupert Bunny, George Lambert, Noel Counihan, John Olsen, Clifford Possum Tjapaltjarri, Emily Kame Kngwarre, and Michael Nelson Tjackamarra. The gallery also showcases the work of local and regional artists, such as Sam Byrne, William 'Badger' Bates, Jim Paterson, and Pro Hart.

A pioneering effort in the digital age, the Gallery has successfully digitised its collection and made it accessible online, ensuring that art enthusiasts worldwide can appreciate its treasures. This initiative goes hand-in-hand with the ongoing cataloguing and conservation of its permanent collection, comprising over 2,000 Australian and international works valued at over \$10 million. Such efforts guarantee the preservation and accessibility of artwork for future generations.

In a remarkable achievement, the exhibition "Barka: The Forgotten River" by Barkandji elder Badger Bates and artist Justine Muller, which initially debuted at the Gallery, was transferred to the Australian Museum in 2023. This transfer underscores the Gallery's influence in elevating important cultural narratives on a national stage.

This was further enforced with the exhibition, 'ngaratya (together, us group, all in it together)', an exhibition which brought together six Barkandji/Barkindji artists, Nici Cumpston, Zena Cumpston, David Doyle, Kent Morris, Adrianne Semmens, and Raymond Zada, who explored the artists' homelands and Ancestral connection through over 50 newly commissioned works.

Among its diverse exhibitions, the Gallery has recently presented "THIS IS WHO I AM: Expressions of Queer Power from Far West NSW" in 2024, as part of the Broken Heel Festival. Additionally, the inclusion of exhibitions from cutting-edge artists such as Luke Scibberas and Sunno Mitchell, alongside pieces by the legendary Brushmen of the Bush" like Pro Hart, Eric Minchin, Jack Absalom, John Pickup, and Hugh Schultz, illustrates the Gallery's ongoing commitment to celebrating both contemporary and traditional art forms.

During the post-COVID era, from 2022 through to the current day, the Gallery has held over 100 exhibitions and has successfully hosted more than 500 individual programs, comprising workshops for youth, skills-based workshops for adults, and workshops for Indigenous skills development and performances.

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## FUTURE PROGRAMS AND PROJECTS



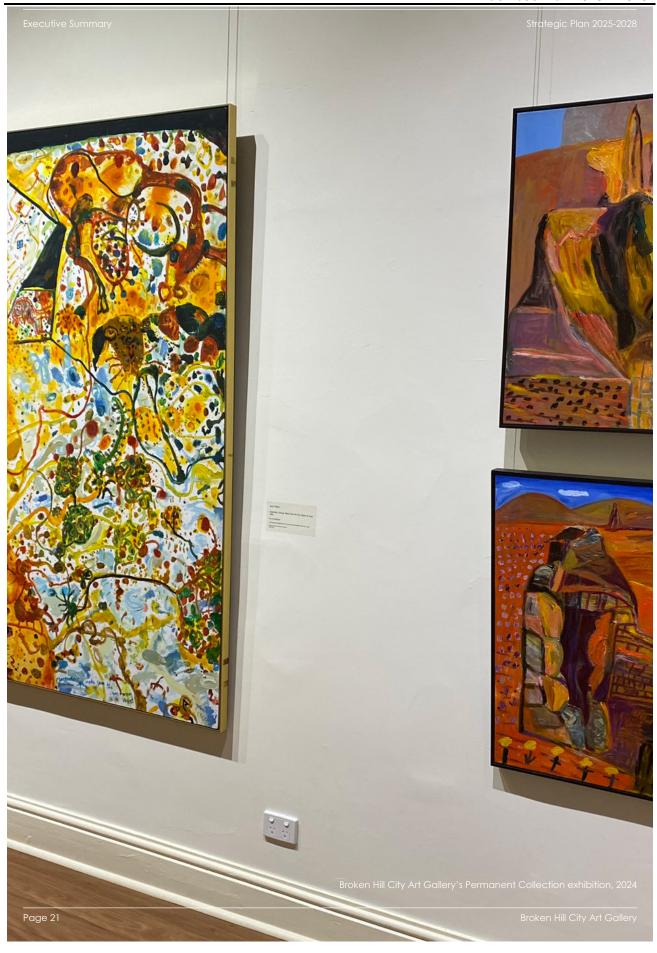
Broken Hill City Art
Gallery's artistic program
for 2025 is planned to
provide an invigorating
blend of regional
creativity and diverse
exhibitions.

Combining a remarkable range of work by local artists with visiting exhibitions, the program highlights emerging talents from regional New South Wales. As key staples, the Pro Hart Outback Art Prize, the Maari Ma Indigenous Art Awards and the Gallery's artist-in-residence program, the Open Cut Commission, continue to exemplify the commitment to honouring artistic excellence and cultural heritage. These flagship events celebrate established artists and pave the way for newcomers to gain visibility in the broader art community.

This year's program will also feature a rich array of workshops, engagement activities, and performance events, creating opportunities for new audiences to engage creatively and connect with the gallery in meaningful ways. Together, these initiatives reinforce the gallery's ethos of fostering a vibrant, inclusive art scene representing Broken Hill while exploring new expressions of creativity. See Appendix B for full details.

In addition, the program will underline the need for the Gallery's expansion and associated Workshop space, by demonstrating ongoing demand for exhibition and opportunities to participate in art making.

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## PROGRAMMING PRINCIPLES

#### COMMUNITY

We present works by and for our local community, showcasing our Collection and local contemporary artists

#### DIVERSITY

We acknowledge and represent our City's rich diversity, which underpins our regional identity

#### **PLACE**

We celebrate the unique aesthetics of our City and our region

#### INNOVATION

We embrace our rich history of thinking innovatively and delivering original and creative outcomes



#### EACH YEAR WE SEEK TO PROGRAM

12-16 Exhibitions (4 rounds with 3-4 shows in each)

2 Artist in Residence program

50 workshops for schools and young people

10 art skills development workshops (run by artists)

4 artist talks/lecturers (to complement the exhibition program)

12 programs and events (including movie night, music, food event, member events, etc.)

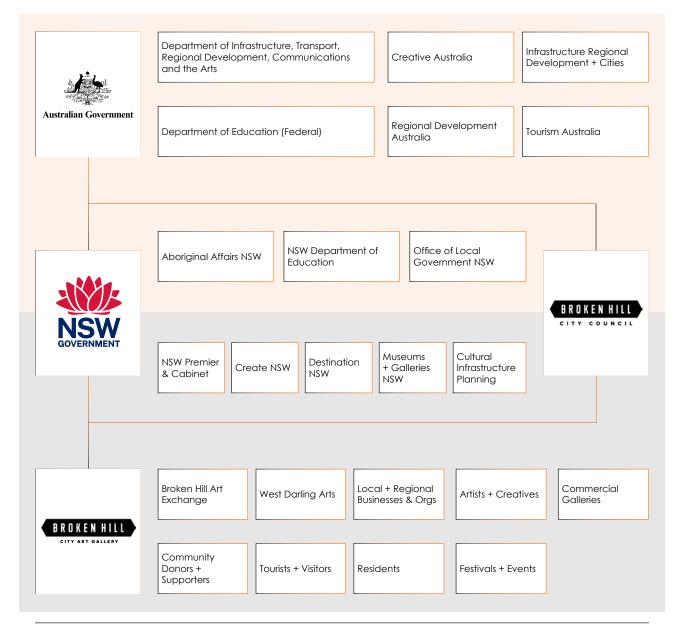
A range of ongoing private functions, events, ceremonies and commercial hire

The ongoing development and digital exhibition of the Collection

Page 22 Broken Hill City Art Gallery



# ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS



Page 24 Broken Hill City Art Gallery

A detailed examination of the Gallery's internal and external operating environments has guided the formulation of this strategic plan. The Gallery operates in a vibrant cultural setting, a well-regarded local institution with a nationally significant collection. As a key player in a city with a strong visual arts presence, the Gallery benefits from high tourist attendance and strong community ownership, bolstered by good leadership and a committed team. However, challenges such as limited display space, a lack of comprehensive fundraising strategies, and geographical isolation pose weaknesses that impact operational efficiency.

Opportunities include the potential for commercial space hiring, involving more school groups, and expanding into new spaces like the Workshop area. Community engagement can be enhanced through building on the existing artist residencies program and increasing support for local artists. Nevertheless, threats like the need for political support, competition from other galleries, and economic uncertainties require strategic navigation. The gallery must also manage environmental controls for its collection. Sustaining a high level of civic pride while addressing these challenges is pivotal.

#### **STRENGTHS**

- Well-regarded local institution
- Breadth of the collection (of national significance)
- High tourist attendance
- Broken Hill is a visual arts town/cultural economy
- Good leadership and committed team
- Attracts interest from artists/researchers/ visitors outside BH
- Strong community ownership of collection
- Strong civic pride

#### Commis

#### **OPPORTUNITIES**

- Greater commercial hiring of Gallery space
- Getting more school groups in/pop-up kids space
- Building the case for the capital expansion into the Workshop space/car park
- Galvanising support base
- Building on existing artists residency program
- Getting more of the collection out of the building
- Ticketed entry for selected exhibitions
- Build on previous work with prisoners and health staff with tailored art programs.

#### **WEAKNESSES**

- Limited space to display an extensive collection
- Lack of fundraising strategy, staff & resources
- Low number of local ambassadors to champion the Gallery
- Comms/marketing: getting the word out
- Geographical isolation
- Lean staffing

#### **THREATS**

- 355 committee structure limits fundraising potential
- Competition from other galleries (local and for touring opportunities)
- Economic threats; need to maintain revenue
- Maintaining environmental controls in the upstairs gallery (works on paper)

Page 25 Broken Hill City Art Gallery

Strategic Goals & Indicators

Strategic Plan 2025 - 2028

### STRATEGIC GOALS AND INDICATORS

Over 2025 - 2028, Broken Hill City Art Gallery aims to extend its activities and further consolidate its position as a premier cultural institution in Broken Hill and regional NSW. We aim to enhance engagement and community involvement by finding new and innovative ways to reach more residents and visitors.

To achieve this, we are concentrating on six strategic pillars that will elevate the Gallery's reputation and engage a broader audience.

By building on our exhibition and workshop programs, we will offer diverse cultural experiences catering to various interests and age groups. These programs will celebrate our permanent collection and showcase new work and emerging artists.

2

Enhancing our marketing and communications efforts to grow attendance and participation, and connect effectively with our community.

3

Development of a business case for a much-needed expansion of the Gallery, allowing us to showcase our permanent collection better and further support local artists. This will mean investing in our fundraising capacity.

Δ

Our outreach and engagement initiatives will be boosted to bring the Gallery and its collection to the attention of more visitors and residents of Broken Hill. A key initiative here will be the digital display of the collection outside the Gallery's walls.

5

We will continue our strategic consolidation of our collection to ensure we preserve and highlight our cultural assets carefully and precisely.

6

Underpinning all these efforts is our unwavering commitment to best-practice financial management and governance, ensuring our plans are sustainable and grounded in fiscal responsibility.

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Page 26 Broken Hill City Art Gallery

Strategic Plan 2025 - 2028



Broken Hill City Art Gallery's Permanent Collection exhibition, 2024

### **OUR KEY FOCUS AREAS ARE:**

Delivery of the artistic program

**Increased** marketing

Increased engagement with a business case for expansion

**Enhancing the Collection** 

Digital outreach

Fundraising strategy and costs

Page 27 Broken Hill City Art Gallery

Strategic Plan 2025 - 2028

#### **AREA OF OPERATION 1**

### EXHIBITION AND WORKSHOP PROGRAM

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Exhibitions	#	12	12	12	12
Goal 2	Workshops	#	80	80	80	80
Goal 3	Performances	#	4	4	4	4

### **AREA OF OPERATION 2**

# GROWING ATTENDANCE & PARTICIPATION, THROUGH ENHANCING COMMUNICATIONS

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Greater reach and following on specific channels	# of social media followers	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach
Goal 2	Use other networks to get our message out	# of partners	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually
Goal 3	Drive comms towards attendance	Greater attendance	Increase of 10% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance

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Strategic Plan 2025 - 2028

### **AREA OF OPERATION 3**

### CAMPAIGN FOR CAPITAL EXPANSION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Activate the friends of the gallery (combine with membership offer)* driving local attendance	Activated and membership growing	In place	5% increase in membership	5% increase in membership	5% increase in membership
Goal 2	Fundraising strategy in place for capital works projects, such as the development of the Workshop.	\$raised	\$50,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

### **AREA OF OPERATION 4**

### BOOSTING OUTREACH & ENGAGEMENT

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Digital exhibition of works outside the Gallery work	# of screens	2 screenings	5 screenings	5 screenings	5 screenings
Goal 2	The acquisition policy for digital art clearly notes works created with Al technology.	# of artwork	1 new digital work acquired			
Goal 3	Growing engagement & workshops, particularly for schools	0.5 FTE engagement officer employed,	Position established	Position maintained	Position maintained	Position maintained

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Strategic Plan 2025 - 2028

#### **AREA OF OPERATION 5**

### CONSOLIDATING THE COLLECTION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Strategic accession and de-accessioning of the collection (identify gaps in the collection)	Strategic accession and de-accessioning take place each year	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place
Goal 2	Grow female representation with collection	# Artworks by female artists	Increased represenation of female artists	Increased representation of female artists	Increase by representation of female artists	Increase by representation of female artists

#### **AREA OF OPERATION 6**

# MAINTAINING BEST PRACTICE FINANCIAL MANAGEMENT AND GOVERNANCE

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Pursue commercial opportunities, such as venue hire and events, coffee cart	% of earned revenue to total revenue	5% increase per year	5% increase per year	5% increase per year	5% increase per year
Goal 2	Review the roles and responsibilities of the AAC to add more strategy and fundraising aims/expertise.	Review undertaken and changes made.	The review is complete; roles are revised, and strategy and fundraising expertise are added.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.
Goal 3	Dedicated strategy and resources for fundraising	Strategy in place and \$ raised	\$10,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

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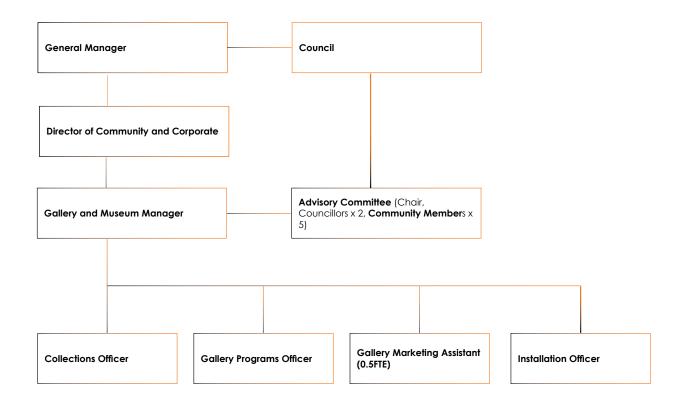
Governance Strategic Plan 2025 - 2028

## GOVERNANCE

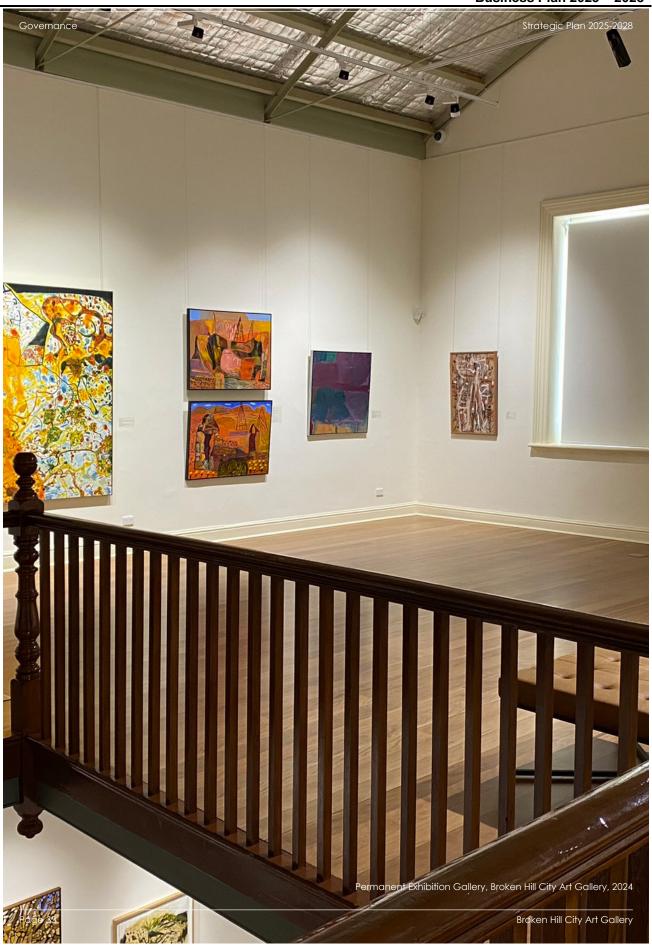
The Broken Hill City Art Gallery operates under the guidance of an Art Gallery Advisory Committee, a Section 355 committee of the City of Broken Hill Council. This group plays a pivotal role by offering strategic advice on curatorial, cultural, and programming matters, ensuring the gallery's offerings remain dynamic and relevant.

The Gallery falls under the Broken Hill City Council's key operational area of Corporate and Community, which is overseen by the Director of Corporate and Community.

The core team driving the Gallery's vision comprises five staff members and a small group of dedicated volunteers assist with visitor liaison and running the retail shop.



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Modern Workplace Conditions

Strategic Plan 2025 - 2028

# MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates and compensating artists in line with NAVA guidelines, ensuring that all contributors receive what they rightfully deserve. Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone. Specifically, the Gallery adheres to the Broken Hill City Council General Manager's Statement of WHS Commitment.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance. Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive antibullying policies designed to protect and empower our staff. Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.

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Risk Assessment Strategic Plan 2025 - 2028

### RISK ASSESSMENT

### DAMAGE TO THE COLLECTION

Likelihood: Medium

Mitigation Strategy: Maintain stringent handling procedures and regular maintenance schedules for all art pieces. Invest in security and climate control systems to protect the collection from environmental damage and theft. Train staff in preservation techniques and emergency response procedures to minimise potential damage during unforeseen events.

### LACK OF IMPACT THROUGH LIMITED SPACE

Likelihood: Medium

Impact: Medium

Impact: High

Mitigation Strategy: Plan a capital expansion campaign to increase gallery space. Optimise current space usage through innovative exhibition designs and rotating displays. Collaborate with other venues for off-site exhibitions, extending the gallery's reach and presence in the community. Use digital exhibition to showcase the collection in spaces other than the Gallery.

### FINANCIAL MISMANAGEMENT

Likelihood: Low

Impact: High

Mitigation Strategy: Maintain a robust financial management framework, incorporating best practice governance and audit routines. Regular financial reporting and review meetings will ensure transparency and accountability.

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Risk Assessment Strategic Plan 2025 - 2028

### POOR ATTENDANCE THROUGH LACK OF EFFECTIVE COMMUNICATION

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Enhance communication strategies by leveraging digital marketing and social media platforms to reach a wider audience. Develop targeted campaigns for various demographic segments, focusing on engaging content and consistent messaging. Evaluate and refine these strategies regularly based on attendance data and community feedback.

### LOW COMMUNITY ENGAGEMENT

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Strengthen outreach initiatives by creating community-led programs and events. Collaborate with local schools, cultural organisations, and businesses to foster deeper connections. Encourage community input and participation in gallery activities to ensure alignment with public interests and needs.

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Marketing and Communication

Strategic Plan 2025 - 2028

# MARKETING AND COMMUNICATION

This action-oriented plan is designed to resonate with the local community while reaching a broader audience through coordinated efforts.

To enhance the visibility and engagement of Broken Hill City Art Gallery, our marketing and communications plan will focus on a multifaceted approach involving traditional media, digital platforms, and strategic partnerships.

Our audience consists of around 15,000 visitors per year, with a strong bias towards visitors to Broken Hill (90% of attendees).

### **PUBLIC OUTREACH**

We will maintain our public outreach initiatives through social media, posters, radio broadcasts, and articles in the new local newspaper. Using traditional channels will help us effectively reach residents in Broken Hill, fostering a connection with the community. Although old school, they help locals know "what is happening". By regularly updating content and offering compelling storytelling, we will maintain public interest and drive foot traffic to the gallery.

### TOURISM AND HOSPITALITY COLLABORATION

We will continue our ongoing collaborations with tourism and hospitality providers and the tourism unit at Broken Hill City Council. These partnerships will allow us to integrate Gallery experiences into broader tourism packages, thus positioning the Gallery as a key cultural attraction. Regular meetings and shared initiatives will enhance our impact on the region's cultural and economic vitality.

### PROMOTION OF NEW EXHIBITIONS AND EVENTS

We will continuously promote new exhibitions and events to inspire repeat visits. We will maintain a dynamic exhibition schedule, ensuring there is always something new to explore. Promoting these changes through exciting teasers and announcements will keep visitors engaged and eager to return.

Page 38 Broken Hill City Art Gallery

Marketing and Communication

Strategic Plan 2025 - 2028



Access Gallery, Broken Hill Ciy Art Gallery, Pro Hart Outback Art Prize 2024

### NATIONAL ART PRESS COVERAGE

Target ongoing coverage in the national art press regarding our unique prizes and commissions. Cultivating relationships with national art journalists and outlets will secure our place in the art conversation, elevating Broken Hill's profile as a noteworthy art destination.

### **SOCIAL MEDIA CAMPAIGNS**

We will expand our digital footprint through ongoing social media campaigns tailored to grow our online audience. Using platforms like Instagram and Facebook, we will share engaging multimedia content showcasing our exhibitions and events. By fostering an interactive community online, we will attract digital attendees who extend our reach beyond geographic borders.

### ART AND HERITAGE TRAIL INCLUSION

Pursue inclusion in Broken Hill's art and heritage trails to integrate the gallery into the region's cultural narrative. By collaborating with trail organisers, visitors exploring these trails will see our gallery as a highlighted stop, thus enhancing their cultural experience and increasing our visibility.

### NATIONAL MEDIA ENGAGEMENT

Curate selective placement of national media stories highlighting Broken Hill's vibrant art scene. These stories will celebrate our local contributions to the arts, inviting a broader audience to discover what makes the gallery and the city stand out. Through thoughtful media engagement, we aim to attract art enthusiasts from across the country, encouraging them to explore our exhibitions and the artistic richness of Broken Hill.

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**APPENDIX A** 

# ALIGNMENT WITH CREATE NSW PRIORITY AREAS

The Gallery's objectives are strategically aligned with Create NSW's priority areas, ensuring consistency with cultural policies that bolster the arts and culture sector in the Far West.

### FIRST NATIONS STORIES AND COMMUNITIES

The Gallery proudly houses a significant collection of artworks by Indigenous Australians and is dedicated to engaging with local communities to represent their voices through our exhibitions.

### WESTERN SYDNEY AND REGIONAL NSW

Situated in the heart of Far West NSW, we play a pivotal role in the visual arts landscape, advocating for the interests of both artists and audiences within regional NSW.

### NEXT GENERATION OF CREATIVES AND AUDIENCES

We are committed to connecting with emerging artists and presenting innovative works that resonate with younger audiences, nurturing the creativity of the upcoming generation.

### BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

We embrace the rich diversity of the Broken Hill community and are devoted to fostering initiatives that encourage representation and participation across a spectrum of perspectives.

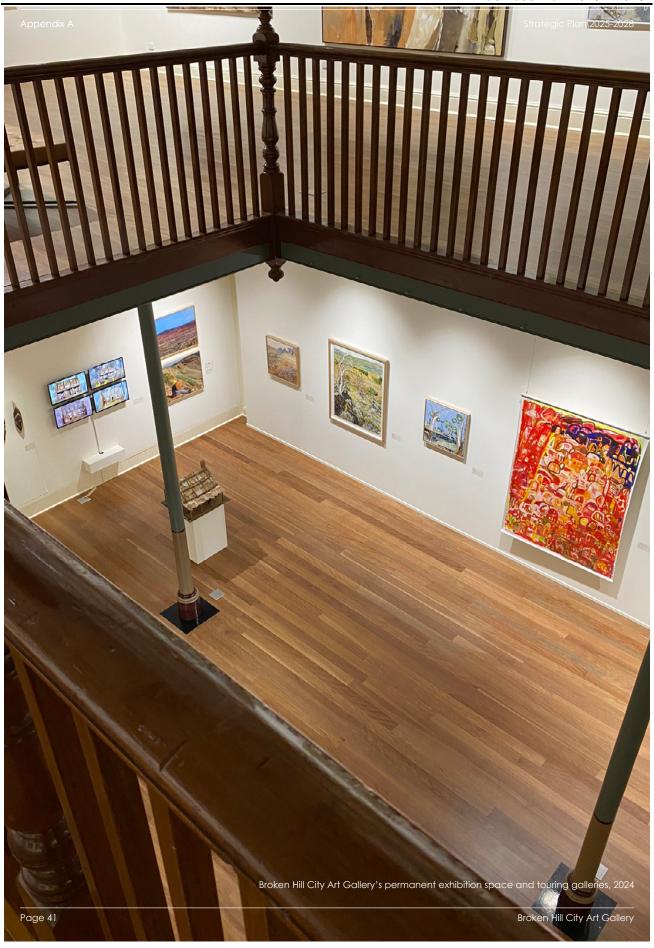
en Hill City Art Gallery Touring Gallery 2024



### **ACCESSIBILITY AND EQUITY**

Our commitment to making art accessible is evident throughout our physical gallery space and internal programs. We prioritise accessibility to ensure that the gallery remains an open and welcoming environment for everyone, upholding our belief that art should be inclusive and accessible to all.

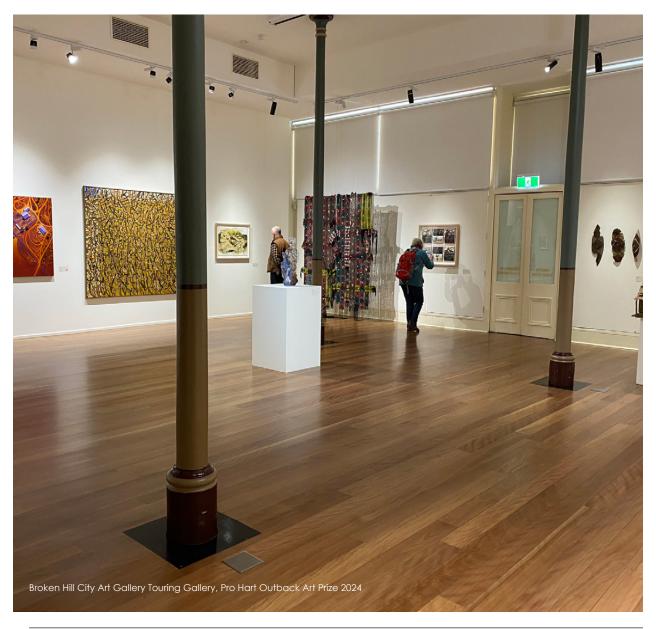
Broken Hill City Art Gallery



### **APPENDIX B**

# ARTISTIC PROGRAM OF ACTIVITIES 2025 - 2026

This is a projected artistic program of activities; not all activities are expected to be confirmed.



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### 2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
February - April 7.02.25 - 27.04.25	Blow Back Ins Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Thomson Ann Cape Chris Gentle Daniel Pata Gina Bruce Kerry McInnis Paul Connor Rentata Pari Lewis Sophie Cape Willemina Villari Mike MacGregor	Artists
February - April 28.02.25 - 23.03.25 28.02.25 - 23.03.25	St Pats 60th Year exhibition	Local community (living within LGA);	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Steven Radford OAM; Andrew Schmidt	Key Personnel
February - April 7.02.25 - 27.04.25	Potter's Society Bi- Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Deborah Eliot	Broken Hill Potter's Society - Secretary
February - April 7.02.25 - 27.04.25	Willyama Art Society Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Dennis Hebbard	Willyama Art Society - President
May - July 02.05.25 - 06.07.25	Journey in human landscape: SOUTH AUSTRALIAN ARTIST COLLECTIVE	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Barbara Palmer Robyn Zema- Russell Kathryn Hill Ray Meandering	Artists
May - August 02.05.25 - 10.08.25	Catherine Farry Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Catherine Farry	Artist
July - August 12.07.2024 10. 8.2024	Touring Exhibition - BALD ARCHIES in Partnership with the Museum of the Riverina.	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Luke Grealy	Key Personnel

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### 2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTIS KNOWN) (WHO BY)	TS/PARTNERS (IF
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - August 02.05.25 - 10.08.25	Photographic Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Em Jensen	
15th August - October 01.08.25- 26.10.25	PRO HART OUTBACK ART PRIZE 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Artist
May - August 02.05.25 - 10.08.25	Going, Going, Gone Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Mitchell	Key Personnel
May - August 02.05.25 - 10.08.25	The Drover's Wife Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Isabella Seraphima	Artist
November 25- February 26 01.11.25 - 09.02.26	'Time and Tide' Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Marian Crawford Jan Davis Dr Dianne Longley Diana Orinda Burns Jan Palethorpe Penny Peckham Olga Sankey	Artist
November 25- February 26 01.11.25 - 09.02.26	Maari Ma Indigenous Art Awards 2025 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Artists
November – February 01.11.25 - 09.02.26	HSC Annual Exhibition 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel
February - April 6.02.26 - 26.04.26	Touring Exhibition - Gray Street Workshop in Partnership with the JamFactory	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Jam Factory	Partners / Key Personnel

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### 2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)		
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE	
May - July 08.05.26 - 26.07.26	Touring Exhibition - Saltbush Country in Partnership with Country Arts SA	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Juanella McKenzie Sandra Saunders Josephine Lennon Marli Macumba Lynette Newchurch Deanna Newchurch Heather Shearer	Artists	
May - July 08.05.26 - 26.07.26	Weaving Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Evers	Artist	
May - July 08.05.26 - 26.07.26	Touring Exhibition - Art Express in partnership with NSW Department of Education and the NSW Education Standards Authority	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	NSW Department of Education and the NSW Education Standards Authority	Touring Partner	
July - October 31.07.26-25.10.26	PRO HART OUTBACK ART PRIZE 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Key Personnel	
July - October 31.07.26-25.10.26	GAARA (Girls and Art in Regional Australia) Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maureen Clark	GAARA - Secretary	
October February 27 30.10.26 - 07.02.27	Touring Exhibition - Kirrenderri in partnership with the University of Queensland Anthropology Museum	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Mandana Mapar	Curator, University of Queensland Anthropology Museum Tour Coordinator	
October February 27 30.10.26 - 07.02.27	Maari Ma Indigenous Art Awards 2026 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Partners / Key Personnel	
October February 27 30.10.26 - 07.02.27	HSC Annual Exhibition 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel	

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### 2025 - 2026 WORKSHOP SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Skills development workshop program for practitioners – 1 per month	Local (within the LGA) and regionally local artists (non-tourists outside the LGA)	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Skills development / art engagement workshop program for youth – 8 per month	Local (within the LGA) and regionally local (non-tourists outside the LGA) persons under 18 yrs of age.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	BHHS ABORIGINAL ART AND COMMUNITY EDUCATION SISTAS (AACES) PARTNERSHIP Workshops – 5 per school term	Local Aboriginal female art students from Broken Hill High School.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer

### 2025 - 2026 PERFORMANCE SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTI KNOWN) (WHO BY)	STS/PARTNERS (IF
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 JANUARY - DECEMBER	Concert / Performance Events – 4 per year	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham Broken Hill Civic Orchestra Touring Musicians/ performers	Gallery and Museum Manager Performers Performers

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### 2025 - 2026 ENGAGEMENT SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTI KNOWN) (WHO BY)	STS/PARTNERS (IF
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Gallery Tours in Partnership with Great Southem Rail –4 per month	State, interstate and international visitors	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Great Southem Rail	Key Personnel/ Partner
2025 & 2026 January - December	Artist engagement events including artist talks – 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Other events including Civic Receptions - 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham	Gallery and Museum Manager



Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024

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Ordinary Council 30 June 2025

### ORDINARY MEETING OF THE COUNCIL

June 11, 2025

### **ITEM 15**

### BROKEN HILL CITY COUNCIL REPORT NO. 110/25

SUBJECT: DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM

STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC

EXHIBITION D25/25978

### **Recommendation**

1. That Broken Hill City Council Report No. 110/25 dated June 11, 2025, be received.

- 2. That Council endorses the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 2028 for the purpose of public exhibition.
- 3. That the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 2028 be placed on public exhibition for submissions to be received for a period of 28 days.
- 4. That Council receive a further report at the conclusion of the exhibition period, detailing submissions and recommend changes arising, with a view to adopting the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 2028.

#### **Executive Summary:**

Sharpe Advisory Consulting was engaged in 2024 to create the four-year Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028). This plan is an integrated approach to strategic planning with links to key Council policies and plans, and with consideration to the National Standards for Australian Museums and Galleries Second Edition. 2023.

The Plan was created in direct consultation with key stakeholders and includes the elements required to align with Create NSW's multi-year funding requirements.

The Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) was presented to the May Community Development Committee and deferred due to lack of a quorum to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028). The Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested have been made to the Strategic Business Plan.

The Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) is now presented for endorsement for public exhibition with a view to adopt once a further report is received at the conclusion of the exhibition period, detailing submission and recommend changes arising.

Ordinary Council 30 June 2025

### Report:

The Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 outlines a vision to transform the Museum into a modern, worldclass institution that highlights the geological and historical legacy of Broken Hill.

A thorough analysis of the Museum's operating environment, the comprehensive Master Plan and detailed stakeholder engagement resulted in the establishment of six strategic goals including:

- Continued development of the Master Plan.
- Building in museum management best practice, including investigating the formation of an advisory body (s355 Committee) of peers.
- Consolidating the collection.
- Broadening audience appeal, in particular appealing more to families and children.
- Increase attendance, through improved communications and marketing, and a dedicated web presence.
- Increasing commercial income, through increased venue hire and online retail.

The Strategic Plan also outlines a set of Programming Principles and future programs and project for the Museum to help achieve the strategic goals of the plan. "The Museum's future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill's geological and social history education" (pg. 22).

The Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) was presented to the May Community Development Committee and deferred, due to lack of a quorum, to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028).

The Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested at the Briefing have been made to the Strategic Business Plan.

### **Community Engagement:**

June 2024 – Community sessions, Council session and Art Gallery Advisory session.

This report is recommending endorsement for public exhibition for a period of 28 days during which time Council will accept submissions from the public.

### **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
DP Action:	4.1.1.21	Maintain good governance and best practice methods and
		ensure compliance with various guidelines, legislation and report requirements

### **Relevant Legislation:**

Local Government Act 1993

Local Government (General) Regulation 2021

Ordinary Council 30 June 2025

### **Financial Implications:**

Nil

### **Attachments**

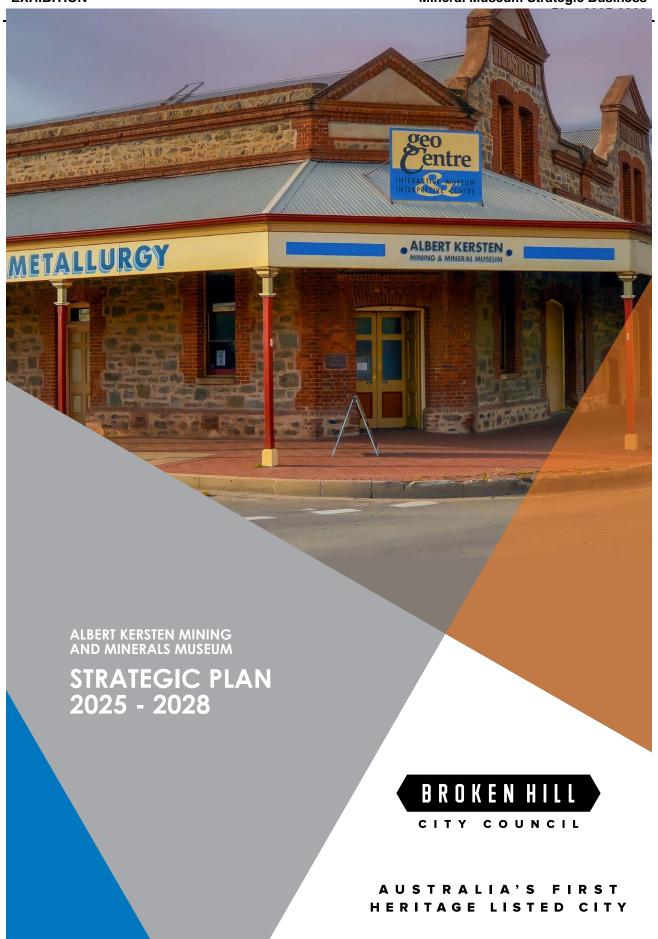
1. Draft Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025-

<u>↓</u> 2028

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

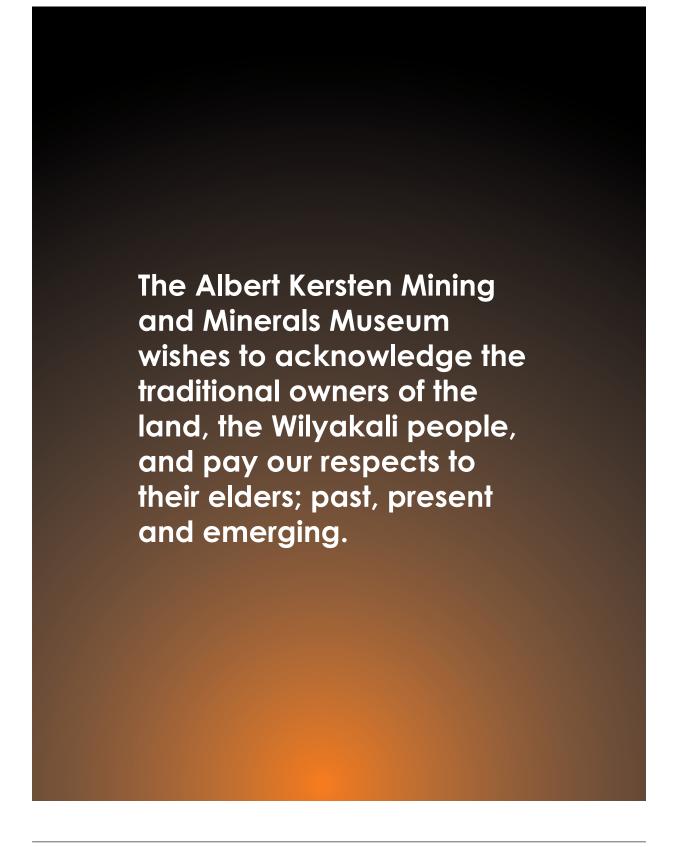
JAY NANKIVELL GENERAL MANAGER DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION

Attachment 1 Draft Albert Kersten Mining and Mineral Museum Strategic Business



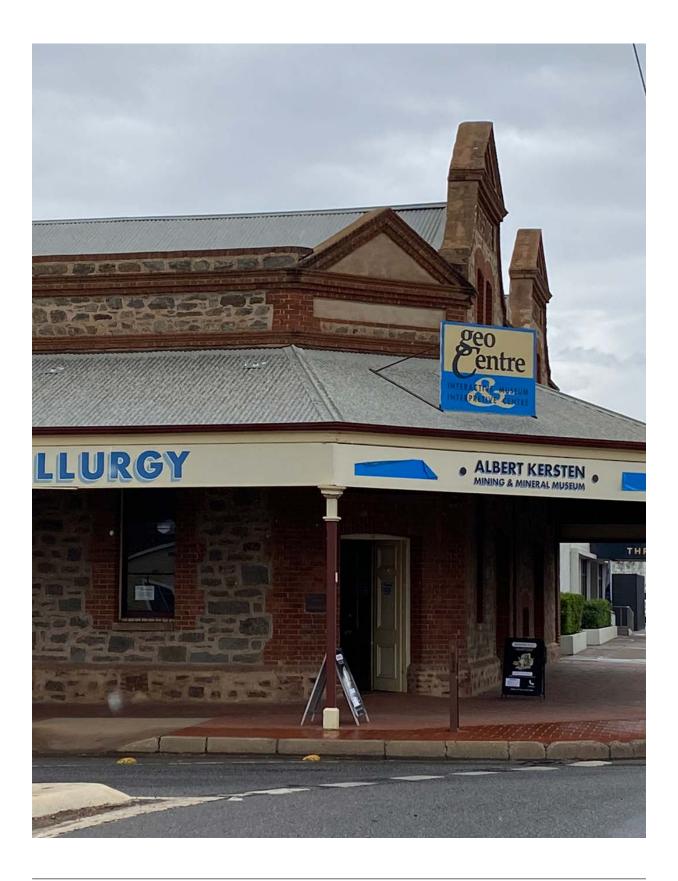
Acknowledgment of Country

Strategic Plan 2025 - 2028



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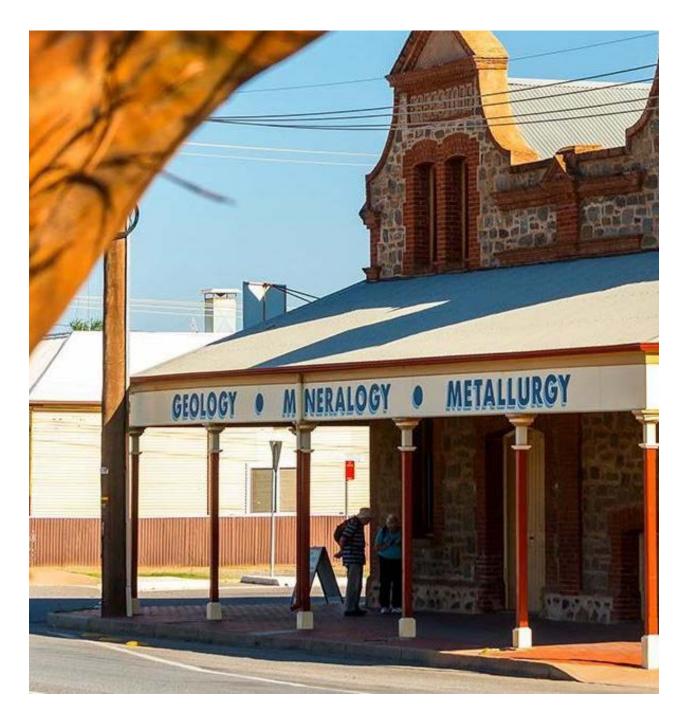
Acknowledgment of Country



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Legal name: Council of City of Broken Hill ABN: 84 873 116 132

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Gallery and Museum Manager

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Executive Summary Strategic Plan 2025 - 202

# EXECUTIVE SUMMARY

The Albert Kersten Mining and Minerals Museum is poised to transform into a modern, world-class institution that highlights the geological and historical legacy of Broken Hill.

Through a comprehensive Master Plan, the Museum envisions a future that connects the local community and visitors to the extraordinary geology and mining history of Broken Hill and its influence on the global mining sector.

The Museum's mission is centred on bringing to life the rich mineralogical and mining heritage of Broken Hill through an extensive range of geological specimens and artifacts. By fostering engaging exhibits and educational programs, the Museum aims to deepen the community's and visitors' appreciation of the region's crucial role in geoscience and mining.

As a landmark heritage institution in Far West New South Wales, the Museum focuses on two primary areas: geoscience and local history. Its role includes serving as a vital resource for geoscientific study and mining history, supporting research, and offering educational opportunities to students. The institution's evolving space will provide an enhanced visitor experience, showcasing a collection that bridges natural sciences and social history.

Executive Summary Strategic Plan 2025 - 2028



Based on a thorough analysis of the Museum's operating environment and detailed consultation with stakeholders, this strategic plan focuses on six key areas:

Continued development of the Master Plan. This plan for the expansion and redevelopment of the Museum has the potential to transform it into a vibrant new facility for Broken Hill. In preparation for achieving Stage 1, fundraising options need to be explored and community support gathered.

Building in museum management best practice, including investigating the formation of an advisory body (355 Committee) of peers.

Consolidating the collection. The completion of cataloguing the existing collection on mineralogical and historical artifacts will be a springboard for future strategic acquisition.

Broadening audience appeal, in particular appealing more to families and children.

Increase attendance, through improved communications and marketing, and a dedicated web presence.

Increasing commercial income, through increased venue hire and online retail.

By pursuing these goals through to 2029, the Museum will be well placed to take on an even greater role in showcasing and maintaining Broken Hill's rich cultural heritage.

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Executive Summary

Strategic Plan 2025 - 2028

# VISION AND MISSION

### **VISION**

Albert Kersten Mining and Minerals Museum will be a modern, world-class mining and mineralogy museum that promotes the local geology, mineralogy, social and rich mining history of Broken Hill. The Museum will connect Broken Hill to the geology of the region and the world.

### **MISSION**

The Museum's mission is to collect, preserve, interpret and showcase the extensive mining, mineralogical and social heritage of Broken Hill. By offering access to a wide collection of mineralogical specimens and mining industry artifacts, the Museum aims to illuminate the rich tapestry of Broken Hill's social and industrial history. Through engaging exhibits and educational programs, we strive to deepen the understanding and appreciation of Broken Hill's links and contributions to the mining sector and geoscience.



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Executive Summary

Strategic Plan 2025 - 2028

# AREAS OF OPERATION

The Museum is a landmark heritage institution in Broken Hill, developed around two core areas of focus: geoscience and local history. Geoscience is represented through a diverse collection of geological specimens, many of which are unique to the Broken Hill region and offer unparalleled insights into the local geology. Similarly, the Museum's local history focus is captured through a diverse collection of artifacts that narrate Broken Hill's significant mining heritage.

This dual focus enables the Museum to uniquely bridge the gap between natural sciences and social history, establishing it as a unique institution in New South Wales.

### ITS KEY AREAS OF OPERATION INCLUDE:

Serving as a local resource for geoscience and mining history.

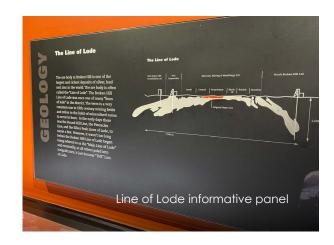
Being a tourist destination, enhancing the visitor experience for those eager to explore Broken Hill's rich past.

Maintaining an extensive collection for display and research purposes.

Providing support to geological researchers from Australia and beyond.

Offering educational resources and opportunities to local students.

In alignment with its recently completed Master Plan, the Museum is pursuing a redeveloping of its facility to produce an enhanced and updated museum experience. This initiative (currently with a completed Master Plan and costings) aims to create a modern, accessible, and interactive space that fully showcases the Museum's vast collection, amplifying its appeal and attracting visitors and locals alike.



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# A HISTORY OF PRESERVING BROKEN HILL'S GEOLOGICAL HERITAGE

- The discovery of silver at Broken Hill led to the establishment of one of the world's richest mineral deposits. This event set the stage for the eventual creation of the Museum as a means to preserve and interpret this history.
- The Broken Hill Proprietary Company was launched by a 'Syndicate of Seven' in 1885. The syndicate was Charles Rasp, George McCulloch, George Lind, Philip Charley, David James, James Poole, George Urquart, however some in the syndicate sold out before the shares were released.

### MUSEUM ESTABLISHMENT

The Broken Hill City Council purchased the historic public Bond Store and restored it to become the Bond Store Community Museum.

The Living Museums Initiative identified the need for a museum dedicated to the minerals and unique geology of Broken Hill.

The Museum was officially opened to the public. It was established to educate visitors about the geological and social history of Broken Hill, focusing on its mining legacy.

An extension was added to the Museum in the form of the exhibition hall to allow for the exhibition of social history stories.

Attachment 1
Draft Albert Kersten Mining and
Mineral Museum Strategic Business
Plan 2025-2028

Executive Summary Strategic Plan 2025 - 2028

### **NOTABLE FEATURES**

The Museum hosts an impressive collection of in excess of two thousand specimens, including numerous world class specimens and two of extreme rarity. Numerous world-class specimens are also included within the collection, notably a 42 kg nugget of almost pure native silver and the famous Silver Tree, an 8 kg centrepiece once owned by Charles Rasp. In 2002, two new minerals were discovered in Broken Hill, Hoganite & Paceite (named for local collectors Graham Hogan & Frank Pace).

The mining history of the Broken Hill region is displayed in the Metallurgy Room within the Museum with numerous photographs and artifacts from the early years of Broken Hill Proprietary Limited. These artifacts, along with other mining memorabilia obtained from the Line-of-Lode Organisation (South Mine) tell the story of life on the Silver Fields in the late 1800's and early 1900's. Among these artifacts is the Silver Tree, owned by Charles Rasp, the discoverer of the Broken Hill lode. The Museum is located in a restored former Bond Store, enhancing its historical ambiance and making it a key architectural feature in Broken Hill.

### **NOTABLE PROGRAMS**

The Museum has hosted a number of significant exhibitions with a strong focus on local and social history. These exhibitions have resulted from strong partnerships with local, state and national organisations including the National Film and Sound Archive, the Powerhouse Museum and Sydney Living Museums. Exhibitions held at the Museum have focused on significant moments in local social history including Indigenous Australians at War, the Battle of Broken Hill, Burke and Wills Exhibition and the Greening of the Silver City.

### RECENT ACHIEVEMENTS

The Museum continues to engage with visitors through interactive displays that explain earth sciences, mineralogy, and metallurgy. It also features a three-screen display that provides a visual journey from the Big Bang to present-day geological formations.

The Museum also has an early 20th Century miner's shack that gives visitors an insight into the lives of miners in those times (currently closed).

As part of ongoing educational initiatives, the Museum participates in events like National Science Week, promoting awareness of science and geology among school groups and the general public.

In 2024, the Master Plan for the Museum's expansion and redevelopment completed and presented to Broken Hill Council.

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## ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

## PEOPLE AND COMMUNITY

## SPACES, ASSETS AND PLACES

## SECTOR CAPACITY BUILDING

## RELEVANT STRATEGIES

1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.9, 1.10 and 1.11

2.1, 2.2, 2.3, 2.5 and 2.7

3.2, 3.6, 3.7 and 3.8

### THE STRATEGIC PLAN ALIGNS THROUGH...

Increased participation and education opportunities for young people.

Increased participation in Broken Hill's culture by people of all ages and abilities.

Amplification of Broken Hill's diverse social and cultural histories.

## Exhibition and promotion of Broken Hill's rich social and mining history.

Ongoing conservation, protection, maintenance of community collections and cultural facilities.

Preservation and conservation of the built and natural environment.

## Partner to develop research opportunities and capabilities.

Maximisation of the contribution of volunteers to the city's cultural life.

Undertaking strategic professional development for staff.

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## AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill, recognised as Australia's first Heritage City, proudly showcases its rich history through an impressive array of museums and collections. Among these institutions, the Museum is a core tourist offering, drawing over 8,000 visitors annually, with numbers surging during the crisp, cooler months — the town's peak tourist season. The ongoing engagement with the Museum's collection and exhibitions, highlights the community's deep connection to its storied past and the value it places on preserving its cultural and geological legacy.

With Broken Hill welcoming around 250,000 visitors each year, primarily domestic travellers, the visitor population often equals or surpasses the town's resident count of over 17,000.

THE MUSEUM HAS
KEY AUDIENCE
DEMOGRAPHICS
IT CAN BUILD ON
TO INCREASE ITS
VISITATION:



Grey Nomads: over 55s, primarily tourists, who are keen to learn about Broken Hill's heritage.



Young Families: Gen X-ers, again primarily tourists, visiting Broken Hill and seeing numerous local attractions while in town.



Geo-enthusiasts: primarily older men with an interest in geology, prospecting and lapidary. In this group we can include researchers from tertiary education looking to review specimens held in the Museum's collection.



Students: primary and secondary students from local schools undertaking excursions to the Museum as learning activities.

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Executive Summary Strategic Plan 2025 - 2028

The primary mechanism for increasing visitation in these segments is to undertake the proposed redevelopment of the site to improve displays and access to them. However, in the short term, there are two main strategies identified to increase audience and participation at the. The first strategy is to improve the effectiveness of marketing and communication, particularly aimed to reach to young attendees through social media platforms. The second, is to expand and enhance social history storytelling through the use of increased interactive displays to bring the Museum's stories to life.

This storytelling emphasis is a cornerstone of the engagement strategy, aiming to transform passive displays into compelling, innovative presentations that captivate and inspire repeat visits. By leveraging its dual focus on geoscience and social history, the Museum can offer a multi-faceted narrative woven into Broken Hill's history, fostering deeper connections and engagement. The Museum's long-term vision is not only to boost attendance but to foster meaningful interactions and connections with its visitors.

In advancing sector development, the Museum actively cultivates robust partnerships with leading geological institutions such as universities and major state museums. These alliances are essential for facilitating the exchange of artifacts and knowledge, thereby underpinning research initiatives nationwide. As an integral participant within the realm of natural history museums, the Museum serves as a vital hub of expertise in minerals and mining. This strengthens its contributions to the New South Wales heritage collection sector and enriches the national narrative of geological heritage.



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Strategic Plan 2025 - 2028

## CONTRIBUTION TO LOCAL TOURISM

5.8M

Est. cultural tourism visitors to regional NSW in 2023

13M

Est. nights spent by cultural tourism visitors to regional NSW in 2023 ¹

1.0M

attendees to museums in NSW 2022 ²

32%

percentage of visitors to NSW attending museums and galleries ³ **8,732**visitors to the AKMMM in FY23, 23K visitors between FY21-24

- 1. Patternmakers, 2024, "Cultural Tourism in Regional NSW"
- 2. Museums & Galleries NSW, 2022, "NSW Museums & Galleries Sector Census"
- 3. Destination NSW, 2024, "Culture and Heritage Tourism to NSW"

The Museum plays a pivotal role in attracting and captivating visitors from near and far, capitalising on a growing cultural and heritage tourism trend in NSW. As a critical feature within Broken Hill's heritage offering, the Museum complements Broken Hill's status as a national heritage city. It has become a must-visit for various visitor segments, including road trippers seeking unique experiences, geoscience enthusiasts delving into the fascinating world of mining and minerals, history buffs exploring the rich local heritage, and natural sciences students eager to expand their knowledge.

The Museum's attraction lies in its ability to provide an experience that combines geoscience and local history. Visitors enter a world where they can explore the region's geological wonders and discover the stories of the pioneers who shaped Broken Hill's rich

mining heritage. This one-of-a-kind blend of geoscience and local history creates a captivating and educational experience that can't be found anywhere else.

Data from the Visitor Information Centre indicates that up to 10% of visitors to Broken Hill make their way to the Museum, highlighting its significance and popularity among tourists. This steady flow of visitors contributes to the local tourism industry and showcases the Museum's ability to attract and engage a diverse audience. As the Master Plan for the redevelopment progresses, the Museum is poised to build upon its infrastructure, visitor experience, and educational offerings.

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Executive Summary Strategic Plan 2025 - 2026

## THE COLLECTION

The Museum houses a truly remarkable collection of minerals, gems, and mining-related artifacts, one of the most extensive in Australia, packed with rare and unique specimens. The Museum's collection provides a vivid insight into the rich mining history of Broken Hill and Australia's natural heritage.

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Albert Kersten Mining and Minerals Museum

Interpretive display cabinet showing uses of silver, lead and zinc

Strategic Plan 2025 - 2028

#### SIGNIFICANCE OF THE COLLECTION

The Broken Hill ore body holds immense geological significance, being one of the most studied in the world and one of Australia's foremost "type location" for mineral specimens. This means more mineral species were first discovered and identified in Broken Hill than elsewhere in Australia.

The collection includes around 2,000 rare and valuable geological specimens, offering insights into the country's natural heritage. Notably, it features a massive 42kg silver nugget and the iconic Broken Hill Silver Tree, an epergne (table centrepiece) that once belonged to Charles Rasp. Rasp, a boundary rider who became a prospector, is credited with discovering the original "broken hill" and co-founding the Broken Hill Proprietary Company (BHP) in 1885, which spurred the development of the mines and the city.

#### **EVOLUTION OF THE COLLECTION**

At the heart of the collection is the "Centenary Collection." This collection comprises of minerals acquired from the "Flossie" Campbell collection (acquired in the 1960s) and the Roy Waldron collection (acquired in 1983).

The Museum's collection has been further enriched through the acquisition of the Max Vincent collection (1988), donations from the Mine Managers' Association (1988), and the Meatheringham collection (2000).

Among the collection's items, are a number of world-class specimens and two extremely rare minerals: Hoganite and Paceite. These minerals, discovered in Broken Hill in 2002, are named after local collectors Graham Hogan and Frank Pace. Of the six known specimens, one is held by the Museum, while others reside in institutions like Museum Victoria, the Australian Museum, and Western Sydney University.

### INTERNATIONAL RECOGNITION

The Museum has showcased its mineral collection at prestigious international mineral shows in Tucson and Denver, United States, and Munich, Germany. Minerals from the collection have also been featured in numerous Australian and international publications, including the "Australian Journal of Mineralogy" and "Rocks and Minerals".

The collection is a focal point for the Broken Hill community's pride, as it showcases the city's unique geological heritage and the impact its mining history has had on the city's social fabric. The Museum brings Broken Hill's history to life by connecting the scientific significance of the minerals with the stories of the people who discovered and studied them.



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Albert Kersten Mining and Minerals Museum

**Broken Hill City Council** 

Strategic Plan 2025 - 2028

# PROGRAMMING PRINCIPLES

## CELEBRATING BROKEN HILL'S PEOPLE AND HISTORY

The Museum is dedicated to honouring the rich heritage and contributions of the people of Broken Hill, showcasing their stories and preserving their legacies.

## CELEBRATING THE BREADTH OF GEOSCIENCE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

## **BRINGING STORIES TO LIFE**

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

## **ENGAGING ALL AGE GROUPS**

With its diverse range of educational programs and exhibits tailored to different age groups, the Museum ensures that visitors of all ages can actively participate, learn, and be inspired by the wonders of geoscience and the region's mining heritage.

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Broken Hill City Council Page 802

Executive Summary Strategic Plan 2025 - 2028

# FUTURE PROGRAMS AND PROJECTS



The Museum's future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill's geological and social history education.

With a focus on engaging storytelling, new exhibits will delve deeper into the rich tapestry of Broken Hill's history, offering visitors a fresh perspective by aligning geological artifacts with compelling social history narratives. This approach aims to illuminate the intriguing facets of Broken Hill's past, enabling a fuller exploration of the town's transformation over time.

A key component of this strategy will be upgrading existing display cabinets and accompanying text to facilitate more dynamic presentations and a more interactive visitor experience. Alongside these physical upgrades, ongoing cataloguing of the existing collection is a priority. This ensures that the artifacts are preserved with comprehensive records, enabling ease of access and improved educational outreach. It will also allow for the selective acquisition of new pieces that will complement the collection, filling in historical gaps and broadening interpretive possibilities. Adding guided tours to the space will take advantage of staff's deep knowledge of Broken Hill's rich geological heritage.

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## DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION

## Attachment 1 Draft Albert Kersten Mining and Mineral Museum Strategic Business



Ultimately, the progression of the Master Plan to redevelop the Museum will present a fundamental shift in how programming is designed and delivered. This redevelopment initiative aims to elevate the Museum's infrastructure, visitor experience, and educational offerings. An expanded Museum will allow for new and innovative displays in an inspiring and immersive environment that captivates visitors of all ages. Over the course of this plan, the focus will be on gaining support and funding to complete stage 1 of the redevelopment. In time, a reinvigorated Museum will combine state-of-the-art technology and interactive exhibits to amplify a truly dynamic program of work to delight visitors and the local community

Establishing a Line of Lode display stands out as a unique offering that incorporates geological samples, illustrating the specific minerals extracted from key locations. This display is both an educational tool and a testament to Broken Hill's mining heritage. Additionally, the programming will investigate ways to highlight the local Indigenous community's connection to the land and their historical and contemporary use of the area. By exploring ways to integrate Indigenous perspectives, the Museum aims to foster a more inclusive understanding of the landscape's significance.

Future programming will also highlight key items within the Museum's collection. By focusing on key artifacts, visitors can gain insights into significant events and innovations that shaped Broken Hill and the broader geological landscape of New South Wales. This method promises to educate and inspire a deeper appreciation for the intricacies of regional geology and its socio-economic implications.

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Strategic Plan 2025 - 2028

# ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS

With Broken Hill's dedication to preserving heritage and fostering a vibrant museum culture, the Museum functions within a dynamic environment where maintaining strong local ties and attracting tourists are equally important. As visitors increasingly seek more diverse and interactive experiences with museum collections, the Museum is committed to adapting its operations to align with these evolving expectations. This proactive approach aims to deliver an engaging and enriched visitor experience that resonates well into the future, ensuring the institution remains relevant and captivating.

One of the Museum's core strengths lies in its varied and captivating collection, which holds significant heritage value and has garnered strong community support. This is further enhanced by a unique combination of mineral and social history narratives, which appeal especially to researchers and benefit from a passionate and knowledgeable staff base. However, the Museum faces challenges, including the need for more interactive displays to encourage repeat visits and broader appeal, with a particular gap in engaging young families. It is constrained by its existing building and limited resources, alongside a necessity for more compelling storytelling of social history.

Looking ahead, there are distinctive opportunities, such as executing the Master Plan for future development, exploring external funding, enhancing its digital presence with a new website, and introducing regular temporary exhibitions to keep the experience fresh.

Collaborations with the Gallery for shared resources and geo-trail links present further growth potential. Nonetheless, the centre must navigate threats that include the risk of the Master Plan stalling without ongoing focus, the challenge of maintaining attendance, and adjusting to educational curriculum changes to remain relevant to young audiences. Addressing these elements will be critical for the Museum's sustained evolution and impact.

Strategic Plan 2025 - 2028

## SWOT ANALYSIS

The SWOT analysis below is a distillation of community and stakeholder feedback received for drafting this strategic plan.

## **STRENGTHS**

- Varied and fascinating collection, heritage significance
- Strong community support
- Master Plan work has been completed
- Mix of minerals/social history is the Museum's point of difference
- Appeal to researchers
- Passionate and knowledgeable staff
- Strong cultural relevance to Broken Hill

## OPPORTUNITIES

- Master Plan further design work and tech specs
- Master Plan opportunities for corporate sponsorship
- Website development
- Ongoing development of exhibitions; introducing regular, temporary exhibitions.
- Links to geo trail/silver trail. Using the Geo as a starting point.
- Shared human resources with the Gallery
- Guided tours
- Finalising the cataloguing of the collection and moving to acquisition which will identify gaps within the collection
- Greater focus on social history
- Be part of multi-day experiences

## **WEAKNESSES**

- Low repeat attendance
- · Lacking broad appeal
- · Limited to existing building footprint
- Limited experiences that offer interactive experiences
- Limited experiences that engage kids/ families
- Limited staff resourcing
- Need to tell the stories of social history in a more compelling way

#### **™** THREATS

- Without focus and effort, the Master Plan could languish
- Limited growth in attendance
- Without the additional social history/ storytelling aspects, attendance could decline.
- Lack of relevance to young people
- Changes to the NSW secondary curriculum; need to stay relevant

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Albert Kersten Mining and Minerals Museum

Broken Hill City Council Page 806

Strategic Plan 2025 - 2028

## STRATEGIC GOALS AND INDICATORS

The Museum is committed to enhancing its role as a leading heritage and cultural institution in Far West NSW. It has identified six key strategic goals to navigate its complex operating environment while resonating with the insights gathered through extensive stakeholder engagement encompassing attendees, staff, and management.

The first strategic goal focuses on the continued development of the Master Plan, ensuring that the Museum's future is both visionary and attainable. In tandem, the organisation aims to build museum management best practices, including establishing an advisory committee to leverage Museum-specific expertise. The committee should also have a role in exploring potential fundraising opportunities for the Museum's redevelopment.

Another goal is consolidating the collection, which enhances the Museum's research potential and fosters deeper cultural insights.

Broadening audience appeal is vital if the Museum is to increase its impact. Therefore, there will be a focus on engaging with target demographic sectors through innovative exhibitions and programming. Increasing attendance is a priority, achievable through refined communication strategies and robust marketing efforts that resonate with existing and potential visitors.

Lastly, enhancing commercial income generation (from retail, venue hire and special events) is essential for maintaining sustainable growth and operational excellence.

These strategic goals reflect the Museum's commitment to adapting and thriving in an ever-evolving cultural landscape, ensuring its lasting relevance for Broken Hill's residents and visitors.

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Strategic Plan 2025 - 2028



IN SUPPORT OF THESE GOALS, THIS STRATEGIC PLAN FOCUSES ON THE FOLLOWING KEY PROJECTS:

Museum placement/exchange program to grow the skills of our staff

Funding for additional temporary exhibitions to ensure ongoing novelty in the museum offering

The development of a standalone Museum website

The development of an interactive digital approach to the Museum

Strategic Plan 2025 - 2028

#### **AREA OF OPERATION 1**

## CONTINUED DEVELOPMENT OF THE MASTER PLAN

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Designs and tech specs for the Museum expansion completed within the next two years	Implementation of Stage 1	Funds sourced to allow for the completion of designs and tech specs	Designs and tech specs complete		
Goal 2	Fundraising campaign to raise \$ for stage 1	Stage 1 completed		Strategy in place to raise funds	Campaign launched	Funds raised to match with government grants.

#### **AREA OF OPERATION 2**

## BUILDING IN MUSEUM MANAGEMENT BEST PRACTICE (INC. ADDING AN ADVISORY COMMITTEE)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Add expertise in museum management (specialising in curatorial and collection management)	Museum expertise integrated within staffing structure	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff
Goal 2	Museum placement/ exchange program for management staff	Program in place (2-3 placements per year)	2-3 placements per year	2-3 placements per year	1-2 placements per year	1-2 placements per year
Goal 3	Establishment (setting of roles & responsibilities) of advisory committee (355 committee)	Advisory committee established and maintained. Committee to provide curatorial advice, build community support, and explore fundraising options for the Master Plan.	Advisory committee established.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.

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Strategic Plan 2025 - 2028

#### **AREA OF OPERATION 3**

## CONSOLIDATING THE COLLECTION (INC. PROMOTING RESEARCH POTENTIAL)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Finalising the catalogue	Complete, and used to aid strategic acquisition	Cataloguing complete	Acquisition and de- accession being implemented according to the Collection Management policy.	Acquisition and de- accession being implemented according to the Collection Management policy.	Acquisition and de- accession being implemented according to the Collection Management policy.
Goal 2	Additional acquisitions thereafter, according the Collection Management Policy and associated documented procedures.	Fill gaps in collection, focusing on local minerals.			Acquisition and de-accession are used to guide collection growth.	Acquisition and de-accession are used to guide collection growth.

#### **AREA OF OPERATION 4**

## **BROADENING AUDIENCE APPEAL**

DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Clear focus and strategy for kids/ families	# of families and kids visiting (as % of total attendance)	5% increase on previous year	5% increase on previous year	5% increase on previous year	5% increase on previous year
Added focus on telling compelling social history stories	% of floor space dedicated to social history	At least 25% of floor space is dedicated to social history stories	Maintained	Maintained	Maintained
Clear alignment with education curricula	In place	Maintained	Maintained	Maintained	Maintained
Adding more interactivity into displays	% of interactive displays as a proportion of total displays)	50%	60%	70%	80%
Regular temporary exhibition program	In place	Maintained	Maintained	Maintained	Maintained
	Clear focus and strategy for kids/families  Added focus on telling compelling social history stories  Clear alignment with education curricula  Adding more interactivity into displays	Clear focus and strategy for kids/ families and kids visiting (as % of total attendance)  Added focus on telling compelling social history stories  Clear alignment with education curricula  Adding more interactivity into displays  Regular temporary  # of families and kids visiting (as % of total attendance)  # of floor space dedicated to social history  In place	Clear focus and strategy for kids/ families and kids visiting (as % of total attendance)  Added focus on telling compelling social history stories  Clear alignment with education curricula  Adding more interactivity into displays  Regular temporary  Med families and kids visiting (as % of previous year previous year social attendance)  # of families and kids visiting (as % of previous year previous year social attendance)  # of families and sigh avious and previous year social floor space is dedicated to social history stories  Maintained  **Mointained**  **Mointained**  **Mointained**  **Mointained**  **Mointained**	Clear focus and strategy for kids/ families and hids visiting (as % of families)  Added focus on telling compelling social history stories  Clear alignment with education curricula  Adding more interactivity into displays  Regular temporary  Medis Visiting (as % of previous year pr	Clear focus and strategy for kids/ families and strategy for kids/ families  Added focus on telling compelling social history stories  Clear alignment with education curricula  Adding more interactivity into displays  Regular temporary  In place  Mof families and kids visiting (as % of total attendance)  S% increase on previous year  S% increase on previous year  Maintained S% increase on previous year  Maintained Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained  Maintained

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Strategic Plan 2025 - 2028

**AREA OF OPERATION 5** 

# INCREASE ATTENDANCE THROUGH IMPROVED COMMUNICATIONS AND MARKETING

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Promote the multipass	Increase entry via multipass	5% increase in current usage	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Build the marketing database and implement e-newsletter	# of database entries and # of e-newsletter subscribers	10% on current measures	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 3	Design and implement website.	In place	In place	Refreshed	Refreshed	Refreshed

**AREA OF OPERATION 6** 

## **INCREASING COMMERCIAL INCOME**

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Boosting retail and adding online retail	Increase in sales	10% increase in current online sales	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Promoting as a venue for venue hire.	Increase in venue hire revenue	10% increase on venue hire	5% increase on previous year	5% increase on previous year	5% increase on previous year

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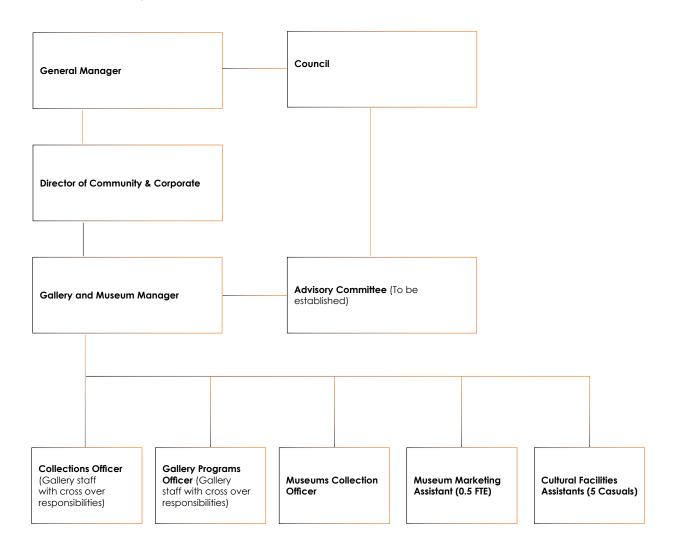


Broken Hill City Council Page 812

Governance Strategic Plan 2025 - 2028

## GOVERNANCE

The Museum is owned and managed by the Broken Hill City Council. As such, it does not have a formal independent board structure. However, as reflected in this strategic plan, an Advisory Committee that advises the organisation's collections and exhibition activities would provide additional museum expertise, ensuring best museum practices.



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Broken Hill City Council Page 814

Modern Workplace Conditions

Strategic Plan 2025 - 2028

## MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates. Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance. Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive antibullying policies designed to protect and empower our staff. Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.



Risk Assessment Strategic Plan 2025 - 2028

## RISK ASSESSMENT

## DAMAGE TO OR THEFT FROM THE COLLECTION

Likelihood: Medium

Potential Impact: High

Mitigation Strategies: The Museum should implement security protocols, including surveillance systems and controlled access measures to protect the collection. Regular inventory audits and staff training on handling and safeguarding artifacts can minimise risks.

### POOR ATTENDANCE AND LOSS OF RELEVANCE

Likelihood: Medium

Potential Impact: High

Mitigation Strategies: The Museum should focus on dynamic, audience-centric marketing campaigns highlighting new and engaging exhibits and activities. Collaborating with local schools and community organisations can help broaden reach and enhance relevance. Regularly soliciting visitor feedback to adapt offerings based on public interest can also ensure the Museum remains a vibrant community staple.

## INABILITY TO PURSUE THE MASTER PLAN FOR REDEVELOPMENT AND EXPANSION

Likelihood: Medium

Potential Impact: Medium

Mitigation Strategies: Establish an advisory committee to develop links to private donors and corporate sponsorships. Maintaining strong relationships with governmental and heritage organisations can provide access to strategic advice and additional resources. Transparent communication about the Master Plan's benefits can cultivate public support, fostering a favourable environment for its execution.

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## DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION

Attachment 1
Draft Albert Kersten Mining and
Mineral Museum Strategic Business
Plan 2025-2028

Risk Assessment Strategic Plan 2025 - 2028

## **RETAINING KEY STAFF**

Likelihood: Medium

Potential Impact: Medium

Mitigation Strategies: Implementing employee engagement and development programs will aid in retaining key talent. Offering competitive benefits and fostering a supportive workplace culture to make the Museum an attractive environment for current and future staff.

### REPUTATIONAL DAMAGE

Likelihood: Low

Potential Impact: High

Mitigation Strategies: Regularly monitoring public feedback and promptly addressing concerns will demonstrate accountability. Proactively sharing positive stories and achievements through various media channels can enhance the Museum's public image and build community trust.

Marketing and Communication

Strategic Plan 2025 - 2028

# MARKETING AND COMMUNICATION

By focusing on key areas, we aim to enhance visibility, increase visitor engagement, and strengthen community ties. Our marketing and communications strategy centres on positioning the Museum as a leading cultural and educational destination in Broken Hill, one which can be enjoyed multiple times by residents and visitors.

## ESTABLISHMENT OF A DEDICATED MUSEUM WEBSITE

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

#### **REGULARLY TURN OVER EXHIBITIONS**

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

## BETTER TOURISM AND HOSPITALITY COLLABORATION

We will forge partnerships with local tourism and hospitality businesses to create bundled offerings and joint promotions. Collaborations with hotels, tour operators, and travel agencies can enhance our reach and attract tourists. Developing exclusive packages or experiences with partners will position the Museum as an integral part of the regional tourism landscape.

### **BUILDING THE MUSEUM'S CONTACT DATABASE**

A comprehensive contact database is essential for targeted communications. We will implement initiatives to expand our database, including membership drives, unique event registrations, and digital campaigns. This resource will allow for personalised marketing and engagement efforts, fostering a deeper connection with our audience.

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## DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION

Attachment 1
Draft Albert Kersten Mining and
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Plan 2025-2028

Marketing and Communication

Strategic Plan 2025 - 2028



#### **IMPROVED SOCIAL MEDIA ENGAGEMENT**

Enhancing our social media presence through engaging content and interactive posts will be a priority. By leveraging platforms like Instagram and Facebook, we will share compelling stories, behind-the-scenes looks, and timely updates. Video reels provide a short, engaging way to tell intriguing stories based on the Collection. Engaging with our audience through comments, live sessions, and social media campaigns will build a vibrant online community.

## MAKING THE MUSEUM THE START OF LOCAL HERITAGE TRAILS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

## SINGLING OUT HIGHLIGHTS IN THE COLLECTION

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

### **INTERACTIVE DISPLAYS**

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

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Appendix A Strategic Plan 2025 - 2028

**APPENDIX A** 

## ALIGNMENT WITH ARTS AND CULTURAL FUNDING PROGRAM (ACFP) PRIORITIES

The Museum's goals are closely aligned with Create NSW's priority areas, reinforcing our commitment to community engagement and educational outreach.

## FIRST NATIONS STORIES AND COMMUNITIES

The Museum is one of Broken Hill's platform for engaging with the Indigenous history of our region. We aim to thoughtfully present and explore the complex narratives surrounding First Nations communities, respecting and amplifying their voices.

## NEXT GENERATION OF CREATIVES AND AUDIENCES

Recognising the importance of engaging young minds, our strategic plan prioritises initiatives that connect with youth, immersing them in geoscience and revealing the rich tapestry of local history, inspiring the scientists and historians of tomorrow.

## WESTERN SYDNEY AND/OR REGIONAL NSW

Proudly located in Far West NSW, we act as a key heritage institution dedicated to showcasing exhibits that reflect the unique stories and cultural heritage of our area.

## BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

Embracing the diverse tapestry of the Broken Hill community, the Museum is committed to celebrating diversity both locally and globally. Our audience is diverse, reflecting the universal nature of geoscience and the inclusive stories our exhibits tell.

#### **ACCESSIBILITY AND EQUITY**

Our Master Plan redevelopment is dedicated to enhancing accessibility, ensuring the Museum is welcoming and user-friendly for everyone. By maintaining affordable ticket prices, we strive to offer equitable access, inviting the entire community to engage with our rich collection.



Albert Kersten Mining and Minerals Museum

Broken Hill City Council Page 821

Attachment 1 Draft Albert Kersten Mining and Mineral Museum Strategic Business



Broken Hill City Council



#### ORDINARY MEETING OF THE COUNCIL

June 5, 2025

## **ITEM 16**

### BROKEN HILL CITY COUNCIL REPORT NO. 99/25

SUBJECT: INVESTMENT REPORT FOR MAY 2025 D25/25003

## Recommendation

1. That Broken Hill City Council Report No. 99/25 dated June 5, 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 May 2025, Council's Investment Portfolio had a current market valuation of \$19,394,781 or principal value (face value) of \$19,344,562 and was compliant with policy and legislative requirements as per the below table.

### Report:

Council's investments as at 31 May 2025 are detailed in Attachment 1.

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

#### Market Review

## **Global issues:**

- Globally, the rollercoaster of US President Trump's tariff declarations continues to keep the markets off balance, but the pattern of his threats then his back-tracking is causing the market to be more circumspect with each announcement.
- All the tariff flip-flopping is driving a loss of faith in the US as a safe haven and could see global investors demand a higher risk premium to invest in US shares, bonds and the US dollar. With Moody's recently downgrading its credit rating, the US now has no ratings agency giving it a AAA rating.
- US data releases were mixed during the month. Consumer confidence rebounded, in response to Trump's tariff backdown on European goods, but it is still down from the

levels of earlier this year. And while March quarter GDP growth was revised up fractionally, to -0.2% annualised, consumer spending was revised down to just 1.2% annualised growth.

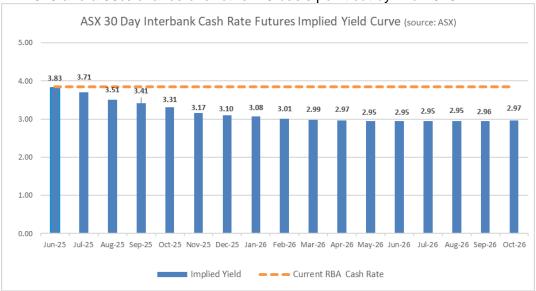
- German unemployment rose again in May highlighting ongoing weakness in the German economy. The rest of Europe has been a bit stronger resulting in stable unemployment recently and German fiscal stimulus appears to be on the way.
- Latest Chinese retail sales, industrial production, and investment were softer than expected but the trend in growth remains up. More policy stimulus is expected to be needed to keep growth "around 5%" as the US tariff threat lingers.
- Global shares rose over the month as Trump backed down on tariffs on Europe and the legality of his one-man tariff policies are being questioned. US shares gained over 6%, European and Japanese markets were up 5% and Chinese shares gained 2%. Australian shares also fared well with the All Ords up 4.2%.

### **Domestic issues**

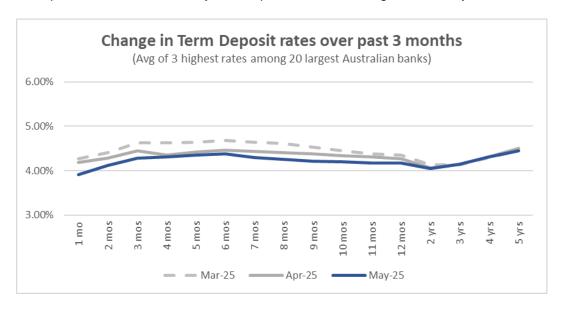
- Latest monthly Australian inflation data was a little higher than expected, but headline CPI at 2.4% and trimmed mean at 2.8% are still in the RBA's 2-3% target range and services inflation is expected to slow further.
- Latest construction activity data was flat with residential building up, consistent with a rising trend in housing approvals but non-residential building and engineering work down suggesting a drag on business investment. Also, business investment fell slightly last quarter, and economists are expecting weakness for the year ahead.
- While the inflation results are not regarded as weak enough on their own to speed up rate cuts, the soft economic data in late May is keeping another rate cut at the RBA's July meeting a possibility, but an August cut is seen as more likely.
- Private domestic demand is recovering, real household incomes have picked up, and there has been an easing in some measures of financial stress. However, businesses in some sectors continue to report that weakness in demand makes it difficult to pass on cost increases to final prices.

#### **Interest rates**

- Following its May 20th meeting, the RBA lowered the official cash rate to 3.85%pa.
- The RBA noted that "inflation is in the target band and upside risks appear to have diminished as international developments are expected to weigh on the economy".
- The market is currently pricing in 75 basis points worth of interest rate cuts by the end of 2025 and a 50% chance of another 25 basis point cut by mid-2026:



Term deposit rates across the 1 to 12 month range dropped by an average of 10 basis points with the biggest drop in the 1-3 month area with expectations of another rate cut by the RBA coming soon. Long dated rates were largely unchanged again as much of the anticipated rate cuts for the cycle are priced in at the long end already:



#### **Investment Portfolio Commentary**

Council's investment portfolio returned 7.86%pa (0.64% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 4.12%pa (0.34% actual) return. Over the past 12 months, the investment portfolio has returned 4.92% versus the bank bill index benchmark's 4.42%.

The NSW TCorp Medium Term Growth Fund recorded a strong result during the month, with a gain of 1.53% (actual). The return is reflective of the gains in the domestic and international share markets following the back down of tough tariff talk coming out of the US. Improved valuations on floating rate notes and fixed rate bonds in the fund also helped boost returns in the TCorp holding and the portfolio overall.

During May, Council had maturities of \$2m between four NAB deposits all with original terms of 3 months that had been yielding an average of 4.86%pa. No new investments were made during the month.

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

## Council's Portfolio by Source of Funds - May 2025

As at 31 May 2025, Council's Investment Portfolio had a current market valuation of \$19,394,781 or principal value (face value) of \$19,344,562 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$4,363,605

Broken Hill City Council

	TOTAL PORTFOLIO	\$19,344,562
	Grants	\$9,323,258
	Domestic Waste Management Reserve	\$5,052,861
Fund	Royalties Reserve	\$604,838

## 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 May 2025

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL GENERAL MANAGER

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Broken Hill City Council

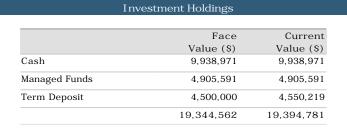
Investment Summary Report May 2025



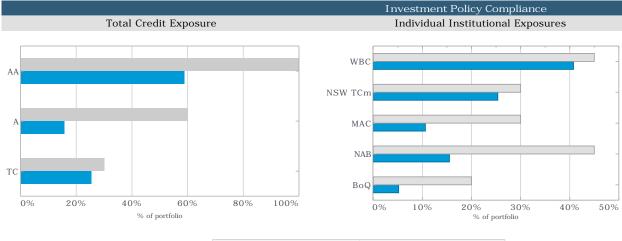
# Executive Summary - May 2025



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	Face	Policy
	Value (\$)	Max
Between 0 and 1 years	19,344,562	100% 100% a
	19,344,562	

Term to Maturities

Specific Sub Limits

Between 5 and 10 year. 0 0% 30% a

g Portfolio Exposure g Investment Policy Limit



# INVESTMENT REPORT FOR MAY 2025

# Investment Holdings Report - May 2025



Page 830

Cash Accounts					
Face Current	Institution	Credit	Current	Deal	Reference
Value (\$) Rate (%)	Thistitution	Rating	Value (\$)	No.	Kelerence
1,643,112.69 0.0000%	Westpac Group	AA-	1,643,112.69	473409	Cheque
2,052,602.26 4.1789%	Macquarie Bank	A+	2,052,602.26	540354	Accelerator
6,243,255.72 4.8000%	Westpac Group	AA-	6,243,255.72	535442	90d Notice
9,938,970.67 3.8782%			9,938,970.67		

Managed Funds							
Face Value (\$)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value (\$)	Deal No.	Reference
4,905,591.07	1.5348%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,905,591.07	536441	
4,905,591.07	1.5348%				4,905,591.07		

Term Depo	osits									
Maturity Date	Face Value (\$) I	Current Rate (%)	Institution	Credit Rating	Purchase Purch Price (\$) I	nase Current Date Value (\$)		Accrued Interest (\$)	Next Interest Date	Reference
2-Jun-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00 25-Fe	b-25 1,012,493.15	545824	12,493.15	At Maturity	
10-Sep-25	1,000,000.00	4.7500%	Bank of Queensland	A-	1,000,000.00 5-Ma	ar-25 1,011,452.05	545848	11,452.05	At Maturity	
23-Sep-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00 11-Ma	ar-25 1,010,671.23	545898	10,671.23	At Maturity	
7-Oct-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00 11-Ma	ar-25 1,010,671.23	545899	10,671.23	At Maturity	
21-Oct-25	500,000.00	4.8000%	Suncorp Bank	AA-	500,000.00 18-Ma	ar-25 504,931.51	545933	4,931.51	At Maturity	
	4,500,000.00	4.7556%			4,500,000.00	4,550,219.17		50,219.17		



# Accrued Interest Report - May 2025

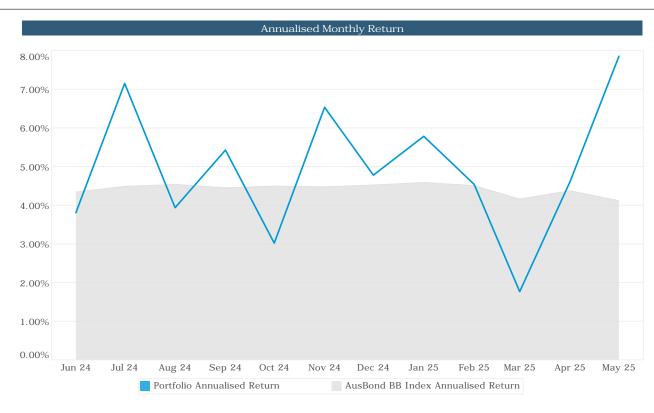


Investment	Deal No. Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
<u>Cash</u>								
Macquarie Bank	540354				6,118.50	0	6,118.50	4.18%
Westpac Group	473409				0.00	0	0.00	0.00%
Westpac Group	535442				21,706.00	0	21,706.00	4.80%
					27,824.50		27,824.50	3.77%
<u>Managed Funds</u>								
NSW T-Corp Medium Term Growth Fund	536441			2-Jun-25	0.00	0	74,152.62	19.64%
					0.00		74,152.62	19.64%
<u> Term Deposits</u>								
National Australia Bank	545764	500,000.00	4-Feb-25	6-May-25	6,108.22	5	335.62	4.90%
National Australia Bank	545785	500,000.00	11-Feb-25	12-May-25	6,065.75	11	741.37	4.92%
National Australia Bank	545796	500,000.00	18-Feb-25	20-May-25	6,045.89	19	1,262.33	4.85%
National Australia Bank	545825	500,000.00	25-Feb-25	26-May-25	5,856.16	25	1,626.71	4.75%
National Australia Bank	545824	1,000,000.00	25-Feb-25	2-Jun-25	0.00	31	4,034.25	4.75%
Bank of Queensland	545848	1,000,000.00	5-Mar-25	10-Sep-25	0.00	31	4,034.24	4.75%
National Australia Bank	545898	1,000,000.00	11-Mar-25	23-Sep-25	0.00	31	4,034.24	4.75%
National Australia Bank	545899	1,000,000.00	11-Mar-25	7-Oct-25	0.00	31	4,034.24	4.75%
Suncorp Bank	545933	500,000.00	18-Mar-25	21-Oct-25	0.00	31	2,038.36	4.80%
					24,076.02		22,141.36	4.77%
Grand Totals					51,900.52		124,118.48	7.86%



# Investment Performance Report - May 2025



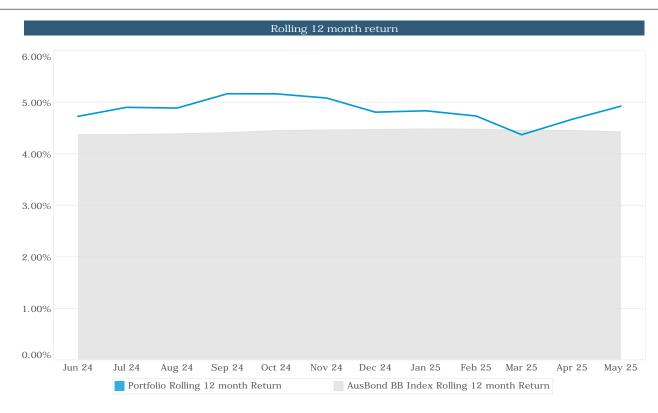


Historical Performance Summary (% pa)							
	Portfolio	Annualised BB Index	Outperformance				
May 2025	7.86%	4.12%	3.74%				
Last 3 months	4.72%	4.22%	0.50%				
Last 6 months	4.88%	4.38%	0.50%				
Financial Year to Date	5.02%	4.43%	0.59%				
Last 12 months	4.92%	4.42%	0.50%				



# Investment Performance Report - May 2025





Historical Performance Summary (% actual)							
	Portfolio	Annualised BB Index	Outperformance				
May 2025	0.64%	0.34%	0.30%				
Last 3 months	1.17%	1.05%	0.12%				
Last 6 months	2.41%	2.16%	0.25%				
Financial Year to Date	4.60%	4.06%	0.54%				
Last 12 months	4.92%	4.42%	0.50%				

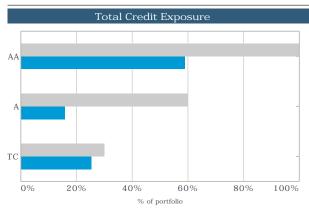


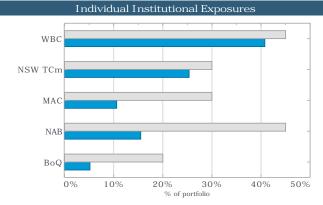
# INVESTMENT REPORT FOR MAY 2025

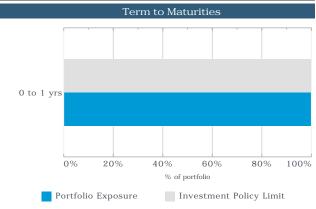
# broken mir city council Investment Policy Compliance Report - May 2025



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G Property G	Face		Policy	
Credit Rating Group	Value (\$)		Max	
AA	11,386,368	59%	100%	а
A	3,052,602	16%	60%	а
TC	4,905,591	25%	30%	а
	19,344,562			

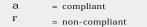
T + !+ - + !	% of	Invest	ment
Institution	portfolio	Policy	Limit
Westpac Group (AA-)	41%	45%	а
NSW T-Corp (TCm)	25%	30%	а
Macquarie Bank (A+)	11%	30%	а
National Australia Bank (AA-)	16%	45%	а
Bank of Queensland (A-)	5%	20%	а
Suncorp Bank (AA-)	3%	45%	а

	Face	Policy
	Value (\$)	Max
Between 0 and 1 years	19,344,562	100% 100% a
	19.344.562	

Specific Sub Limits				
<i>A</i> -	1,000,000	5%	40%	а

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

Coordia Dostino	Current Longest	Policy
Credit Rating	Maturity (years)	Max
AA+, $AA$ , $AA-$	0.39	5.00 a
A+, A, A-	0.28	3.00 a





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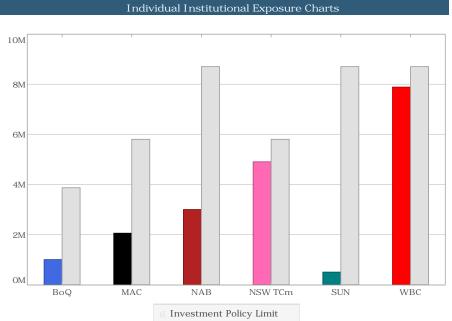
# Individual Institutional Exposures Report - May 2025

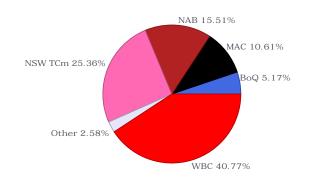


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	Current Exposu	ıres	Policy Lim	iit	Capacity
3ank of Queensland (A-)	1,000,000	5%	3,868,912	20%	2,868,912
Macquarie Bank (A+)	2,052,602	11%	5,803,369	30%	3,750,767
Vational Australia Bank (AA-)	3,000,000	16%	8,705,053	45%	5,705,053
NSW T-Corp (TCm)	4,905,591	25%	5,803,369	30%	897,778
Suncorp Bank (AA-)	500,000	3%	8,705,053	45%	8,205,053
Westpac Group (AA-)	7,886,368	11%	8,705,053	45%	818,685
	19,344,562				

Individual Institutional Exposures







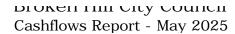
# Cashflows Report - May 2025



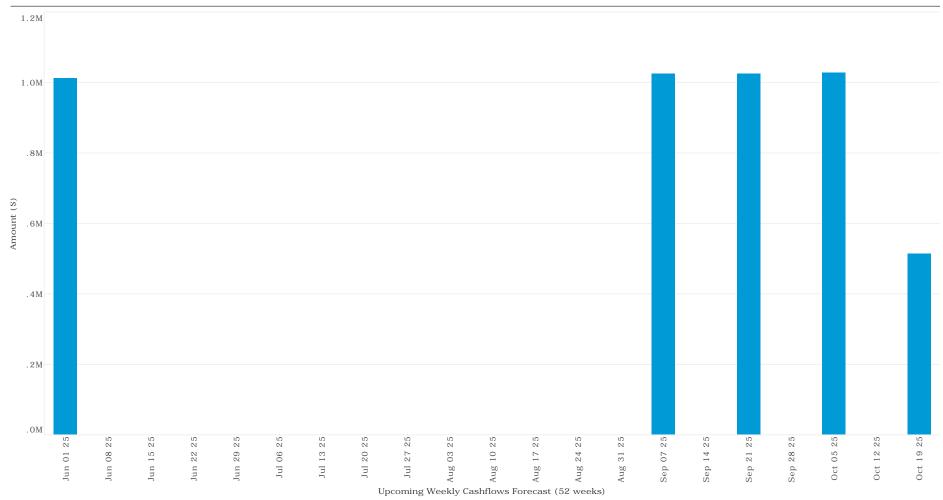
				ows for May 2025	Actual Cashflo
Amount	Cashflow Description	Asset Type	Cashflow Counterparty	Deal No.	Date
500,000.00	Maturity: Face Value	Term Deposit	National Australia Bank	545764	6-May-25
6,108.22	Maturity: Interest Received/Paid	Term Deposit	National Australia Bank	343764	0-May-23
506,108.22	<u>Deal Total</u>				
506,108.22	Day Total				
500,000.00	Maturity: Face Value	Term Deposit	National Australia Bank	545785	12-May-25
6,065.75	Maturity: Interest Received/Paid	Term Deposit	National Australia Bank	343763	12-May-23
506,065.75	<u>Deal Total</u>				
506,065.75	Day Total				
500,000.00	Maturity: Face Value	Term Deposit	National Australia Bank	av-25 545796	20-May-25
6,045.89	Maturity: Interest Received/Paid	Term Deposit	National Australia Bank	343790	20-May-23
506,045.89	<u>Deal Total</u>				
506,045.89	Day Total				
500,000.00	Maturity: Face Value	Term Deposit	National Australia Bank	00 M 05 545005	26-May-25
5,856.16	Maturity: Interest Received/Paid	Term Deposit	National Australia Bank	545825	20-May-25
505,856.16	<u>Deal Total</u>				
505,856.16	Day Total				
2,024,076.03	<u>Total for Month</u>				

ecast Cashf	flows for June 2025				
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
9 Jun 95	2-Jun-25 545824	National Australia Bank	Term Deposit	Maturity: Face Value	1,000,000.00
2-Jun-25		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	12,623.29
				<u>Deal Total</u>	1,012,623.29
				Day Total	1,012,623.29
				Total for Month	1,012,623.29

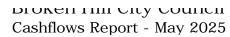




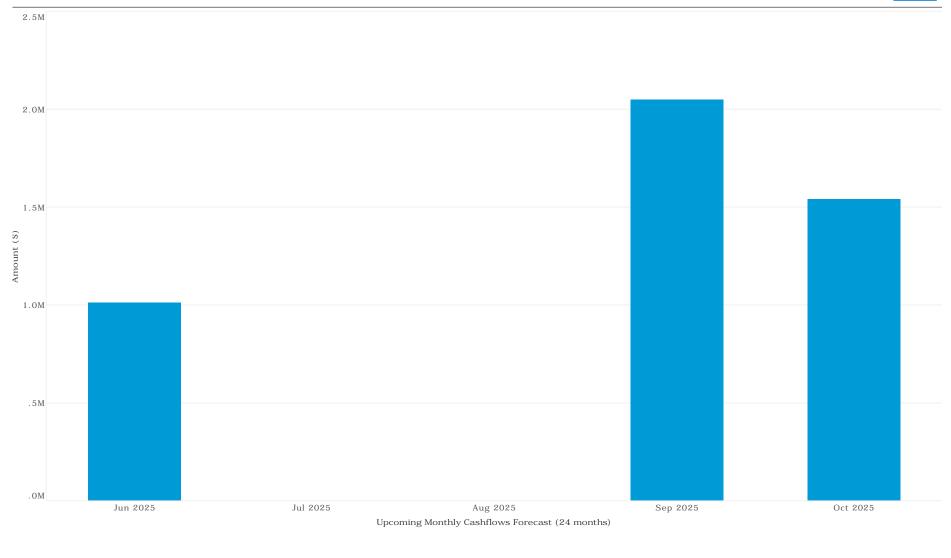














Ordinary Council 30 June 2025

#### ORDINARY MEETING OF THE COUNCIL

June 3, 2025

# **ITEM 17**

## BROKEN HILL CITY COUNCIL REPORT NO. 100/25

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

COMMITTEE MEETING HELD 15 MAY 2025

D25/24673

# **Recommendation**

- 1. That Broken Hill City Council Report No. 100/25 dated June 3, 2025, be received.
- 2. That minutes of the Audit, Risk and Improvement Committee meeting held 15 May 2025 be received and endorsed.

## **Executive Summary:**

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

Minutes of the Audit, Risk and Improvement Committee meeting held Thursday 15 May 2025 are provided as an attachment to this report for Council's endorsement.

These minutes will be adopted at the Audit, Risk and Improvement Committee Meeting to be held 7 August 2025.

## Report:

The Audit, Risk and Improvement Committee meeting held on Thursday 15 May 2025 and considered the following items of business:

- 1. Minutes for Confirmation
- 2. Matters Arising from the Minutes
- 3. General Manager's Briefing
- 4. Internal Audit Update
- 5. Service Review Update
- 6. Country Councils ARIC Conference 2025 in Gilgandra
- 7. Draft Long Term Financial Plan 2026-2035
- 8. 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
- 9. Annual Engagement Plan for the Audit of Broken Hill City Council Financial Year 2024/2025
- 10. NSW Auditor-General's Report Local Government 2024
- 11. Enterprise Risk Management Report
- 12. Integrated Planning and Reporting Peer Review Program
- 13. Draft Artificial Intelligence Framework Policy

Ordinary Council 30 June 2025

14. Asbestos Management Plan (Broken Hill Waste Management Facility)

Minutes of the Audit, Risk and Improvement Committee Meeting held 15 May 2025 are attached for Council's endorsement.

# **Community Engagement:**

Nil.

# **Strategic Direction:**

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

# **Relevant Legislation:**

Local Government Act 1993, Chapter 13, Part 3, Division 2

# **Financial Implications:**

Nil.

# **Attachments**

1. J Minutes of the Audit, Risk and Improvement Committee Meeting held 15 May 2025

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

15 MAY 2025

# MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD THURSDAY, MAY 15, 2025 (1:30PM ACST)

**PRESENT:** Mr C Abouraad (Chairperson), Mr J Mathers, Mr P DeLisio.

Councillor B Algate.

Ms J Malpas (OCM), Mr H Wee Soh (NSW Audit Office) and Mr A Luu

(Nexia).

General Manager, Director Corporate and Community, Director Finance and Commercial, Director Infrastructure and Environment, Manager Finance,

Manager Corporate Risk and Executive Officer.

**APOLOGIES:** Mayor T Kennedy.

#### **ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson delivered the Acknowledgement of Country.

#### **DISCLOSURE OF INTEREST**

Nil.

#### MINUTES FOR CONFIRMATION

#### Recommendation

Moved Mr James Mathers, Seconded Mr Paul DeLisio

That the Minutes of the Audit, Risk and Improvement Committee meeting held Thursday February 13, 2025 be confirmed.

**CARRIED** 

#### **Matters Arising from the Minutes**

Mr Paul DeLisio referred to a previous recommendation of this Committee for minutes of the Project Review Meetings to be presented to the Audit, Risk and Improvement Committee and enquired when the last meeting was held.

The General Manager advised that the Project Review Meetings are held quarterly, with the last meeting held earlier this week and that the minutes will be circulated once complete and presented to the next Audit, Risk and Improvement Committee meeting.

Mr James Mathers advised that he had emailed the Chairperson an hour prior to the meeting to advise his concern that the meeting business paper contained 551 pages and his concern on how any of the members can read 551 pages prior to the meeting. He understands what Paul is saying regarding the

Page 1

15 MAY 2025

Committee receiving the minutes from the Project Review Meetings, but that this will only add additional reading for Committee members. Mr Mathers suggested that it is not the role of the Committee to run the Council, but to review and assess how Council performs.

The Chairperson agreed that the Business Paper contains a lot of pages and that the report regarding the ARIC Conference held in Gilgandra contained a lot of slides which have contributed to the size of the Business Paper, and that he had asked for these slides to be included with the report as they contained important information for the other independent members who could not attend the Conference. The Chairperson advised that from his perspective, the reports that are presented to the Committee are all important matters that need to be considered and addressed by the Committee.

In response to Mr Mathers suggestion that a quarter page report on each matter would suffice, the Chairperson stated that each member is free to read however much of a report they feel is enough and that each report contains an Executive Summary which gives an overview of the report and assists members to determine if they need to read the attachments to the report or if there is a matter that they need clarification on.

The General Manager advised that the Officer's report gives detail on the background and the major items of a report and the recommendation, and that the attachments are there if a member needs clarification. He also advised that the Long Term Financial Plan and the Delivery Program and Operational Plan and Integrated Reporting make up a lot of the Business Paper, which is presented to the Committee only once per year. Reporting of this suite of document to the Committee is a mandatory requirement under the Local Government Guidelines for Councils in NSW and our Committee's Charter; and that there is the requirement for the Committee to review, give advice and make recommendations on these documents as part of the discharge of the Committee's duties.

The Chairperson referred to the appendix of each report being with the report in the Business Paper and not at the end of the document; that by using the menu in the electronic document, you can move quickly from report to report if you don't feel that you need to read the attachments.

Mr DeLisio advised that he doesn't see an issue with the attachments being included in the Business Paper as they are an integral part of the reports to the Committee, and if you choose just to read the reports you don't need to view the attachments. Or if you want to read more thoroughly how Council is performing, you can read the attachments as well to see if you have any queries regarding Council's performance and whether Council is meeting their obligations.

Mr Mathers stated that he can't recall a situation where the Committee has gone back to Council with concerns regarding Council meeting its obligations.

The Chairperson advised that the minute of ARIC meetings are presented to the following Council Meeting for Council to vote on the Committee's recommendations. Mr DeLisio added that the Committee can amend recommendations to Council and members have asked queries and questions of Council Officers.

The Chairperson advised that the independent members can further discuss this matter off-line if they wish.

#### **GENERAL MANAGER'S BRIEFING**

The General Manager advised that the last three months work has focused on preparing the draft Long Term Financial Plan, draft Delivery Program/Operational Plan and Fees and Charges and draft Integrated Reporting documents in readiness for the new financial year.

Items of interest include:

The \$15M Library Development project is tracking relatively on time and is on budget with an
estimated completion date of late September. There has been a slight time delay of 3-4
weeks due to delays with receiving the precast concrete panels. Risk Management
inspections have been carried out monthly with no serious incidents to date.

15 MAY 2025

- The O'Neill Park Netball Courts project was completed in April and has been handed back to the Broken Hill Netball Association who are the lessees of the site. The project was completed on time and on budget with only minimal defects which have been rectified.
- The General Manager clarified that as part of the construction contract, 10% retention money
  is held by Council for the required period, for all projects carried out by contractors.
- The General Manager gave an update on the Civic Centre development legal matter which
  has developed into legal action against Council's former legal representative, and that the trial
  date should hopefully be at the end of this year or early next year.

Mr DeLisio congratulated Council staff on the successful completion of the following projects:

- Town Square Development
- Thomas Street Road Reconstruction
- Netball Courts Redevelopment
- Relocation of street trees adjacent to the Jubilee Oval

Mr Mathers congratulated Council on their handling of the legal matter.

#### **REPORTS**

# ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 7/25 - DATED MARCH 28, 2025 - INTERNAL AUDIT UPDATE D25/14027

Ms Judy Malpas gave an update of the status of the 2024/2025 Internal Audit program which is tracking well with four of the five audits now completed with the remaining audit to be completed by the end of the financial year if not earlier.

The two audits completed since the last AIRC Meeting are the Airport Security Internal Audit and the Recruitment.

The remaining audit is the Project Governance Health Check – Council Library Project, which is now underway as the Library development is in progress and their Auditor has returned from a period of personal leave. This audit is in the reporting phase and should be finalised by the end of the financial year.

#### Recruitment Internal Audit

Ms Malpas advised that Council employs 177 staff (143 full-time and 22 part-time plus casual staff) and that all staff are paid under the Local Government State Award. The People and Culture Team use ELMO software to assist with the recruitment process and have well documented recruitment records stored in ELMO and Content Manager. Over the past 12 month period, the team have undertaken 51 recruitment activities with 39 complete and 12 in progress.

There were a number of positive practices along with recommended improvements noted in the audit. Five positive practices included:

- Council has effective access controls in ELMO.
- A sound process for the authorisation of appointing a new position.
- People and Culture Team have strong procedural knowledge and understanding of recruitment processes.
- Well documented and transparent processes.
- Sound recruitment process structure, workflows, Recruitment Panel composition, employment checks and induction process.

The two moderate findings of areas of improvement are:

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- Lack of a formalised policy or procedure for recruitment activities.
- Lack of metrics of how long it takes to build a position.

Apart from these two areas, the internal audit was very positive and Ms Malpas congratulated Council's staff.

Mr Mathers commented that the Recruitment Internal Audit probably cost in the vicinity of \$15,000 to \$20,000 to get the green light that recruitment activities are being carried out properly and advised of his concerns regarding the cost of internal audits advising that Council should look at approving these costs through the Council Meeting process.

The Chairperson acknowledged Mr Mather's views and advised that Council is required to undertake Internal Audits as it is mandated in the Local Government ARIC Guidelines.

Mr Mathers stated that Council should not accept this and should challenge these Guidelines.

The Chairperson advised that it is good practice for any organisation to have an internal audit function to ascertain any risks for an organisation; how an organisation can make improvements; and the implementation of processes to prevent fraud. Internal audits benefit Council by providing staff with recommendations on how they can improve Council. The Chairperson referred to agenda Item 3 – attendance at the Country Council's ARIC Conference in Gilgandra which he attended with Council's Director Finance and Commercial Mr Simon Brown, and the appendices to the report being a presentation from ICAC and an example they gave at the conference regarding a failure in a bank procurement process which lead to a staff fraud conviction, and that this is an example of where an audit process would have helped that bank. The Chairperson stated that every workplace needs oversight.

Ms Malpas advised that the Internal Audits that are undertaken for Broken Hill City Council are not chosen by O'Connor Marsden, they are chosen by Council and the full year Internal Audit Plan is developed in collaboration with Council, endorsed by the ARIC Committee and endorsed at a Council Meeting.

O'Connor Marsden will be presenting next year's Internal Audit Plan to the ARIC Committee which will detail discussions held with the General Manager regarding which audits will be undertaken, and that one audit was removed from the plan as it was thought that the audit would not give value.

Mr DeLisio commented that Internal Audits are like an insurance policy whereby you may feel it is a waste of money until you need it. The hope is that Council is doing the right thing, and you don't know there is a problem until the Internal Audit is undertaken and the recommendations are presented to ARIC.

The Chairperson asked the General Manager to respond. The General Manager advised that it is an Office of Local Government requirement that ARIC Committee Charters include an Internal Audit function. This function, if undertake in-house, would cost a minimum of \$120,000 to \$150,000 annually, or Council could seek a contractor to undertake the Internal Audit function. Council decided to go to tender for a 2 year contract and O'Connor Marsden won this tender under a merit-based process taking into account, their knowledge, expertise and value for money.

The Internal Audit Plan for 2025/2026 is included in the Business Paper and it is up to ARIC to determine if they believe a review of the Plan is needed.

Mr Mathers stated that he has every faith in the General Manager and in Council's Executive Management Team, in their judgement and assessment of the Internal Audit Plan and that the General Manager would advise if he thought the Plan wasn't right and that he would question the cost if it was exorbitant.

The Chairperson agreed that the General Manager and Council staff do a great job and that he trusts their judgement. Internal Audit is a function Council has to have. The Chairperson invited Ms Malpas to continue with her presentation of the report.

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#### Airport Security Internal Audit

Ms Malpas referred to the Airport Security Internal Audit which is a mandatory audit which Council, as an airport operator, is required to undertake every two years. This is the third time that the Airport Security audit has been undertaken. The following positive findings came out of the audit showing that the airport is being well managed and security controls have been introduced:

- Daily inspection of perimeter fence
- CCTV monitoring of key areas i.e. access points, parking bays, terminal, car parks.
- Controls in placed on airside access.
- Regular aerodrome compliance reporting is being undertaken.

The Internal Audit identified two areas for improvement. One rated high and one rated low. The high rated item refers to the introduction of baggage and passenger screening at the terminal building should the Airport's Tier classification change in the upcoming AMS Tier Review, and that Council doesn't appear to have taken this into account.

The Chairperson commented that if The Airport's Tier classification changes and Council needs to comply, Council should be given a timeframe in which to do so.

Mr Mathers asked if Council would receive money to undertake the work to introduce baggage and passenger scanners at the terminal building.

Ms Malpas advised that Council would receive money from Regional Express Airlines and Qantas Airways in the form of head taxes.

The General Manager advised that it is Council's responsibility as an Airport operator to carry out these works either by staff or contractors. Some grant money may be available but not sure if this will be enough to cover the total cost. Council will also receive money through head taxes. In the current contract with Qantas, there is a clause to reopen negotiations on head taxes should passenger and baggage screening be required.

Following a question from Mr DeLisio as to whether passenger numbers are still being reported, the General Manager advised that passenger numbers are being reported to Councillors on a monthly basis.

The General Manager also clarified that Council has confirmed both the passenger charges for Regional Express Airlines and Qantas Airways.

Following a question from Mr DeLisio regarding why the 360 degree cameras are not operational, Mr Brown advised that he will investigate what works are being undertaken with the CCTV cameras to make them operational again and will also investigate an upgrade to additional cameras. The Chairperson advised that this action item had a completion date of 30 June 2025.

Mr DeLisio spoke about the importance of artificial intelligence (AI) and how Council deploys it. It is increasing in prevalence and was talked about extensively at the Country Councils ARIC Conference in Gilgandra. Mr DeLisio stressed that it is important that Council considers it's use of AI into the next Internal Audit Action Plan. The Federal and State Governments don't appear to have mature guidelines in place regarding the use of AI, which was stated at the ARIC Conference.

Ms Malpas advised that AI was talked about when developing the Internal Audit Action Plan for 2025/2026 and that it will be included in the next Internal Audit Action Plan in the future. AI was very topical at the SOPAC Conference held in Melbourne recently. Ms Malpas stated that AI needs to be included in the Internal Audit Plan in the next 12 months when the government has brought out more mature guidelines on AI audits. This was discussed with the General Manager when developing the Internal Audit but it was felt that it is too soon to do the audit in 2025/2026 and to include it in the 2026/2027 Internal Audit Plan.

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Ms Malpas advised that the Internal Audits to be undertaken next year are:

- Development Application processes
- Rates
- Payroll
- Cyber Security

Mr Mathers asked how AI would be used within a Council and what the issues would be. The Chairperson suggested that Council would use AI to produce drafts of various documents and that the privacy of people's details would be the biggest issue.

Mr DeLisio advised that he had been exploring what ChatGPT could do and had asked ChatGPT to produce a policy on AI to be developed for use by a Council and said that within 15 seconds it had created a policy which contained everything that Council's Draft AI Framework contained plus more. He has also used AI to check flow rates for stormwater pipes and the size of sheds that require Council planning approval – so it can check compliance with Council's policies. AI may have big implications for Councils and Audit, Risk and Improvement Committees.

Mr Mathers requested the cost of the Airport Security Audit and Ms Malpas advised that it cost \$12,570.

Mr Mathers asked if the Annual Internal Audit Plan for 2025/2026 could also include estimated costs against each audit.

The Chairperson advised that the costs of Internal Audits are approved by Council in their annual Budget documents and is more cost effective engaging an external consultant as opposed to the cost of internal staff to undertake this function.

Mr DeLisio stated that Council has undertaken the correct tender process to engage an external consultant to undertake the Internal Audit process.

The Chairperson referred to the Internal Audit Action Tracker and noted that there are a lot of actions due by 30 June 2025 and whether these actions can be managed? And Mr Delisio asked if target dates could be included. The Director Finance and Commercial advised that if these completion dates can't be achieved, the dates would be revised.

#### Recommendation

Moved Mr Paul DeLisio, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 7/25 dated March 28, 2025, be received.
- 2. That the Audit, Risk & Improvement Committee note the Internal Audit Status Report from O'Connor Marsden & Associates.
- 3. That the Audit, Risk & Improvement Committee note the final internal audit report on Recruitment.
- That the Audit, Risk & Improvement Committee note the final internal audit report on Airport Security.
- That the Audit, Risk & Improvement Committee note the progress made on previous internal audit action items.

**CARRIED** 

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# <u>ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 8/25 - DATED MARCH 28, 2025 - SERVICE</u> <u>REVIEW UPDATE</u> D25/14026

The General Manager spoke to the report advising the following:

#### Parks and Open Spaces Service Review

The Parks and Open Spaces Services Review was conducted by Morrison Low and is presented to the Committee for noting with a number of recommendations for improvements of service delivery and a change in the maintenance and mowing frequency of parks. The review noted that Council has less playgrounds than other comparable Councils and less green spaces and that our service levels show that we maintain our ovals and open spaces to a higher standard than other Councils.

## Aquatic Centre Service Review

The Aquatic Centre Service Review was undertaken by Xyst. The primary reason for undertaking this service review is because the management of the Aquatic Centre is outsourced to the YMCA with the contract expiring 30 June 2026. Council is looking at options for the future management and as part of this will also look at how our Aquatic Centre benchmarks against other facilities in other cities and will also seek community feedback from users of the facility as part of the review.

Mr DeLisio asked if the 2009 Plan of Management of Open Spaces had been considered in the review as it was a comprehensive Plan which proposed a hierarchy for open spaces and also included facilities not owned by Council. Mr DeLisio commented that Council should use its current plans as part of an Internal Audit or Service Review.

The General Manager advised that the 2009 Plan of Management of Open Spaces was considered as part of the service review and formed part of the revised Asset Management Plans. The background knowledge from 2009 had the general feel that we did not have a suitable number of parks and open spaces, and the service review agreed with this aspect, however the service review is about how staff utilise working methods and scheduling to provide efficiencies.

Mr DeLisio referred to Block 10 Lookout and if it is being used? The General Manager advised that Block 10 is an Essential Water asset and has been fenced and locked for safety reasons. Council does not have access.

#### Recommendation

Moved Councillor Charbel Abouraad, Seconded Mr Paul DeLisio

- 1. That Broken Hill City Council Report No. 8/25 dated March 28, 2025, be received.
- 2. That the Audit, Risk & Improvement Committee note the progress made on previous Service Reviews.
- 3. That the Audit, Risk & Improvement Committee note the outcome of the Parks and Open Spaces Service Review.

**CARRIED** 

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 9/25 - DATED MAY 06, 2025 - COUNTRY
COUNCILS ARIC CONFERENCE 2025, GILGANDRA
D25/20071

The Chairperson advised that himself and Council's Director Finance and Commercial Mr Simon Brown, attended the Country Councils ARIC Conference in Gilgandra in April. There were some good speakers at the Conference – a representative of the Auditor General's Office gave a presentation

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and Mr Steven Wood from ICAC also gave a presentation which addressed why internal audits are an important function.

Mr Brown advised that a lot of topics were covered during the Conference.

The Chairperson advised that he was invited to join the panel session of the Conference and was asked what were some of the key issues for Broken Hill City Council for which he responded:

- Key infrastructure for the City
- Funding for upgrades to the Airport
- Cyber Security
- Ageing population

And when asked what the opportunities for Council are, he responded:

- Increase tourism by leveraging off of the City's Heritage Listing, its mining and minerals
- Airport upgrade to accept larger planes to assist with tourism and connecting the community with other capital cities and destinations
- Al opportunities within Council

Mr DeLisio referred to the Conference flyer which mentioned that aged care trends was an item on the Conference program and asked if a presentation was delivered? The Chairperson asked if Mr Brown could seek a copy of the presentation for members.

#### Recommendation

Moved Councillor Charbel Abouraad, Seconded Mr Paul DeLisio

- 1. That Broken Hill City Council Report No. 9/25 dated May 6, 2025, be received.
- 2. That Council seeks copies of the presentations delivered at the Country Councils ARIC Conference for distribution to members.

**CARRIED** 

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 10/25 - DATED MAY 06, 2025 - DRAFT LONG TERM FINANCIAL PLAN 2026-2035 D25/20084

The Chairperson advised that items 4 and 5 would be considered together and asked Council's Director Finance and Commercial Mr Simon Brown to speak to the two reports.

Mr Brown advised that Council had undertaken a similar process that it has undertaken in previous years, to build the draft budget from a zero base. Work commenced on the draft budget in mid-December and was completed prior to the April Council Meeting. Mr Brown congratulated Council's Finance Manager Mrs Emmy Williams and the Finance Accounting team for their hard work to produce the draft Delivery Program/Operational Plan, draft Fees and Charges and the Draft Long Term Financial Plan.

Mr DeLisio stated that Council's draft Long Term Financial Plan and draft Delivery Program and Operational Plan rely on the review of service levels, increases in efficiencies and are affected by increases in capital works; and asked how Council measures this? Is it by reducing service level costs? Or reducing personnel costs? Mr DeLisio said that it was good to see that Council monitors what private works are available to ascertain if Council might be able to undertake additional private works and how this would improve service levels and efficiencies.

The General Manager noted this comment.

Following a question from Mr DeLisio requesting clarification as to why Council's Current Financial Ratio shows it is decreasing below the benchmark recommended level, Mr Brown advised that the

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completion of large projects is affecting this ratio.

Mr DeLisio commented that there is a significant decrease in depreciation from \$380M down to \$364M and asked if this could be explained. Mr Brown took this question on notice.

Mr Mathers compliments the Executive Leadership Team on preparation of the reports, he advised that he understands the reports and therefore has no questions.

The Chairperson queried the three rating options in the report and that Council had resolved a rating option that was slightly different. The General Manager advised that Council had essentially moved an "option 4" which is the same as option 3 – being a rate page of 4% (which includes the difference in revenue not raised in the previous year) and moves 1% of total rates revenue to the mining sector rather than the business sector.

Mr DeLisio also sought clarification regarding the amounts of grant income for capital purposes in the Long Term Financial Plan which states \$18.2M this year which will decrease to \$7.3M in 2026. Mr Brown referred to the Library Development project being carried out in 2025 which is largely grant funded, the figure for 2026 is secured grant funding and the figures for future years are estimates which don't include future funding for Airport upgrades.

The Chairperson referred to the drop off in Interest Revenue in 2027 onwards and asked what is driving this decrease? Mr Brown advised that the decline in grant money as projects are completed is reflected in these figures.

Mr DeLisio referred to the Delivery Program Strategy 1.5.3 and Action 1.5.3.1 – Implement actions and recommendations from Asset Optimisation project and asked if this action was still current? Mr Brown advised that the Asset Optimisation project is coming to a close and should be completed next month. Council has engaged with all stakeholders for all Council owned assets and the recommendations from the project will be finalised and presented to Council.

Mr DeLisio referred to the draft Schedule of Fees and Charges page 383 and the calculation of the decrease in fees for exclusive use by swimming clubs of swimming lanes at the Broken Hill Aquatic Centre and that there appears to be an error in the calculation of the percentage change of this amount.

Council's Finance Manager, Mrs Emmy Williams advised that this percentage figure would be corrected, and advised that Council had implemented a cloud-based program which will detect any calculation errors and highlight these prior to a final PDF being produced for future Schedules of Fees and Charges.

#### Recommendation

- 1. That Broken Hill City Council Report No. 10/25 dated May 6, 2025, be received.
- That the Committee note that the Draft Long Term Financial Plan 2026-2035 was endorsed by Council at the Council Meeting held 30 April 2025 (Minute No. 47843) and is currently on public exhibition until 31 May 2025; following the public exhibition period the Draft Long Term Financial Plan will be presented to the June 2025 Ordinary Council Meeting for adoption.

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 11/25 - DATED MAY 06, 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 D25/20118

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#### Recommendation

- 1. That Broken Hill City Council Report No. 11/25 dated May 6, 2025, be received.
- 2. That the Committee noted that 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 was endorsed by Council at the Council Meeting held 30 April 2025 (Minute No.47842) and are currently on public exhibition until 31 may 2025; following the public exhibition period the Draft Plans will be presented to the June 2024 Ordinary Meeting for adoption.

Moved Councillor Charbel Abouraad, Seconded Mr Paul DeLisio

That the recommendations of items 4 and 5 be adopted.

**CARRIED** 

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 12/25 - DATED APRIL 07, 2025 - ANNUAL ENGAGEMENT PLAN FOR THE AUDIT OF BROKEN HILL CITY COUNCIL - FINANCIAL YEAR 2024/25

D25/15594

Mr Hong Wee Soh of the NSW Audit Office invited Mr Andrew Luu of Nexia to present the Annual Engagement Plan for the Audit of Broken Hill City Council for financial year 2024/2025.

Mr Luu took the Annual Engagement Plan for 2024/2025 as read and advised that the audit will be delivered as per the Scope in the Audit Engagement Plan. The audit will also be focussing on the following key issues:

- The revaluation of infrastructure, property, plant and equipment and that Council is due to undertake an Asset Revaluation of community land; and whether these values reflect fair value.
- Cyber Security risks.

Mr Luu advised that Nexia staff will be visiting Council on 26 May 2025 to commence work on the Interim Audit and that work on the Final Audit will be complete by 15 September 2025 for reporting back to the Audit, Risk and Improvement Committee.

Mr Wee Soh thanked Mr Luu for his presentation and advised the Committee that there will not be too many changes to Council's audit. He referred to an amendment to the Australian Accounting Standards regarding fair value measurement which has been implemented since the last Committee meeting and which was included in the Auditor General's Local Government 2024 Report providing the two following recommendations:

- For the Department of Planning, Housing and Infrastructure to be consistent with amendments to the Australian Accounting Standards regarding the removal of non-valueadding disclosures and presentations from financial statements. (Council should review their financial statements to remove any non-value-adding disclosures)
- Financial Statements should have a focus on financial sustainability (there are no call-outs for Council in this regard)

Mr Wee Soh thanked the Chairperson for the opportunity to present the Annual Audit Engagement Plan with the Committee.

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The Chairperson asked why the audit engagement fees had increased by 16.4%? Mr Wee Soh explained that following COVID costs have increased and that this is the current market rates.

Mr Mathers commented that wages in the Audit sector haven been increasing due to a lack of Auditors.

The Chairperson thanked Mr Wee Soh and Mr Luu for their presentation.

#### Recommendation

Moved Mr Paul DeLisio, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 12/25 dated April 7, 2025, be received.

**CARRIED** 

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 13/25 - DATED APRIL 10, 2025 - NSW AUDITOR-GENERAL'S REPORT - LOCAL GOVERNMENT 2024 D25/16328

The General Manager referred to Mr Wee Soh's presentation which covered aspects of the Auditor-General's Report into Local Government 2024. The Annual Report is presented to the Committee for information and noting as Council is not mentioned in the Report.

Council's Finance Team is reviewing the Report to gain an understanding of matters affecting other Councils to check against our own practices to ensure Council is on the front foot if any problems should arise in a future audit.

The Chairperson congratulated Council's ELT and Finance Team for all their hard work, and for Council not being mentioned in the Auditor-General's Report.

#### Recommendation

Moved Councillor Charbel Abouraad, Seconded Mr Paul DeLisio

- 1. That Broken Hill City Council Report No. 13/25 dated April 10, 2025, be received.
- 2. That the Committee notes the NSW Auditor-General's Report Local Government 2024

CARRIED

ITEM 8 - REPORTS FROM DELEGATES NO. 14/25 - DATED MAY 06, 2025 - ENTERPRISE RISK MANAGEMENT REPORT D25/19968

Council's Manager Enterprise Risk, Mrs Kate Johnson, spoke to the report advising that Council had one (1) notifiable incident to SafeWork NSW in the past three months. This was a minor fire at the Waste Management Facility on 6 March 2025. The fire was promptly detected and successfully extinguished with only minimal disruption to operations. Fire and Rescue NSW staff who attended the fire commended Council staff, noting their professionalism throughout the response.

Ms Johnson referred to the internal review of Council's Risk Management Maturity which was undertaken by O'Connor Marsden in 2023 and advised of the implementation of Donesafe for Council's Contractor Management Register (with 66 contractor companies in the register and 194 contractor workers in the register) and Donesafe's Volunteer Management Register (with all of Council's volunteers having Donesafe profiles, NSW Police checks and Code of Conduct acknowledgements completed) with 85 volunteers in the register; and 29 of these volunteers have

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completed phase two of the induction process.

Council's Event Management Project to implement a new online booking platform "Bookable" went live on 10 April 2025, this project was undertaken by the Events Team and Risk Team and includes a new community events risk assessment checklist and workflow process.

The Strategic Risk Register project is complete and the Operational Risk Register project is in its final phase and should be complete in June to go live in July 2025. Following this, monthly reports will be provided to ELT meetings, quarterly operational meetings and strategic meetings will be held regarding progress of the risk registers.

Council's Enterprise Risk Management systems will be reviewed for their maturity as part of a Statewide Mutual Risk Initiative to be conducted in April 2026 by Marsh Advisory.

The Chairperson thanked Mrs Johnson for her presentation and congratulated the Risk Team for their work in integrating the Registers into Donesafe. He also congratulated Council's Waste Management Facility Team for their work in handling the fire at the facility.

Mr DeLisio referred to the significant increase in safety/security incidents and personal safety (threats and abuse) incidents from previous months and asked why this is the case.

Mrs Johnson advised that these incidents were due to Council staff's interactions with a homeless person who is living in Kintore Reserve when Council staff, NSW Police and NSW Health have been attempting to have him relocated.

#### Recommendation

Moved Councillor Charbel Abouraad, Seconded Mr Paul DeLisio

 That Broken Hill City Council Reports from Delegates No. 14/25 dated May 6, 2025, be received.

**CARRIED** 

# <u>ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 15/25 - DATED APRIL 30, 2025 - INTEGRATED PLANNING AND REPORTING PEER REVIEW PROGRAM</u>

D25/18806

The General Manager advised that the report is presented to the Committee for review and noting. Council was one of 88 Councils who voluntarily took part in the Integrated Planning and Reporting Peer Review Program. Council received favourable comments and some valuable feedback regarding improvements that it can make in the presentation and content of the Broken Hill Community Strategic Plan, Delivery Program and Operational Plan, Annual Report and End of Term Report. Council's Corporate Services Team are working through the Peer Review Report to make improvements to next year's suite of Integrated Planning and Reporting documents.

The Chairperson congratulated Council's management for undertaking this review with the aim to seek feedback on whether any improvements were needed to its IP&R documents.

Mr Mathers stated that the report compliments the Leadership Team at Council.

Mr DeLisio was impressed that Council's management had undertaken the voluntary peer review, which showed that Council is committed to continuous improvement.

#### Recommendation

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Moved Mr Paul DeLisio, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 15/25 dated April 30, 2025, be noted and received.

**CARRIED** 

ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 16/25 - DATED MAY 06, 2025 - DRAFT
ARTIFICIAL INTELLIGENCE FRAMEWORK D25/20151

Council's Director Finance and Commercia Mr Simon Brown spoke to the report advising that Council has spent considerable time developing a draft Artificial Intelligence Framework due to the rapid emergence of Artificial Intelligence (AI) technology. Mr Brown advised that himself and Council's Information and Communication Technology Manager attended an IT Summit in Sydney and it appears that a lot of NSW Councils lack risk maturity in the area of AI technology. Cyber Security NSW provided a framework template at the Summit for Councils to use which included a list of "do's" and "don'ts" when using AI. Ethics and the security of information when using AI are the biggest issues and it is really important to protect the privacy of Council's information. Mr Brown advised that there will be many uses for AI within Council and that it is important to apply a project management risk approach to the rolling out of an AI and Cyber Awareness training program to the organisation. He said that staff are already starting to use AI technology and need to be educated to increase their awareness and knowledge on how to use the technology safely.

The Chairperson advised that Council needs to embrace AI technology.

Mr Mathers stated that Councils should learn how to use it but that it is imperative that information gathered by AI must be checked.

Mr DeLisio said that AI will become an important tool but that decisions need to be owned by a human. AI can be used for various applications and will have massive potential for efficiency gains if used correctly. Mr DeLisio urged Council to consider forming a Reference Group to determine how Council can use AI and to work through any issues that may arise, so that there is a considered view through a Reference Group. The questions asked are just as important as the answers provided. The Group could consider whether individuals have accounts or Council has an account and can track individual usage.

Mr Mathers referred to an example of one use of AI through Microsoft Co-pilot is in the preparation of the minutes of meetings. The Chairperson agreed referring to Council minutes being taken with pen and paper.

Mr DeLisio gave examples of his experience using AI to review a document and add formatting; planning an 8-day holiday itinerary and designing greeting cards, and that this is just the tip of the iceberg.

#### Recommendation

Moved Mr Paul DeLisio, Seconded Mr James Mathers

- 1. That Broken Hill City Council Report No. 16/25 dated May 6, 2025, be received.
- 2. That the Audit, Risk & Improvement Committee endorse the Draft Artificial Intelligence Framework for Adoption by Council.
- 3. That Council forms an Artificial Intelligence Technology Reference Group to determine how Artificial Intelligence can be introduced and used in Council operations.

**CARRIED** 

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ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 17/25 - DATED APRIL 22, 2025 - ASBESTOS MANAGEMENT PLAN (BROKEN HILL WASTE MANAGEMENT FACILITY) D25/17716

Council's Director Infrastructure and Environment, Mr Codie Howard spoke to the report advising that the Asbestos Management Plan is a newly developed document to compliment the Asbestos Policy. Mr Howard advised that the Asbestos Management was developed as a result of a recommendation by Worksafe NSW when inspecting the Waste Management Facility during a spot-visit to Broken Hill.

#### The Plan covers:

- The type of asbestos that can be accepted at the Broken Hill Waste Management Facility
- The asbestos disposal process
- Staff requirements in the processing and recording of asbestos at the Waste Management Facility
- Illegal dumping of asbestos in and around the City
- Transportation of asbestos process
- Record keeping process.

Mr DeLisio advised that Council is required to keep specific Asbestos Registers for its buildings and these Registers need to be updated every time materials containing asbestos are disturbed/removed.

Mr Howard responded that Council's Abestos Registers were last updated in late 2023 when the Ground Floor of the Administrative Building was renovated to allow for the temporary Library.

#### Recommendation

Moved Mr Paul DeLisio, Seconded Councillor Charbel Abouraad

- 1. That Broken Hill City Council Report No. 17/25 dated April 22, 2025, be received.
- 2. That the Audit, Risk & Improvement Committee note the Asbestos Management Plan (Broken Hill Waste Management Facility) that was implemented by Council in January 2025.
- That Council ensures its Asbestos Registers are updated every time materials containing asbestos are handled/removed from its buildings.

**CARRIED** 

#### **Next Meeting**

The Chairperson advised that he will be overseas at the time that the next Committee meeting is scheduled (Thursday 14 August 2025) an asked if members would be available if the meeting was moved forward by one week to Thursday 7 August 2025.

The General Manager advised that he will be in Sydney attending meetings on 7 August 2025, but that Council's Directors would be available to attend.

It was agreed that the next Committee meeting be held on 7 August 2025.

Meeting closed at 3:29pm.

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# MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 15 MAY 2025

Attachment 1
Minutes of the Audit, Risk and
Improvement Committee Meeting
held 15 May 2025

AUDIT, RISK AND IMPROVEMENT COMMITTEE	15 MAY 2025
The foregoing minutes were read and confirmed at the Audit, Risk and Improvement meeting held on 7 August 2025.	at Committee
Chairperson	

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Ordinary Council 30 June 2025

#### ORDINARY MEETING OF THE COUNCIL

June 3, 2025

# **ITEM 18**

## BROKEN HILL CITY COUNCIL REPORT NO. 101/25

<u>SUBJECT:</u> <u>MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP</u>
MEETING HELD 14 MAY 2025 D25/24653

## **Recommendation**

- 1. That Broken Hill City Council Report No. 101/25 dated June 3, 2025, be received.
- 2. That minutes of the Broken Hill Education Working Group meeting held 14 May 2025 be received and noted.

## **Executive Summary:**

Minutes of the Broken Hill Education Working Group meetings held 14 May 2025 are presented to Council for information.

# Report:

At the March 2024 Council Meeting, Council adopted the draft Terms of Reference for the establishment of the Broken Hill Education Working Group.

The purpose of the Working Group is to discuss matters pertaining to the Willyama High School's temporary closure due to the school being re-built as a consequence of a severe mould outbreak; the interim temporary school arrangements for Willyama students; and the impact on the well-being and education of High School students as well as the well-being and employment of Teachers in Broken Hill.

The Terms of Reference of the Working Group were further amended at the 30 April 2025 Council Meeting (Minute No. 47836) to include consideration of general education and training matters, in order that the Working Group will remain relevant after the Willyama High School rebuild is complete.

As per the Terms of Reference of the Working Group, the minutes of the Working Group meetings held 14 May 2025 have been presented to the General Manager for approval and action and are now provided to Council for information.

# **Community Engagement:**

The Terms of Reference of the Working Group allows for a maximum of eight (8) community representatives.

# **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.3	We unite to succeed in Australia's first city on the National
		Heritage List
Strategy:	4.3.2	Develop working parties for key issues and projects impacting
		Council and the City

Ordinary Council 30 June 2025

# **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. Under the Broken Hill Education Working Group Meeting held 14 May 2025

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

Meeting commenced at 4:00pm.

#### WELCOME

#### PRESENT:

Mayor Tom Kennedy (part of meeting); Deputy Mayor Jim Hickey (Chairperson); Councillor Alan Chandler; Jay Nankivell, General Manager BHCC; Darrin Manuel, Manager Communications and Marketing 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; Rachel Hammond, 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, Naomi McCoy, Community Representative and Anne Campbell, Community Representative.

Ms Patricia Slater (non-member, Secretary of Willyama P&C)

#### **APOLOGIES:**

Peter MacBeth, Far West Education Development Officer Karen Nash, Senior Electorate Officer to the Member for Barwon Carolynne Merchant, Far West Education Department.

Motion		
Moved Margaret Burrowes	)	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 Margaret Burrowes	)	That the minutes of the Broken Hill Education
Seconded Nathan Fell	)	Working Group meeting held 9 April 2025 be confirmed with an amendment to add Patricia Slater, Secretary of the Willyama P&C to the
		attendance list.

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Minutes of the Broken Hill Education Working Group Meeting held 14 May 2025

CARRIED UNANIMOUSLY

#### **MATTERS ARISING FROM PREVIOUS MINUTES**

The Chairperson advised that Item 1 of the Matters Arising from Previous Minutes section and Item 1 of the Supplementary Agenda would be considered together:

- Correspondence dated 17 April 2025, from the Deputy Premier, Minister for Education The Hon Prue Car MP, regarding the Design of the new Willyama High School and
- Correspondence dated 13 May 2025, from the Secretary of the NSW Department of Education, Mr Murat Dizdar, in response to the Mayor's letter following the April Broken Hill Education Working Group meeting, regarding further concerns around the design of the new Willyama High School

The Chairperson advised the Committee that there are rumours circulated within the community that the size of the new school design is wrong and that meetings have been held regarding the design without representation from the community; and that these rumours are incorrect (no meetings have been held) and asked Committee members to reassure members of the community that the rumours are incorrect.

Member of the Committee referred to a Project Reference Group Meeting that was held on Thursday, 8 May 2025. The Chairperson advised that Council will follow this matter up with the Secretary of the Department of Education, Mr Murat Dizdar.

Motion Moved Margaret Burrowes Seconded Joanne Nicholls	)	That correspondence dated 17 April 2025, from the Deputy Premier, Minister for Education The Hon Prue Car MP, regarding the Design of the new Willyama High School, be received.
		That correspondence dated 13 May 2025, from the Secretary of the NSW Department of Education, Mr Murat Dizdar, in response to the Mayor's letter following the April Broken Hill Education Working Group meeting, regarding further concerns around the design of the new Willyama High School.
		That Council enquires if a Willyama High School Project Reference Group Meeting was held on 8 May 2025.  CARRIED UNANIMOUSLY

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#### **GENERAL BUSINESS**

#### Willyama P&C Committee's correspondence sent to The Hon Prue Car MP

Ms Naomi McCoy (Vice-President of the Willyama P&C Committee) advised that the P&C Committee wrote to Schools Infrastructure NSW and to The Hon Prue Car MP, Deputy Premier and Minister for Education and Early Learning a month ago and requested a response by the end of April to their concerns raised. Ms McCoy advised that the P&C will follow this up with Schools Infrastructure NSW and the Minister's Office.

A copy of the P&C Committee's correspondence will also be forwarded to Council for reference.

The Chairperson advised that a Schools Infrastructure Representative was going to join the Working Group meeting today, but was an apology, and will join future meetings to keep the Working Group members informed.

#### **Demolition of Willyama High School**

Ms Anne Campbell asked whether Council knew if the surrounding neighbours had been notified by the Department of Education that the demolition works were commencing?

The General Manager advised that Council can ask the question and that the Department of Education had initially said that they would follow the Council development process, although the Department do not have to follow the local development process and have chosen to use their State powers to be exempt from local planning requirements.

Ms Campbell referred to the latest design plans which shows the school as a three storey's high and that it extends along the McGowan Lane side of the site with the classrooms overlooking neighbouring properties, and whether it is a requirement that neighbours are notified of this?

The General Manager advised that in meetings with the Education Department representatives, it was stated that they would carry out the normal local planning processes, but the State has higher planning powers than local Councils and can overrule any local planning process, there is no requirement for them to follow local planning processes.

Mr Jason Bradley advised that the United Teachers Association was in the process of writing to the Secretary of the Department of Education, Mr Murat Dizdar, regarding the size and number of staff rooms in the design for the high school as they are inadequate. Mr Bradley asked how much power Council may have over the plan of the building? The General Manager advised that from a planning point of view – Council has no power over the State planning process.

The Chairperson advised that the Department of Education has listened to the communities concerns and have met with Council regarding these issues, has accepted a Council representative on the Project Reference Group, although they didn't invite Council to their first meeting.

Mr Bradley referred to Broken Hill's listing as the first heritage listed city in Australia and that it would have been nice if the school design reflected our heritage listing.

Ms McCoy asked if Council had been advised of any changes to the project timeline to build the new school and whether the demolition has to be completed finished before they start of the rebuild?

The Mayor advised that as the demolition stage is in progress, work will be undertaken to finalise the building plans to go out to tender for the construction of the new school. Construction work won't commence until the demolition phase is complete. Council has been advised that the demolition work should be complete by the end of October and that the construction phase will commence at the start of next year.

Ms McCoy expressed concern whether the community will have time to provide feedback on the next revision of the building design plans.

At the Mayor's request the General Manager provided information on the usual stages of design planning for a development of this size. The General Manager advised that there are three main stages:

Concept Design Phase – this is the preliminary design phase where community consultation is carried out to inform the plans, and the plans can be changed.

50% Design Phase – This is when the plans are considered 50% complete and where a high level of community consultation is carried out and where aspects like room size and building materials can still be changed.

80% Design Phase – usually about three months prior to finalisation of the plans, this stage is to provide final consultation and at this stage the design and building materials cannot be changed

Ms Campbell advised that Teachers at Willyama High Scholl are concerned about the sizes of classrooms and the number of classrooms. The number of support classrooms which usually have a limit on the number of students e.g. the autistic class has seven students. Ms Campbell stated that 500 students x 30 classrooms plus senior classes will be impossible to timetable; and the footprint of the school hasn't been changed, whether it is one storey or three storeys, it is still going to be designed on the "small school" footprint.

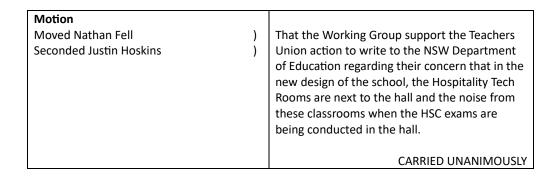
Mr Bradley referred to when Broken Hill High School was equipped for 950 students, timetabling is not impossible, but it is about making sure that classes run, but not on low numbers and the effectiveness of classrooms, class numbers and teachers. Timetabling needs to be looked at differently. At the moment rooming is not the biggest constraint, TAFE and AURORA are bigger constraints. Mr Bradley said that the discussion is getting off scope of what the Working Group can consider.

The Mayor explained previous correspondence received from the Secretary of the NSW Department of Education, Mr Murat Dizdar, which explains that the common areas (toilets, administration, hall etc) will be designed for up to 900 students and the classrooms will be designed for 700 students in the initial build, with the option in the design to build additional classrooms in the future.

Ms Kirby Allen asked if Council was missed from the Project Reference Group Meeting? And whether the design that was shown at the Project Reference Group Meeting on 8 May was in fact the 50% design? The P&C Committee representative was asked for any feedback by the end of the week, and that the next phase of consultation would be held in July. One of the P&C Committee's concerns is the location of the Hospitality Tech Room is now attached to the school hall which will be noisy for seniors undertaking their HSC exams in the hall, and that it would be better for the Hospitality Tech Room to be located elsewhere in the design.

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Mr Bradley stated that, at the Broken Hill High School, the Hospitality class and the Canteen are part of the school hall. The Canteen is closed and the Hospitality classes are not held when the HSC exams are being undertaken. The Teachers Union contacted Council advising that they are sending a letter to the NSW Department of Education regarding their concern that in the new design of the school, the Hospitality classes being next to the hall and the noise during HSC exams.



Ms McCoy thanked the General Manager for explaining the design phases of a project.

Ms Allen advised that the P&C Executive were forced to call a meeting on Monday night to discuss the Project Reference Group meeting that was held on 8 May 2025. The P&C Committee were invited to have one representative attend the meeting and Sarah Vlatko attended on behalf of the P&C Committee. Following the meeting Sarah Vlatko and the Principal of Willyama High School demanded a full meeting of the P&C Committee straight away to discuss matters raised at the Project Reference Group meeting.

The Project Reference Group Meeting was hosted by Schools Infrastructure and Peter MacBeth was present. Some plans were provided and attendees given until the end of this week to respond. They were advised that the next consultation will occur in 2-3 months' time and from that point no changes can be made to the design plans.

People present in the meeting were made to attest to a confidentiality clause and a Code of Conduct that they would not discuss the meeting with anyone outside of the meeting. The P&C representative was allowed to report back to the P&C Committee only, and not to report back negatively. Also they are not allowed to report anything to the media.

The Mayor stated that the Department of Education is not going through the normal process. The Project Reference Group Meetings should be transparent and understands how people get flustered and go to the media.

Mr Justin Hoskins asked if the Deputy Mayor could reach out to Peter MacBeth to find out what happened at the meeting and why Council's representative (who has previously been accepted as a member of the Project Reference Group) had not been invited to the meeting.

# MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETING HELD 14 MAY 2025

Attachment 1
Minutes of the Broken Hill Education
Working Group Meeting held 14 May
2025

Minutes of the Broken Hill Education Working Group Meeting held 14 May 2025 The Deputy Mayor asked if Council could contact Mr Murat Dizdar tomorrow to seek clarification as to why Council's representative was not invited to the meeting and to seek clarification on the matters discussed at the meeting. As there was no further business for the Working Group to consider, the meeting was declared closed at 4:40pm. **Next Meeting** The Mayor advised that the next meet is scheduled for 11 June 2025, but that an urgent meeting may be called earlier. Mayor Tom Kennedy, Chairperson

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Ordinary Council 30 June 2025

#### ORDINARY MEETING OF THE COUNCIL

June 17, 2025

# **ITEM 19**

## BROKEN HILL CITY COUNCIL REPORT NO. 124/25

<u>SUBJECT:</u> REQUEST TO WAIVER FEES - SULPHIDE STREET RAILWAY
AND HISTORICAL MUSEUM D25/26807

## **Recommendation**

- 1. That Broken Hill City Council Report No. 124/25 dated June 17, 2025, be received.
- 2. That Council approves the waiver of fees at the Broken Hill Waste Facility (\$43 per tonne) for the Sulphide Street Railway and Historical Museum for disposal of bricks concrete and assorted fill associated with emergency repair works at the Museum.

## **Executive Summary:**

All users of the Broken Hill Waste Management Facility are required to pay the fees and charges as adopted by Council; however, circumstances may arise where it may be appropriate to waive such fees.

Council has received a request from the Sulphide Street Railway and Historical Museum to waiver the fees associated with the Broken Hill Waste Management Facility to disposal of bricks, concrete and fill from deteriorated stone foundations of the original Sulphide Street Railway Station building at the Museum, discovered during repair works on Monday 16 June 2025.

## Report:

The Sulphide Street Railway & Historical Museum Complex houses the Silverton Tramway Company locomotives & memorabilia in the original 1905 station building and grounds.

The Museum displays a large aspect of Broken Hill's history ranging from old surgical equipment, to detailed interpretation of important local stories such the Battle of Broken Hill Picnic Train Attack of 1915. Originally started in the early 1980s as a final resting place for the stories and locomotives of the Silverton Tramway Company, the large site has expanded over the years and now also incorporates a Hospital Museum, Migrant Museum, Transport Pavilion, Tess Alfonzi Triple Chance Mineral Collection, and for the researchers there's a substantial Archives Room to explore

The Sulphide Street Railway and Historical Museum was recently successful in receiving \$193,175 in grant funding from the NSW Government's 2023-25 Crown Reserves Improvement Fund towards the external stone restoration and maintenance work to be conducted at the Museum.

After removing some of the salt damp affected stones from the building façade it was discovered that the internal section of the stone wall was severely deteriorated and, in some sections, non-existent.

The condition of the stonework below the floor boards is beyond repair and has deteriorated to a point that may cause severe structural breakdown of the walls and ceilings.

The grant funding received by the Museum will now be required to repair structural work opposed to being used for conservation works.

With the Sulphide Street Railway and Historical Museum already contributing \$50,000 of their own funds to the works they have requested support from Council to waiver the fees associated with the Broken Hill Waste Management Facility for the disposal of bricks, concrete and assorted fill with an estimated weight of 100 tonnes.

# **Community Engagement:**

Nil

# **Strategic Direction:**

Key Direction:	1	Our Community
Objective:	1.3	Our Community works together
Strategy:	1.3.2	Engage, develop and maintain relationships to address local issues and create opportunities for residents, groups and business.

# **Relevant Legislation:**

Local Government Act 1993, Section 356 Local Government Act 1993, Section 377

# **Financial Implications:**

The Waste Facility charges \$43 per tonne to dispose of bricks and concrete. The estimated weight of materials is 100 tonnes, but this is based off rough calculations from the building contractor. This would be an approximate total fee waiver of \$4,300.

## **Attachments**

1. J Stonework Report & Photos

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

<u>JAY NANKIVELL</u> GENERAL MANAGER



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Job No: 001675

Adelaide 16/06/2025

Client: Mrs. Christine Adams

Address: Broken Hill Railway Museum

Phone:

Mobile: 0428874609

Fax:

ATT: Mrs. Christine Adams Email: pc.adams@bigpond.com

## Railway Museum stone and brick conservation.

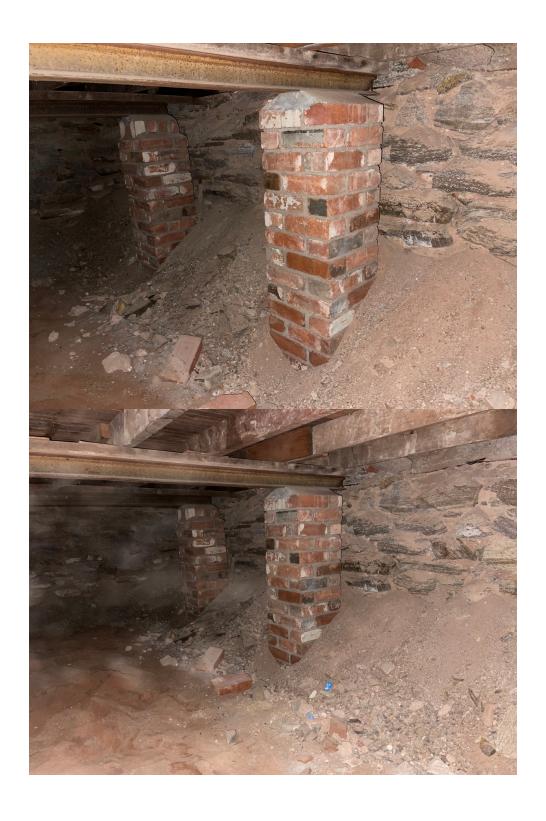
After removing some of the salt damp affected stones from the building façade it was noticeable that the internal section of the stone wall was severely deteriorated and in some sections inexistent.

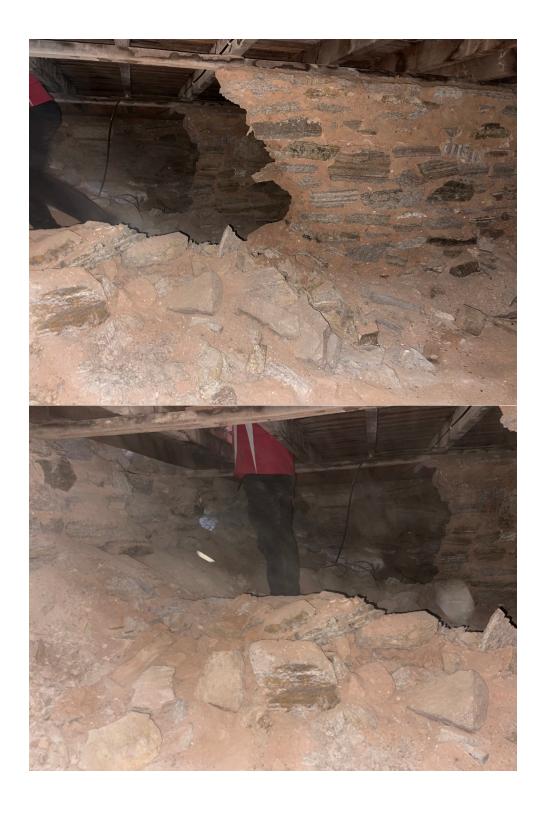
We resumed works on the front and gained access to the interior of the building under the floor boards to investigate further.

The condition of the stone work bellow the floor boards is beyond repair. It has deteriorated to a point that may cause severe structural break down of the walls and ceilings. Replacement of this stone work is urgent so the remaining fabric of the building can be preserved.

## Photos bellow:











Please do not hesitate to contact me if you have any questions.

Kind regards.

José Paim de Bruges

## ORDINARY MEETING OF THE COUNCIL

May 20, 2025

D25/22282

# **ITEM 20**

# BROKEN HILL CITY COUNCIL REPORT NO. 115/25

SUBJECT: MINUTES SECTION 355 BROKEN HILL CITY ART GALLERY

ADVISORY COMMITTEE HELD 22 APRIL 2025

# **Recommendation**

- 1. That Broken Hill City Council Report No. 115/25 dated May 20, 2025, be received.
- 2. That the minutes of the Section 355 Broken Hill City Art Gallery Advisory Committee Extraordinary Meeting held 22 April 2025 be received.

# **Executive Summary:**

Council has received minutes from the Section 355 Broken Hill City Art Gallery Advisory Committee Extraordinary Meeting, held 22 April 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 extraordinary meeting held 22 April 2025, for Council's endorsement.

## **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 October 2024).

## **Financial Implications:**

Nil

## **Attachments**

**1.** Minutes - Extraordinary Meeting - Broken Hill City Art Gallery Advisory Committee - held 22 April 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



# **ORDINARY MEETING MINUTES TEMPLATE**

# **Broken Hill City Art Gallery Advisory Committee**

# **Extraordinary Meeting**

Date	22/4/25	Time Meeting opened: 4.10 pm	Time Meeting closed: 5.10pm	
Location	Broken Hill C	ity Art Gallery		
Present		Cr Alan Chandler, Cr Elaine Gillett, Kathy Graham, Maureen Clark, Jenny Cattonar, Cathy Farry, Julie Horsburgh, Kelly Leonard,		
Apologies	Rick Ball			
Absent	Cr Michael Boland, Barbara Quayle			
Next Meeting				
	Thursday, M	ay 29th 2025		

AGENDA	ACTION
Welcome and Apologies	Kathy Graham
One Item of Business: <u>Accessioning of Donations from the Blow-Ins Exhibition</u> 2025	
1. Chris Gentle - Broken Hill Minescape,2025 150 x 180 Oil on Canvas	Accepted: Strengthens the collection through Artistic merit and reputation; Linkage to existing collection; Interpretive potential; Connection to geographic region
Kerry McInnes - Junction Mine 2024. Mixed media on paper 56x76	Respectfully declined: the subject of the proposed acquisition is represented by a number of better works in the collection
3. Kerry McInnes – Survivor Tree, 2024. Mixed media on paper 56x76	Accepted: Strengthens the collection through- Artistic merit; addresses area under represented in the collection (female artists)
4. Joshua De Gruchy- Truth in the Trees, 2022. 110 x 137.5 x 5cm	Accepted: The content of the work is connected to the local area; the artwork offers opportunities to interpret a variety of themes and contribute to a range of exhibitions; the artist is young with a contemporary practice and relatable to the



AGENDA	ACTION
	younger art school generation living in Broken Hill.
5. Ann Cape – Rosie at the Palace, 2024	Accepted: Artistic merit and reputation- the work holds strong aesthetic, cultural, spiritual and historical value; Connection to geographic region- strong Cultural connection Rosie is a member of the Wilyakali people, local Traditional Custodians; Linkage to existing collection-the work is created by a woman and has an indigenous woman as the subject. Both are under represented areas in the collection.
6. Ann Thomson - Committee Choice	
Series IV - on paper	Accepted: Strengthens the collection through: Artistic merit and reputation- well known Australian abstract artist with works in recognised galleries. Winner of the Wynne Prize for landscape works with Pentaplain (1983) Series iv is a work on paper that would possibly be used as "input" for a future painting
Meeting Closed: 5.10 pm Next meeting May 29, 2025	

## ORDINARY MEETING OF THE COUNCIL

June 5, 2025

# **ITEM 21**

# BROKEN HILL CITY COUNCIL REPORT NO. 116/25

SUBJECT: MINUTES OF SECTION 355 BROKEN HILL CITY ART GALLERY
ADVISORY COMMITTEE MEETING HELD 29 MAY 2025 D25/25238

## **Recommendation**

- 1. That Broken Hill City Council Report No. 116/25 dated June 5, 2025, be received.
- 2. That the Minutes of the Section 355 Broken Hill City Art Gallery Advisory Committee Ordinary Meeting held 29 May 2025 be received.
- 3. That Council endorse Jenny Cattonar as the preferred artist to undertake the portrait of the late Councillor Gallagher.
- 4. That Council write to the NSW Arts Minister, John Graham protesting the loss of multiyear funding and seek that the NSW Government subsidise touring exhibitions in the remote far west of NSW, to ensure that the remoteness of Broken Hill's City Art Gallery does not disadvantage it from attracting the works of famous and well-known artists.
- 5. That Council also write to the Member for Barwon, Mr Roy Butler MP, Shadow Assistant Minister for Agriculture and Shadow Assistant Minister for Resources Mr Jamie Chaffey MP and Shadow Minister for the Arts and Heritage, The Hon. Kevin Anderson MP, seeking the support of additional funding to the remote far west of NSW to assist in attracting and securing touring exhibitions to the Broken Hill City Art Gallery.

# **Executive Summary:**

Council has received minutes from the Section 355 Broken Hill City Art Gallery Advisory Committee Ordinary Meeting, held 29 May 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 Ordinary meeting held 29 May 2025, for Council's endorsement.

The Committee evaluated the works submitted of three artists to undertake the portrait of the late Councillor Gallagher. Artist, Jenny Cattonar was selected by the Committee – seven votes to one vote (photo attached).

The Committee expressed concern in relation to prospective exhibitions of Australian artist, William Dobell not occurring due to additional costs amounting to \$14,000, due to Broken Hill's remote location. The Committee requested that correspondence be written to State politicians to seek financial support.

# **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 October 2024).

# **Financial Implications:**

Nil

## **Attachments**

- Minutes of Meeting Broken Hill City Art Gallery Advisory Committee held 29 May
   2025
- 2. Photograph Cr David Gallagher for commission of portrait

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

<u>JAY NANKIVELL</u> GENERAL MANAGER



# ART GALLERY ADVISORY COMMITTEE MINUTES MAY 29, 2025

Date	29/5/2025	Time Meeting opened:4.10pm	Time Meeting closed:5.35pm	
Location	Broken Hill C	ity Art Gallery		
Present		d, Kathy Graham, Rick Ball, Clark Barrett, Cr Alan Chandler, Cr Elaine Gillett, onar, Julie Horsburgh, Maureen Clark, Andrew Gosling		
Apologies	Cr Michael E	Boland, Cathy Farry, Barbara Quayle		
Absent				
Next Meeting	Thursday, Ju	ly 31 st 2025 at 4pm		

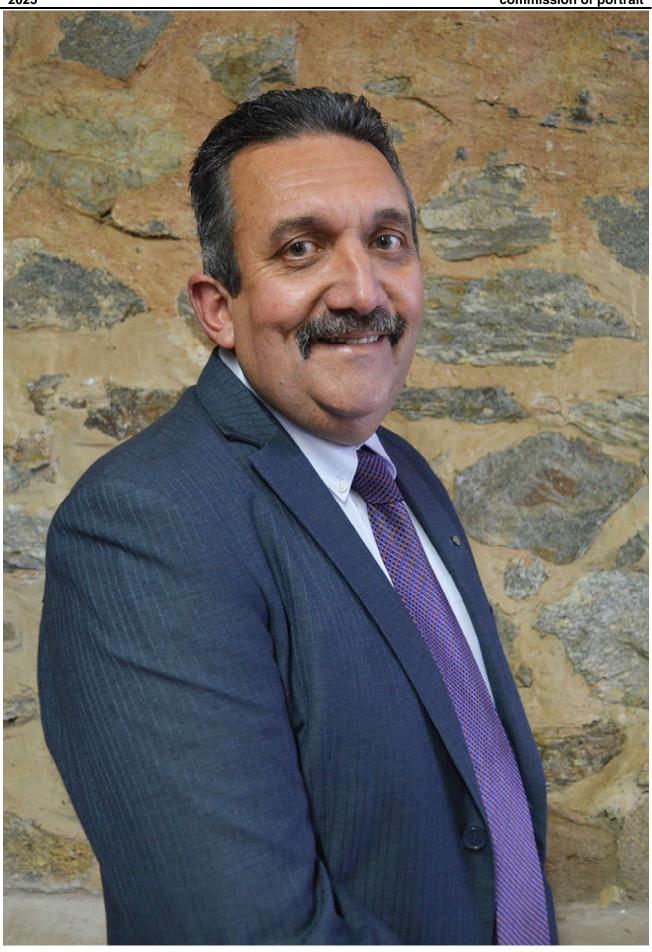
AGENDA	ACTION	
Welcome and Apologies	Gallery Manager, Kathy Graham	
Acknowledgement of Country	Kathy Graham	
355 Inductions given by Michelle Rolton corporateservices@brokenhill.nsw.gov.au And Emma Clarke risk@brokenhill.nsw.gov.au	All members present participated in \$355 Committee induction	
Confirmation of Minutes from previous meeting held 22.4.25	By Elaine Gillett  Welcome to Clark Barrett, Andrew Gosling and	
Business Arising:	welcome back to Rick	
Manager's Report     Gallery shortstaffed. Program Officer and Collections Officer commencing their employment at National Gallery of Australia and National Portrait Gallery of Australia respectively. Congratulations to both.	Ian Howarth commencing as BH Art Gallery Technician. Program Officer (Part Time) and Collection Officer positions to be advertised.	
<ul> <li>Joshua De Gruchy (After School Programs) left to pursue his promising art career in Melbourne</li> <li>Exhibitions: Round 2 now open. Cathy Farry's "Kit for Literary Heroines"; Em Jensen "From Away"; "Journey 7", a collaborative exhibition of South Australian artists, reflecting our local mining practice.</li> </ul>	Replaced by Kirby Stam. Kirby is welcomed by the Committee	



AGENDA	ACTION
<ul> <li>July 11 opening of the travelling Bald Archies</li> </ul>	
<ul> <li>Round 3 August 15 includes the Pro Hart Outback Art Prize and local artist, Ann Mitchell</li> </ul>	
<ul> <li>Public Art Restoration works: Include Cerrusite Crystal; Untitled (Humanoid Forms); The Ant; Sully's Carpark Totems; Untitled (Human Forms); Story Poles; Two miners with Dog; Copperplate Canoe; Miner's Kids, Dragonfly, and Locusts; Pro Hart Piano, Catching Yabbies.</li> </ul>	Delta Conservation Contracted to complete the restoration works of 10 of Council's public art works with the highest conservation needs
"The Bomber" restoration works. 2024 Grant from Community War memorials Fund	Delta Conservation conducting restoration work
<ul> <li>Preservation Assessment Needs: Conservator Teagan Anthes conducted preservation assessment of the Collection in May.</li> </ul>	Conservator's report due this month to inform priority works and budget allocation for the Collection
The Gallery was unsuccessful in obtaining 4 Year Multi Year Funding with Create NSW. Allocated to only 3 NSW rural galleries. This funding is very important to regional art galleries.	The Gallery is now making a submission for 2 Year Multi Year Funding
Acquisitions Jim Wills "The Quondong Pub" circa 1998	Respectfully declined. Lack of information re condition and materials. Did not meet a number of other
(40cm x 25cm)	acquisition assessment criteria (9.1, 9.2, 9.8)
De-accession of Tom Offord painting due to the discovery of mould and potential cost involved. Tom's family to be contacted.	Unanimously supported.
General Business  a) Portrait of Cr David Gallagher (dec)- to be commissioned following Mayoral Minute 3/25 dated April23, 2025 and hung in the Council Chambers until the end of current	Photos of works by three portrait artists submitted to AGAC Committee. Jenny Cattonar successful - selected 7 votes to 1 to complete the portrait of Cr Gallagher to requirements.



AGENDA	ACTION
term of Council (2028). Artist requirements were completed work to be A1 size (59.4 cm x 84.1 cm) based on photograph supplied by Council. (Attached) b) Three portrait artists have been identified as suitable. One to be selected by the AGAC	
c) Nomination for 2025 Pro Hart Outback Art Prize selection panel	Jenny Cattonar, Julie Horsburgh, Maureen Clark
d) A number of Committee memberswere concerned upon hearing that a prospective exhibition of Australian artist, William Dobell, will not occur because of huge additional costs (\$14,000), due to our remote location'	Motion: "That a letter from the AGAC be written to the NSW Arts Minister, John Graham, protesting the loss o multi-year funding and the imposition of prodigious cost on touring exhibitions of famous artists due to our Galler being located in the Far West of NSW. The NSW Government is asked to subsidise these touring exhibitions to prevent the discrimination shown, based or remote location." Moved Maureen Clark, Sec Rick Ba Passed unanimously
Maureen Clark suggested that this amounted to discrimination based on location and letters should be written to State politicians to seek financial support.	Motion: "Additionally, letters from the Secretary, AGAC should also be sent to Barwon MP, Roy Butler, Shadov Assistant Minister for Agriculture and Resources in Parkes Jamie Chaffey and Shadow Minister for the Arts and Heritage, Kevin Anderson, seeking support in obtaining additional funding for touring exhibitions."  Moved Elaine Gillett, Sec Kelly Leonard, Passed unanimously
Closed: 5,35pm	
Next meeting 31st July,2025 at 4pm	



## ORDINARY MEETING OF THE COUNCIL

May 21, 2025

# **ITEM 22**

## BROKEN HILL CITY COUNCIL REPORT NO. 118/25

<u>SUBJECT:</u> <u>MINUTES SECTION 355 AGEING WELL COMMITTEE MEETING</u> HELD 7 MAY 2025 D25/22574

# **Recommendation**

- 1. That Broken Hill City Council Report No. 118/25 dated May 21, 2025, be received.
- 2. That the minutes of the Section 355 Ageing Well Advisory Committee Meeting held 7 May 2025 be received.

# **Executive Summary:**

Council has received minutes from the Section 355 Ageing Well Advisory Committee Meeting held 7 May 2025 for endorsement by Council.

# Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Ageing Well 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 Ageing Well Advisory Committee has submitted minutes from its meeting held 7 May 2025, for Council's endorsement.

# **Community Engagement:**

Community representatives participate in the Section 355 Ageing Well 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 Ageing Well Advisory Committee operates under Council's S355 Advisory Committee Framework which includes the Section 355 Advisory Committee Manual and the Ageing Well Advisory Committee Constitution (both adopted October 2024).

## **Financial Implications:**

Nil

# **Attachments**

1. U Minutes - S355 Ageing Well Advisory Committee Meeting held 7 May 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER



# MINUTES OF THE SECTION 355 AGEING WELL COMMITTEE MEETING HELD 7 MAY 2025 AT 3.00PM - GROUND FLOOR MEETING ROOM, COUNCIL ADMINISTRATIVE BUILDING

## 1. Present

Clr Bob Algate Council Delegate (Chair)
Clr Elaine Gillett Council Delegate
Judy Parr Kirinari Representative

Jodie Miller Acting Chief Executive (FWLHD)

Alison Howse Community Development Officer (BHCC)
Angela Hank Corporate Services (Minute Taker BHCC)

## 2. Apologies

Clr Hayley Jewitt Council Delegate

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

Melissa Welsh Far West LHD
Melanie Chynoweth Far West LHD

Julua Hamel Community Representative
Cindy Richards LiveBetter Representative

Larni Baird Southern Cross Care Representative

## 3. Acknowledgement of Country

Acknowledgement of Country - Councillor Bob Algate

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.

# 4. Confirmation of Minutes of Previous Meeting

# Amendment of Previous Minutes – 5 February 2025

## Item 8.2 Updated presentation on the new Aged Care Act from Paul Saddler

Classification fundings such as classifications 5 will incur a 20% increase and classifications 6 & 7 would incur a 40% increase on the funding, a significant amount of money if they are increased to the 6 or 7 band.

**Delete:** Classification fundings such as classifications 5 will incur a 20% increase and classifications 6 & 7 would incur a 40% increase on the funding, a significant amount of money if they are increased to the 6 or 7 band.

**Should Read:** Judy Parr provided clarification on the Home Care Packages and Support at Home, classifications from 5 and up will incur an additional subsidy but that will depend on the MMM for the area. There will be additional subsidies for those in rural or remote areas on the higher MMM classification.

Minutes of the Section 355 Ageing Well Committee Meeting held 7 May 2025

Page 1 of 5



Confirmation of minutes for meeting held 7 February 2025

Moved: Judy Parr Seconded: Alison Howse

## 5. Correspondence

Ni

## 6. Business arising from previous minutes

Ni

# 7. Action List

**Update: 8.1** Community Development Officer will follow up with Councils People and Culture Department as to the police check process and forward via email the application link and police check procedure to make ease of application.

## **Action Completed**

**Update: 8.2** Judy Parr will email the updated Paul Saddler Aged Care Act presentation link to Community Development to be shared amongst Committee.

## **Action Completed**

**Update: 8.3** Community Development Officer to email the Working Better For Medicare Review Final Report to committee.

# **Action Completed**

**Update: 8.4** Community Development to engage services and work with Livebetter to establish a date and time to host the information session.

## **Action Completed**

Moved: Elaine Gillett Seconded: Alison Howse

## 8. General Business

## 8.1 Aged Care Reform Update

Clr Bob Algate raised concerns regarding increases in home care packages, 20% increase and 40% increase in fees in particular for retirees and self-funded retirees.

Judy clarified the increases are in additional funding/subsidies that is allocated for people in certain areas.

The Commonwealth Government will soon be sending out letters to current home care package clients which will give them a picture of the new supported home care package program which will be in place from 1 July 2025 with an indication of the fees. There is a 'no worse off clause' in the new Aged Care Act stating that anyone that was on a home care package prior to 12 September 2024 will remain the same. However, anyone that has been assessed for a home care package since then and is still waiting for

Minutes of the Section 355 Ageing Well Committee Meeting held 7 May 2025

Page 2 of 5



allocation, or anyone whose needs change and they are reassessed for a higher-level package will be under the new Support at Home model and the fees that apply. Fees will be on a sliding scale depending on whether a full pension through to self-funded retiree, services such as domestic and gardening fees will apply. Clinical services are fee exempt.

Clr Bob Algate inquired whether there is a set formula determining the amount a self-funded retiree is required to pay. Judy responded that it was her understanding that such a formula exists.

Judy anticipates a lot of calls from clients once the letters go out, information sessions are being held for the providers to explain to their clients and help people being affected understand the changes

Discussions continued regarding the lack of services in Broken Hill such as Occupational Therapists and the workforce challenges with the transferring of allied health professionals and other services such as carers, cleaners and gardeners to the NDIS sector and the wage comparison between NDIS and aged care.

## 8.2 Cost of living

Discussions held around many aged singles, and couples struggling with utilities bills, rates, insurances and general cost of living. Some selling cars due to the associated costs, fuel, registration and insurances.

# 8.3 Aged Care Remote Workforce Accord

Judy provided an update on the Aged Care Remote Workforce Accord – a training program for rural communities such as Menindee and Pooncarie engaging people with lived experience in caring for someone. A training body has been engaged and the funded program will commence in Menindee providing aged care training to local workers in rural communities. The accord will be visiting at the end of May 2025 to establish the program.

# 8.4 Western NSW Primary Health Network

Community Development attended a meeting with the Western NSW Primary Health Network (WPHN) on 1 April 2025. WPHN is gathering information regarding the Modified Monash Model reclassification and how it affects the distribution of health professionals and funding in Broken Hill.

The meeting was attended by Dr Ramu Nachiappan (Nachiappan Surgery), Dr Steven Grillett (Grillett Family Practice), representatives from GP Super Clinic and two representatives from the WPHN along with contributions from other medical professionals in Broken Hill not in attendance at the meeting.

A project plan is to be drafted and issued to consultant stakeholders during May 2025. Stakeholder feedback will be gathered on the project plan and implemented as appropriate. Tasks will be assigned, and work scheduled.

Minutes of the Section 355 Ageing Well Committee Meeting held 7 May 2025

Page 3 of 5



Stakeholder Liaison Officer Scott McDonald returning to Broken Hill for another face to face with stakeholder parties.

## 8.5 Seniors Information Session

Judy followed up on the Seniors Information Session and congratulated Council on the second Seniors Information Session held on 12 March 2025. Judy advised Wentworth Shire will be hosting a seniors information session following Councils model. The session was well received and gave positive feedback.

Discussions around future sessions and the importance of sharing the information. Council will endeavour to seek funding for next year's senior's week with ongoing quarterly sessions being the objective.

# 8.6 Hospital Beds update – Ready for Aged Care Facility

Jodie Miller provided an update of hospital patients waiting for age care facility placement, reporting that seven patients are ready for placement into an aged care facility. Five of these patients are scheduled to transfer to Southern Cross Care within the next week. An additional two to four patients, who are currently in the acute phase of care, are yet to be assessed.

# 9 Next Meeting

Wednesday, 6 August 2025

## 10 Meeting Closed

3.55pm

Minutes of the Section 355 Ageing Well Committee Meeting held 7 May 2025

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MINUTES SECTION 355 AGEING WELL COMMITTEE MEETING HELD 7 MAY 2025

ITEM NUMBER	ACTION	RESPONSIBLE	DUE
Meeting held 7 May 20	025		
8.4	Western NSW Primary Health Network update to be provided	Community Development Officer	Ongoing

## ORDINARY MEETING OF THE COUNCIL

May 28, 2025

# **ITEM 23**

# BROKEN HILL CITY COUNCIL REPORT NO. 117/25

<u>SUBJECT:</u> <u>MINUTES OF SECTION 355 YOUTH ADVISORY COMMITTEE</u>
MEETING HELD 13 MAY 2025 D25/23356

# **Recommendation**

- 1. That Broken Hill City Council Report No. 117/25 dated May 28, 2025, be received.
- 2. That the minutes of the S355 Youth Advisory Committee meeting held on 13 May 2025 be received.

# **Executive Summary:**

Minutes of the S355 Youth Advisory Committee meeting held on 13 May 2025 are presented to Council for endorsement.

# Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Terms of Reference of the Youth Advisory Committee (both adopted October 2024), 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 framework and the *Local Government Act 1993*.

Financial Implications: Nil

# **Attachments**

1. U Minutes - S355 Youth Advisory Committee Meeting - held 13 May 2025

RAZIJA NU'MAN

**DIRECTOR CORPORATE AND COMMUNITY** 

<u>JAY NANKIVELL</u> GENERAL MANAGER



# MINUTES OF THE SECTION 355 YOUTH ADVISORY COMMITTEE MEETING HELD THURSDAY, 13 MAY 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
Council Delegate

Alison Howse Community Development Officer (BHCC)
Angela Hank Corporate Services (BHCC Minute Taker)

Angie Krause Y Space Broken Hill

Matilda Folwell Catherine Haven/Salvation Army

Lubainah Babuji Lifeline

Abigail Searle Youth Advisory Member

Linden Cox PCYC

## **Present via Teams**

Clr Darriea Turley Council Delegate

Larni Brymer Headspace Representative

Linden Cox PCYC

## 2. Apologies

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

Jim Richards FWLHD Representative Sarah Molloy Department of Education

## Absent

Melanie Chynoweth
Sophie Durst
Adam McLean
Andrew Whittaker

FWLHD Representative
Headspace Representative
Department of Regional NSW
Police Representative

Andrew Whittaker Police Representative Matt McCarthy Police Representative

Lyndon Gray

Department Communities and Justice
Alice O'Reilly-Phelps

Department of Community Justice

Kylie Horner Police

Sherree Ferrall Department of Community Justice

Tegan Hinchey-Gerard Maari Ma

## 3. Acknowledgement of Country

Acknowledgement of Country – Councillor Hayley Jewitt

## 4. Confirmation of Minutes of Previous Meeting

Confirmation of minutes from meeting held 11 February 2025

Moved: Clr Hayley Jewitt Seconded: Alison Howse

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

Page 1 of 6

## 5. Business arising from Previous Minutes

## 6.2 Alterative Suspension Program Update

Alison Howse enquired with Angie Krause about the Alternate Suspension Program as there was an update of data to be provided. Angie advised that the first year's report has been submitted and Angie will email the report to Alison for distribution.

Alison asked if the invite needs to continue to be sent to Lisa Browne. Angle advised that it was no longer necessary. Lisa Browne to be removed from the Committee list.

## 6.1 School Exit Survey Update

Clr Alan Chandler asked if we have any more information on the School Exit Survey. Community Development Officer provided insight that the Committee were advised in November 2024 as to whether there was an Exit Survey or strategy in place for school leavers, but there is not. Students cannot leave school unless they are undertaking some form of educational, training or an apprenticeship/work until the age of 17.

Angie advised that students can still leave at the age of 14 and 9 months if they are going into an Apprenticeship or a Program that is supported by the Department of Education, for example Skill Set. Linden Cox elaborated on the discussion regarding a service gap with the closure of the Making Tracks Program in 2024. Linden has been looking into training opportunities within the PCYC space to offer young people disengaged from school such as a barista training program which could lead to employment avenues in the community.

The West Campus formally the Tutorial Centre opposite Burke Ward School is a program that runs for one term and is designed to get the children back into mainstream school. It is not set up to handle the number of children requiring the service. PCYC already offer a 10-week program Statewide, this is a program that the Broken Hill PCYC would be able to offer if the funding were granted and now beginning to grow an adequate staffing level to ensure continuity of the program, securing funding is the issue. Linden will forward a copy of the program to the committee.

## 7.1 Committee Representative Update

The Committee recognised that several community organisations were currently being represented at the committee meetings. Invitations have been sent out and various representatives have attended today. Contacts details were provided for organisations such as CAMMS and educational institutes to be invited to the meetings. Larni will reach out to a contact at the Department of Communities and Justice (DCJ) who is working out of the Police Station and ask of availability to attend the meetings

# 6. Action List

## 7.1 School Exit Survey - 14 May 2024

**Update:** Community Development Officer to contact Sarah Molloy, Head Teacher Careers, Educational Pathways Program inviting to take part in the \$355 Youth Advisory Committee as the Department of Education representative.

## Action Completed - Invite issued

**Update:** Sarah Molloy has been invited and the Terms of Reference and Code of Conduct have been emailed to her. Apology received from Sarah who was not able to attend the meeting today. Community Development Officer to reach out to Sarah Molloy for further information regarding school leavers and representation on this committee.

Minutes of the Section 355 Youth Advisory Committee Meeting held 13 May 2025

Page 2 of 6

## 7.2 Alternative Suspension Program – 13 August 2024

Lisa Browne to provide updated data from the program to the Committee members when it becomes available.

**Update:** Lisa Browne to be removed as contact. Angle to follow up alternate contact.

## **Action Completed**

## 7.1 Committee Representatives – 14 November 2024

Council to contact Maari Ma, NSW Department of Education, Mission Australia, Salvation Army and the PCYC seeking interest to attending meetings.

**Update:** Invites and Terms of Reference issued.

## **Action Completed**

## 7.4 Interagency Meetings

Contact details for the officer at Wentworth Shire Council to be provided

**Update:** Alison has obtained the contact details for the Wentworth Shire Community Development Officer and will reach out enquiring on the Youth Advisory Committee in that shire and its functions.

## **Action Completed**

## 7. General Business

## 7.1 Request to Change Meeting Day and/or Time

General discussion was held by the Committee in relation to changing the day and/or time of the Meetings due to clashing with other meetings that Corporate Services are attending.

As Larni Brymer indicated a lot of the services are provided after school times so 3.00pm is a difficult time for service providers and for members with younger children for school pickup.

In the past the barrier has been getting the service providers to attend the meeting for 3.00pm, but we also have the issue of our Youth Representatives not being able to attend if the meeting is before 3.00pm.

Larni mentioned if youth attending Community Development courses at Tafe could attend this meeting as part of the course requirements, something to be investigated for the future.

It was suggested the meetings could be held at the High School which may encourage more students to attend and perhaps some teachers also. Rather than missing on vital lesson time or services after school, the Tuesday morning assembly time slot could be investigated as a possible time, however it would need to ensure students are not missing out on important in school information shared.

Angie Krause emphasised the importance of getting feedback directly from the youth and the focus of this committee.

Alison to liaise with both high school Principals to ascertain if the meetings could be held at the school or an early morning meeting so that the Youth Representatives could attend without affecting their schooling.

Minutes of the Section 355 Youth Advisory Committee Meeting held 13 May 2025

Page 3 of 6

## 7.2 Contact List

Lisa Browne, Ian Hughes, Michael Ellis are to be removed from the contact List. Matthew McCarthy is still with Police, Alison or Angie have not been able to contact the new Police Youth Liaison Officer. Police are short staffed. A Police representative is needed in this meeting.

Alison to contact the Manager at Plus Community previously known as BH Women's Domestic Violence and Court Advocacy Service (BHWDVCAS) for an alternative contact.

## 7.3 Local Alternative Care Arrangements Update

Alison asked if anyone had received the Special Inquiry Report into Alternative Care Arrangements for children in NSW from the Office of the Advocate for Children and Young People (ACYP) and if anyone could advise on the current local alternative arrangements in place as previously, we were kept up to date by the Youth Liaison Officer. Matilda Folwell explained the background of the system with DCJ and Lifestyle Solutions, children being removed from the home can be placed into homes or hotel style accommodation with 24 hour carers, referred to as high cost placements, these are costly and usually as a temporary solution whilst other options such as Kinship Care or family are investigated.

## 7.4 Youth Advisory Group Gift Card

Community Development thanked the Youth Advisory Group members for their volunteering and commitment to the Youth Market event and presented members with a gift card from the Youth Advisory Committee, the event was deemed a great success and Council has received positive feedback and recommendations for future like events.

## 7.5 Next Meeting

Next meeting to be advised once we have a new date and time.

## 8. Next Meeting

To be advised

## 9. Meeting Closed 4.00pm

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	Ongoing						
Meeting Held 11 Feb	Meeting Held 11 February 2025								
Item 6.2 School Exit update	Linden Cox to provide link to PCYC 10-week program for disengaged youth	program for disengaged youth  Linden Cox PCYC							
Meeting Held 13 May	Meeting Held 13 May 2025								
Item 7.1  Committee Representative Update	Larni will reach out to a contact at the Department of Communities and Justice (DCJ) who is working out of the Police Station and ask of availability to attend the meetings	Larni Brymer							
Item 7.1  Update Contact List	Lisa Browne, Ian Hughes, Michael Ellis are to be removed from the contact List. Matthew McCarthy is still with Police, Alison or Angie have not been able to contact the Police Youth Liaison Officer. Police are short staffed. A Police representative is needed in this meeting.  Alison to contact the manager at Community Plus previously known as BH Women's Domestic Violence and Court Advocacy Service (BHWDVCAS) for an alternative contact.	Council's Administration Officer  Community Development Officer							

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th high school Principals to ascertain if the meetings school or an early morning meeting so that the Youth attend without affecting their schooling.  Community Development Officer
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## ORDINARY MEETING OF THE COUNCIL

May 20, 2025

# **ITEM 24**

## BROKEN HILL CITY COUNCIL REPORT NO. 113/25

SUBJECT: MINUTES SECTION 355 PICTON SPORTSGROUND COMMUNITY

COMMITTEE MEETING HELD 3 MARCH 2025 AND

OUTSTANDING CONCERNS D25/22318

# **Recommendation**

1. That Broken Hill City Council Report No. 113/25 dated May 20, 2025, be received.

- 2. That the minutes of the Section 355 Picton Sportsground Community Committee Meeting held 3 March 2025 be received.
- 3. That the Outstanding Concerns submitted by the Section 355 Picton Sportsground Community Committee Meeting be received.
- 4. That the Outstanding Maintenance Concerns be forwarded to Council's Strategic Asset Management team for investigation and action where appropriate.

# **Executive Summary:**

Council has received minutes from the Section 355 Picton Sportsground Community Committee meeting, held 3 March 2025, for endorsement by Council. The committee has also included a list of outstanding maintenance concerns.

# Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Picton Sportsground Community 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 Picton Sportsground Community Committee has submitted minutes from its meeting held 3 March 2025, for Council's endorsement.

The Picton Sportsground Community Committee has included a list of outstanding maintenance concerns for Council's consideration and action where appropriate.

# **Community Engagement:**

Community representatives participate in the Section 355 Picton Sportsground Community 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 Picton Sportsground Community Committee operates under Council's S355 Asset Committee Framework which includes the Section 355 Asset Committee Manual and Picton Sportsground Community Committee Constitution (both adopted October 2024).

# **Financial Implications:**

Nil

## **Attachments**

- Minutes Section 355 Picton Sportsground Community Committee Meeting held 3
   March 2025
- 2. Picton Sportsground Community Committee Oustanding Concerns 3 March 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER

Attachment 1
Minutes - Section 355 Picton
Sportsground Community
mittee Meeting - held 3 March

Committee Meeting - held 3 March PICTON OVAL MANAGEMENT COMMITTEE MEETING 2025

## MINUTES

## MONDAY, 3rd March 2025

**Present:** N. Hannigan, C. Adams, P. Adams, T. Rynne, K. Pascoe, D. Turley.

**Apologies:** Nil

**Absent:** Nil

Meeting Commenced: 5:30p.m.

**Matters Arising:** Nil

# **Correspondence In:**

Greater Western Sydney (GWS) – Use of Oval West Broken Hill Football Club – Use of Oval South Football Club – Use of Oval North Football Club – Use of Oval BHAFL – Use of Oval St. Joes Soccer Club – Use of Oval Little A's – Use of Oval

# **Correspondence Out:**

Greater Western Sydney (GWS) – Use of Oval approved West Broken Hill Football Club – Use of Oval approved South Football Club – Use of Oval approved North Football Club – Use of Oval approved BHAFL – Use of Oval approved St. Joes Soccer Club – Use of Oval approved Little A's – Use of Oval approved Calendar of Oval Use – Noel & Paul

## **Financial Report:**

Term Deposit \$26,925.38 @ 17/02/2025 General Account \$39,298.87 @ 11/01/2025

# **General Business:**

- 1. Chris presented a list of actions that have been outstanding for a number of years. Refer to the attached letter with more details. Noel will meet with Council to discuss matters.
- Kerry-Sue informed committee that they have a grants officer who has been very active.
   Looking at NSW Infrastructure grants. Kerry-Sue and another Little A's represented discussed future plans with NSW State members
   Refurbishment of change rooms, meeting/training room toilets including handicap toilet, baby
  - changing area. Any reimbursement by Little A's will require a letter of support from Picton Oval Committee which the committee is willing to do.
- 3. Kerry-Sue requested that the Long Jump run up needs to be extended longer for older age groups. Noel has ordered long jump cover to protect sand pit from rubbish and dog poo. Value of cover is over \$1100.00
- 4. Trevor reported that we had a lot of request for use of the oval. Oval being used daily by organised organisations.
- 5. Notification to committee if users are not using oval on their designated day. Etc.
- 6. Noel requested that the committee buy a blower for the oval to clean out toilets. All agreed.

Meeting closed: 6:05p.m.

Picton Oval Committee would like to bring the outstanding actions to the Council's attention. The extracts from Minutes of the Picton Oval Committee verifies these actions have been outstanding for over 3 years.

- A. It is our opinion that the broken chain mesh and broken top rail (in 4 places) around the oval is:
- 1 dangerous and a public liability risk and safety issue.
- 2 Removal of same would open up the oval which would perhaps deter people letting their dogs roam unleashed as the oval would cease to be a fenced area.
- B. Perimeter Fencing of whole complex:
- 1. Build up of soil and vegetation on Morgan/Garnet Streets corner, cleaning of bark etc under chain mesh fence on Kalon and Garnet Streets sides needs urgent attention to avoid rusting of wire.
- C. Painting of the change rooms exterior and grandstand as one can see has been on the action list since 2021. This needs to be progressed to make the area more aesthetically pleasing considering the number of groups that use the oval. Booking roster attached.
- D. We once again request rangers patrol the Picton Oval area as signs referring to dogs on the oval are being ignored.

# 21 June 2021

## **Matters Arising:**

1. Painting put off due to COVID-19. Will follow up with change rooms and grandstand to be painted.

## 12 September 2022

# **General Business:**

items that have been discussed at meetings but no response from Council. These items include:

Removal of chain mesh - oval fence Painting c/ rooms, toilets, g/stand

## 3 March 2023

## **General Business:**

Chain mesh around oval still needs to be attended to especially around the Kaolin Street goal area. The loose wire is becoming a major concern and danger to oval users.

## 16 October 2023

## **Matters Arising:**

Chain mesh around oval still needs to be attended to especially around the Kaolin Street goal area. The loose wire is becoming a major concern and danger to oval users. Noel and Dave to meet with Council to find out more regarding this.

## 15 April 2024

## **General Business:**

5. Council has reported that grandstand will be painted this financial year. 6. Oval will become a dog free zone. Signage will be put up on Kaolin Street entrance for users. Not up to committee to police this, it will be Council's responsibility.

Picton Oval is one of the last true community recreation areas and these actions require urgent attention.

## ORDINARY MEETING OF THE COUNCIL

May 28, 2025

# **ITEM 25**

# BROKEN HILL CITY COUNCIL REPORT NO. 114/25

<u>SUBJECT:</u> <u>MINUTES SECTION 355 PICTON SPORTSGROUND COMMUNITY</u> COMMITTEE MEETING HELD 19 MAY 2025 D25/23345

# **Recommendation**

- 1. That Broken Hill City Council Report No. 114/25 dated May 28, 2025, be received.
- 2. That the minutes of the Section 355 Picton Sportsground Community Committee Meeting held 19 May 2025 be received.

# **Executive Summary:**

Council has received minutes from the Section 355 Picton Sportsground Community Committee meeting, held 19 May 2025, for endorsement by Council.

# Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Picton Sportsground Community 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 Picton Sportsground Community Committee has submitted minutes from its meeting held 19 May 2025, for Council's endorsement.

## **Community Engagement:**

Community representatives participate in the Section 355 Picton Sportsground Community 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 Picton Sportsground Community Committee operates under Council's S355 Asset Committee Framework which includes the Section 355 Asset Committee Manual and Picton Sportsground Community Committee Constitution (both adopted October 2024).

## **Financial Implications:**

Nil

Ordinary Council 30 June 2025

# **Attachments**

1. Minutes - Section 355 Picton Sportsground Community Committee Meeting - held

<u>J</u> 19 May 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER

# Committee Meeting - held 19 May PICTON OVAL MANAGEMENT COMMITTEE MEETING 2025

#### MINUTES

# MONDAY, 19th May 2025

**Present:** N. Hannigan, C. Adams, P. Adams, T. Rynne, D. Turley.

**Apologies:** K. Pascoe

Absent:

Meeting Commenced: 5:30p.m.

# **Matters Arising:**

- 1. Noel will meet with Council to discuss matters on 2nd June
- 2. Noel to follow up on with purchase of blower.

### **Correspondence In:**

Greater Western Sydney (GWS) – Use of Oval Little A's – Use of Oval Broken Hill Primary Schools – dates for Athletics Carnivals Beyond the Board Room – Use of oval

#### **Correspondence Out:**

Greater Western Sydney (GWS) – Use of Oval approved Little A's – Use of Oval approved

### **Financial Report:**

Term Deposit \$26,950.17 @ 04/04/2025

General Account \$39,298.87 @ 11/01/2025

Hockey has given committee a check of \$990 but some issues regarding banking it. Noel following up with Hockey Association.

GST from Council deposited into bank account

Electricity Account \$189.15 has been paid

# **General Business:**

- 1. Committee discussed concerns regarding maintenance issues that have not been attended to over the past few years.
- 2. Discussion took place regarding the AGM agenda scheduled for Monday, 2nd June.
- 3. With school carnivals coming up soon we will need Little A's to clear out the canteen. Will need to turn water off a few days before the oval is line marked.
- 4. Still having problems with Line 9 with watering. Large excess of water lying on the oval after watering.
- 5. Sewerage spill near workshop and the pipe ran along the change rooms and Happy Day fence. Trees are a concern as access to the sewerage pipe was difficult to get to for clearing the pipes when attended to by Essential Water.
- 6. Need to look at clearing trees along Happy Day fence line as they are causing concerns.
- 7. Large amount of graffiti was around the oval. Committee would like to pass on our thanks to Council on their fast response to clean up the graffiti.

Meeting closed: 6:00p.m.

Ordinary Council 30 June 2025

### ORDINARY MEETING OF THE COUNCIL

June 9, 2025

# **ITEM 26**

# BROKEN HILL CITY COUNCIL REPORT NO. 112/25

<u>SUBJECT:</u> <u>S355 PICTON SPORTSGROUND COMMUNITY COMMITTEE</u>

ANNUAL GENERAL MEETING MINUTES FROM MEETING HELD 2

JUNE 2025

D25/25631

# **Recommendation**

1. That Broken Hill City Council Report No. 112/25 dated June 9, 2025, be received.

2. That the minutes of the Section 355 Picton Sportsground Community Committee Annual General Meeting held 2 June 2025 be received.

# **Executive Summary:**

Council has received minutes from the Section 355 Picton Sportsground Community Committee from its Annual General Meeting, held 2 June 2025, for endorsement by Council. The committee also provided Council with a calendar of its bookings for June 2025 to assist attention to maintenance requirements with the school carnival season approaching.

# Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Picton Sportsground Community 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 Picton Sportsground Community Committee held its Annual General Meeting on 2 June 2025, which was inclusive of Council's S355 Induction Program, and has now submitted its minutes from that meeting for Council's endorsement.

# **Community Engagement:**

Community representatives participate in the Section 355 Picton Sportsground Community 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

### **Financial Implications:**

Nil financial implications.

Ordinary Council 30 June 2025

# **Attachments**

1. S355 Picton Sportsground Community Committee Annual General Meeting Minutes

. Meeting held 2 June 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL GENERAL MANAGER

### **Picton Oval Sportsground Community Committee**

### 2025 AGM

### **BHCC Ground Floor Meeting Room**

# Monday 2 June 2025

# GM MINUTES:

<u> esent:</u> Councillor Ron Page, Anjali Joseph, Michelle Rolton, Linda Hunt, Rod Squire, Noel Hannigan, Trevor Rynne, Kerry-Sue Pascoe, Paul Adams, Christine Adams, ennis Turley

pology: Kevin Stacey

<u>lelcome by Michelle Rolton.</u> Councillor Ron Page approved the role of Chairman of the Picton Oval Committee continue to be Noel Hannigan. Noel then chaired the eeting.

#### linutes of the Previous AGM: n/a

55 volunteer folios were presented to all committee members

duction-Section 355. Michel Rolton presented the induction with input from the committee members at the end of the session.

uite a few questions re the structure of the committee and the financial requirements. Secretary treasurer will cover these at the council workshop.

duction-Risk. Rod added example of risk management during the presentation of this section.

ommittee members raised quite a few questions and concerns.

- 1. Whilst accepting the need to report hazards etc asap council it was mentioned that action from council is very slow.
- 2 there is quite a list of works required at the oval complex ad committee members expressed the wish that Picton would be given the attention it is due asap.

**Broken Hill City Council** 

lor Page indicated his approval that the former chair be nominated for the position.

rperson: Noel Hannigan. Nominated Councillor Page. Seconded Christine Adams. Elected unopposed.

bired Secretary/Treasurer; Christine Adams. Nominated by Noel Hannigan. Seconded by Kerry Sue Pascoe. Elected unopposed.

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All positions were declared vacant.

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All positions were declared vacant.

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All positio Hire Booking Secretary: This is a new position. The former secretary will be responsible for the booking of the oval. Other secretarial duties will be covered by the cretary/treasurer. Trevor Rynne. Nominated by Paul Adams. Seconded by Dennis Turley. Elected unopposed.

### eneral Business

- The secretary provided Councillor Page a copy of the history of Picton Oval and a copy of the list emailed to the GM in April. Some of the problems needing attention were first submitted in 2021-so possibly time action was taken. Council Risk management staff had a site visit with the Chairman n this day 2 June and is now aware of some quite serious maintenance work requiring urgent attention.
- THE CHAIRPERSON EMPHASISED THE URGENCY OF FIXING THE BROKEN RAIL/MESH BEFORE THE SCHOOL CARNIVALS START ON Wednesday 11 June.
- Essential Water had a real problem accessing 2 serious sewerage leakages behind Happy Day Kindergarten in the last 2 weeks. Trees are limiting the access.
- Identify any other dates for 2017
- Council staff provided information re the need to get a council business case for major infrastructure projects-eg a new canteen and ablution block submitted by November of 2025 for 2026 budget.
- Kerry Sue spoke on the Little A's proposed project. Council Page is happy to continue a conversation with her.
- Next meeting will by at Sacred Heart School 5.30pm on Monday 14 July. Please contact the secretary 0428874609 if you are unable to attend.

CTIONS

Ordinary Council 30 June 2025

### ORDINARY MEETING OF THE COUNCIL

June 13, 2025

# **ITEM 27**

# BROKEN HILL CITY COUNCIL REPORT NO. 125/25

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING
NO.458, HELD ON TUESDAY, 3 JUNE 2025 D25/26312

# **Recommendation**

- 1. That Broken Hill City Council Report No. 125/25 dated June 13, 2025, be received.
- 2. That the minutes of the Local Traffic Committee Meeting No.458, held on Tuesday, 3 June 2025 be endorsed.
- 3. That Item No.456.8.2 recommendation be received:

That Council contact the bus company (CDC) to see if they have any objections for installation of a 'Bus Zone' at the front of the PCYC on Gypsum Street.

# **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, 3 June 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

Ordinary Council 30 June 2025

# **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**

- 1. Minutes of the Local Traffic Committee Meeting No.458, held on Tuesday, 3 June
- <u>J</u> 2025

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL GENERAL MANAGER

# LOCAL TRAFFIC COMMITTEE

# **MINUTES OF MEETING No.458**

Meeting held on Tuesday, 3 June 2025

Meeting commenced at 2pm

**Location:** Ground Floor Meeting Room, Council Administrative Centre

### 458.1 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.'

#### 458.2 Present

Troy Johnson Manager Infrastructure Operations (Council Representative)

- Chairperson

David Vant Road Safety and Traffic Management, Transport for NSW (TfNSW)

(Representative)

Brodie Horrigan NSW Police (Representative)

Tanya Ralph Administrative Officer (Council – Secretariat)

Angela Hank Administrative Officer (Council – Secretariat Observer)

### 458.3 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)

### 458.4 Absent

Bob Algate Councillor Observer

Peter Beven Local Member Delegated Representative

Suranga Palihawadana Engineer (Council Observer)

#### 458.5 Disclosure of Interest - Nil

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### 458.6 Adoption of Previous Minutes

Minutes from previous meetings held on **Wednesday**, **14 May 2025** to be confirmed and approved at the next scheduled meeting on **Tuesday**, **1 July 2025**, due to nil members present who had attended the meeting held on **Wednesday**, **14 May 2025** to approve the minutes.

#### 458.7 Council Resolutions

The following Committee recommendations were adopted by Council at its meeting held on **Wednesday**, **28 May 2025**.

ITEM 18 - Broken Hill City Council Report No. 93/25 - DATED May 21, 2025 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.457, HELD ON WEDESDAY, 14 MAY 2025

D25/22601

Councillor Jewitt left the Council Chamber at 7:32pm during the discussion of Item 18 and returned to the Council Chamber at 7:33pm prior to the vote on Item 18.

RESOLUTION

Minute No. 47873

Councillor R Algate moved

Councillor H Jewitt seconded

#### <u>Resolved</u>

- 1. That Broken Hill City Council Report No. 93/25 dated May 21, 2025, be received.
- That the minutes of the Local Traffic Committee Meeting No.457, held on Wednesday, 14 May 2025 be endorsed.
- 3. That Item No.457.10.2 recommendations be received:
  - Council consult the PCYC to explore options for onsite disability parking.
  - Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area before a decision can be made.
- 4. That Item No.457.8.1 recommendations be received:
  - That the correspondence be forwarded to Council's Rangers, to monitor the area for illegal parking and addressed as appropriate.
  - That the complainant be advised of the Committee's decision.
- 5. That Item No.457.8.2 recommendation be received:
  - That this request be referred to Transport for NSW to decide and the complainant be advised of the Local Traffic Committee's resolution.
- 6. That Item No.456.8.4 recommendations be received:
  - That Council reinstate the 'Kiss and Drop' zone on Comstock Street, adjacent to the Alma Public School.
  - That the complainant be advised of the Local Traffic Committee's decision.

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- 7. That Item No.454.10.4 recommendations be received:
  - That Council removed the line marking for the first four angel parking spaces on Chloride Street at the entrance to allow a clear line of sight for motorist exiting the Far West Local health district.
  - That correspondence be sent to the complainant advising of the Committee's decision.

CARRIED UNANIMOUSLY

# 458.1 Correspondence In

Item No.	EDRMS No.	Details
458.8.1	D25/23952	Request to review Feldspar Lane and consider installing 30km speed signs and a Stop sign on Feldspar Lane at the vacant block at the Comstock Street end.
458.8.2	D25/17623	Rideshare Stopping Zones

# 458.8 Correspondence Out

Item No.	EDRMS No.	Details
456.8.1	D25/24388	Council Resolution – Request for additional parking bay adjacent to the Dialysis Unit at Far West Local Health District
456.8.4	D25/25303	Council Resolution – Request for Drop Off and Pick Up Bay on Comstock Street adjacent to Alma Public School
455.10.1	D25/14097	Council Resolution – Request for the 'Taxi Zone' to be changed to a 'Loading Zone' – YMCA – Regional Aquatic Centre

# 458.9 General Business - Nil

# 458.10 Action Item List

Date	Item Details
June 2025	Feldspar Lane – Traffic Review and Speeding Concerns
Item No.	458.8.1
EDRMS No.	D25/23952
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing

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Date	Committee Recommendation/s
Action Date	Running Actions
June 2025	The Committee received correspondence from Council's General Manager requesting a review of traffic conditions on Feldspar Lane, including options to address speeding motorbikes and the potential installation of 30km/h speed zone signage and a 'Stop' sign.
	A complaint received raised concerns about unregistered motorbikes speeding along Feldspar Lane, generating dust, as well as concerns regarding access to the lane via a vacant block at the end of Comstock Street. This entry point was described as hazardous due to poor visibility and motorbikes failing to give way to oncoming traffic. The complaint recommended implementing a 30km/h speed limit and installing a 'Stop' sign at the intersection, which is considered a blind spot for drivers entering from Knox or Comstock Street.
	The Committee did not support the installation of 30km/h speed signs, as it was not considered necessary for this area. David Vant noted the need to check crash history and advised the matter had previously been addressed by the Committee, followed by Council's audit of unsealed roads for sealing.
	Troy Johnson confirmed Feldspar Lane is on the list for sealing, however due to the late delivery of Council's new bitumen truck, the reseal program has been delayed. Sealing is planned but will not occur this year.
	David Vant informed the Committee, the conditions do not meet the requirements for a 'Stop' sign, which typically requires a history of crashes.
	A service request (CRM 60460/2025) has been submitted for Council Operations to grade Feldspar Lane to reduce dust caused by vehicles and motorbikes. Troy Johnson also advised that Council's dust suppressant program, conducted several times annually, will be used as an interim measure.
	The Committee noted that unregistered dirt bike riders are unlikely to comply with signage and that sealing the road may increase their speed. The area remains under the default 50km/h speed limit.
	Troy Johnson recommended that the matter be deferred for further discussion at the July 2025 Committee meeting when more representatives are present.
Date	Item Details
June 2025	Rideshare Parking Concerns and Request for Additional Zones
Item No.	458.8.2
EDRMS No.	D25/17623
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment

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Current Status	Ongoing
Date	Committee Recommendation/s
Action Date	
June 2025	The Committee has been asked to review concerns that were raised by a rideshare service driver, addressing the lack of designated parking areas for rideshare services and has requested the Committee consider installing more dedicated bays. It was noted that taxi zones cannot be shared with rideshare services, and rideshare drivers are not permitted to park in existing taxi zones.
	Currently, there are designated rideshare spaces available at the airport and in front of the ANZ teller machine on Oxide Street, at the Argent Street intersection.
	David Vant suggested that rideshare services could potentially use internal parking areas on club properties during specific times, rather than occupying spaces directly in front of buildings. The increasing presence of rideshare vehicles contrasts with the limited availability of taxis, which has worsened since their transition to 13CABS. It was noted how difficult it is to get a taxi, and that taxi bays are often empty due to a shortage of available drivers.
	It was also mentioned that four (4) to five (5) independent rideshare operators are currently active in the area.
	Troy Johnson suggested an audit of all existing taxi zones be conducted across the City. The matter will be carried over for further discussion and determination at the July 2025 meeting, when more Committee members are present to make a decision.
Date	Item Details
May 2025	Request for Disability Parking Space and Access Ramp – PCYC
Item No.	457.10.2
EDRMS No.	N/A
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
May 2025	<ul> <li>Council consult the PCYC to explore options for onsite disability parking.</li> <li>Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area, to assist the Committee to decide.</li> </ul>

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Action Date	Running Actions
June 2025	Troy Johnson also mentioned the separate request relating to the bus zone. The Manager at the PCYC is requesting installation of disability parking and an access ramp at the front of the centre on Gypsum Street.
	At the May 2025 Committee meeting, it was recommended that traffic counters be installed on Gypsum Street to assess traffic volume and determine whether disability parking is warranted.
	Troy Johnson will arrange for the counters to be installed and will present the collected data to the Committee for consideration at the July 2025 meeting.
May 2024	As outlined in the Council Resolution section of these minutes. The Committee received a motion from Councillor Darriea Turley to investigate installation of a disability parking space and access ramp on Gypsum Street, adjacent to the PCYC.
	An inspection of the area completed by Suranga, prior to this meeting identified the parking at the front of the PCYC on Gypsum Street is congested. There is a refuge island across Gypsum Street and for this reason further investigation will be required to determine the Australian Standards for sight distances for parking to that of the refuge island. The Australian Standards do not recommend parallel disability parking where the traffic flow exceeds 200 vehicle movements per hour.
	Codie Howard suggested consulting with the PCYC to explore options for onside disability parking. Council could place traffic counters across Gypsum Street to determine the volume of traffic in the area, so that a decision can be made by the Committee.
	Recommendations:
	<ul> <li>Council consult the PCYC to explore options for onsite disability parking.</li> </ul>
	<ul> <li>Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area, to assist the Committee to decide.</li> </ul>
	Moved: Codie Howard
	Second: Troy Johnson
	All in favour
	Request to be discussed further at the June 2025 meeting.
Date	Item Details
May 2025	Request for Line Marking - Community Health Centre, 2-4 Sulphide Street
Item No.	457.10.3
EDRMS No.	N/A
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment

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Current Status	Ongoing
Date	Committee Recommendation/s
Action Date	Running Actions
June 2025	The Committee determined more information is required and that the complainant be engaged to clarify their request, as the Committee has identified there is already a '5-Minute' parking bay on the Sulphide Street in front of the centre. David Vant advised the Committee that under Council's delegation, it will be able to determine whether to install an additional '5-Minute' parking bay on the Crystal Street side of the centre.
	It was noted that if Transport for NSW becomes involved, the process could become more complex. Therefore, the matter is to be managed at the Council level.
	Troy Johnson suggested that matter be deferred for further discussion at the Committee's July 2025 meeting.
May 2025	The Committee received a request from the Community Health Centre, 2-4 Sulphide Street to assist with parking practices in the area.
	The Committee determined they would like a 15-minute parking space installed on the Sulphide Street side, as was recently completed on Oxide, between Mica Street and Wolfram Lane.
	Suranga Palihawadana inspected the site identified with congestion of parking in the area and agreed that marking the parking spaces will prevent congestion and correct distances for parking between vehicles. The Committee will need to refer this to Transport for NSW, as Crystal Street is a state road and any works requested on state roads need to be approved by Transport for NSW.
	Matter to be discussed further at the June 2025 meeting, when the Transport for NSW Representative will be present.
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	Complete

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Date	Committee Recommendation/s
April 2025	<ul> <li>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.</li> </ul>
	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
June 2025	Troy Johnson informed the Committee first two parking bays, adjacent to the Renal Unit has been converted to two '5-minute' parking bays to allow drop off and pick up of patients.
	The Committee will review the parking arrangements upon completion of the construction work for the new mental health unit at Far West Local Health District.
May 2025	This matter carried over for further discussion at the June 2025 meeting.
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.
	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.

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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

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

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Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
June 2025	That Council contact the bus company (CDC) to see if they have any objections for installation of a 'Bus Zone' at the front of the PCYC on Gypsum Street.
April 2025	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.
Action Date	Running Actions
June 2025	Prior to the meeting, Troy Johnson met with PCYC's Children's Activity Officer, to clarify the request for a bus zone at the front of the centre. The Children's Activity Officer expressed that using Gypsum Street would be safer for children, as manoeuvring the bus within the on-site dirt car park is difficult.
	The Committee noted that the size of the bus needs to be confirmed to make an informed decision. It was identified that there is an existing designated area approximately 50 metres from the centre on Gypsum Street that could accommodate larger buses. Based on this, the Committee determined that a bus stop should not be installed directly in front of the centre.
	The Children's Activity Officer indicated that the proposed bus stop would be used solely by the centre's bus during program hours.
	David Vant recommended that PCYC management and the bus operator, CDC, be consulted to identify any concerns. The Committee will review their feedback at the July 2025 meeting.
	Recommendation:
	That Council contact the bus company (CDC) to see if they have any objections for installation of a 'Bus Zone' at the front of the PCYC on Gypsum Street.
	Moved: David Vant
	Second: Troy Johnson
	All in favour
May 2025	This matter carried over for further dicussion at the June 2025 meeting.
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.

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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.
- 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
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

Local Traffic Committee Minutes – Meeting No.458 – 3/06/2025

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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		
June 2025	Troy Johnson informed the Committee that he was unsure if Codie Howard had contacted the taxi company for a response to the proposed changes.		
	This matter be deferred to the July 2025 meeting for further discussion.		
May 2025	Codie Howard advised the Committee he will contact the Taxi company to see if they use the Taxi zone adjacent to the Regional Aquatic Centre and inform them the Committee has received a request for the space to be changed to a 'Loading Zone' to assist with deliveries.		
	The YMCA's request for designated parking at the Centre for staff was denied by the Committee.		
	Based on the decision from the Taxi company, the Committee will determine if the space will be changed to a 'Loading Zone' and the requester be advised of the Committee decision.		
	This matter will be discussed further at the June 2025 meeting.		
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 would be 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 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.		

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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

458.12 Next Meeting Date: Tuesday, 1 July 2025

**458.13 Meeting Close:** 2.33 pm

Local Traffic Committee Minutes – Meeting No.458 – 3/06/2025

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Ordinary Council 30 June 2025

# ORDINARY MEETING OF THE COUNCIL

June 17, 2025

# **ITEM 28**

# BROKEN HILL CITY COUNCIL REPORT NO. 126/25

SUBJECT: ACTION LIST REPORT D25/26812

# **Recommendation**

1. That Broken Hill City Council Report No. 126/25 dated June 17, 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 June 2025

# **Attachments**

1. U Action List - June 2025

LEISA BARTLETT
EXECUTIVE OFFICER

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

**Division:** Date From: 1/06/2018 For Action Committee: Ordinary Council **Date To:** 17/06/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025 3:19:06 PM

Meeting	Officer/Dire ctor	Section	Subject
	Howard, Codie Nankivell, Jav	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: 1/06/2018 For Action Committee: Ordinary Council **Date To:** 17/06/2025 Officer:

**Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025 3:19:06 PM

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

No change in status

19 May 2025 1:36pm Guerin, Emily

No change in status

17 Jun 2025 9:49am Guerin, Emily

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**Division:** Date From: 1/06/2018 For Action Committee: Ordinary Council **Date To:** 17/06/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025 3:19:06 PM

#### No change in status

Meeting	Officer/Dire ctor	Section	Subject
23/02/2022	Nankivell, Jay Nankivell, Jay	Confidential Matters	LEGAL EXPENDITURE - CIVIC CENTRE OMBUDSMAN'S REPORT

### Resolved

- 1. That Broken Hill City Council Report No. 54/22 dated February 15, 2022, be received.
- 2. That the General Manager be invited to contact the Auditor General to investigate the legality of the expenditure to defend the Ombudsman's report in the absence of Council's approval to do so.

**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

# Ongoing

23 May 2023 3:19pm Butcher, Lacey Ongoing

21 Jun 2023 4:39pm Butcher, Lacey Ongoing

#### 19 Jul 2023 9:24am Guerin, Emily

No change in status

#### 22 Aug 2023 3:45pm Butcher, Lacey Ongoing

#### 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

# 21 Aug 2024 9:32am Murray, Jessica

#### Ongoing 17 Oct 2024 12:08pm Murray, Jessica

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Ongoing

19 Nov 2024 12:11pm Murray, Jessica

Referring to OLG

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

21 May 2025 12:40pm Guerin, Emily

No change in status

17 Jun 2025 9:57am Guerin, Emily

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 27/07/2022	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LEASE TO SILVER CITY ARCHERS

### Resolved

- 1. That Broken Hill City Council Report No. 167/22 dated June 22, 2022, be received.
- 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).
- That the rent remain \$250 per annum.
- 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

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Officer:
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No change in status.

11 Oct 2023 1:19pm Falkner, Georgina

Awaiting Ministerial consent.

21 Nov 2023 2:25pm Falkner, Georgina

Discussions ongoing with Crown Lands.

07 Dec 2023 10:41am Falkner, Georgina

Discussions ongoing.

19 Jan 2024 1:45pm Falkner, Georgina

No change in status.

21 Feb 2024 9:25am Butcher, Lacey

No change in status

20 Mar 2024 10:05am Falkner, Georgina

Potential amendments being discussed with Crown Lands

17 Apr 2024 10:23am Butcher, Lacey

No change in status

21 May 2024 3:19pm Falkner, Georgina

No change in status

18 Jun 2024 3:18pm Falkner, Georgina

Crown Lands have since advised that a licence would be preferable as opposed to a lease due to Native Title. Potential 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

19 May 2025 1:35pm Guerin, Emily

No change in status

17 Jun 2025 9:46am Guerin, Emily

Documents signed by Council

Meeting	Officer/Dire ctor	Section	Subject
28/09/2022	Howard, Codie Nankivell, Jay	Works Committee Reports	UPDATE FOR THE ESTABLISHMENT OF A COMMUNITY GARDEN AT THE FORMER ALMA POOL SITE

### Resolved

- 1. That Broken Hill City Council Report No. 202/22 dated September 9, 2022, be received.
- 2. That Council formulate a Community Gardens Policy with associated Guidelines for presentation to the community for input and consultation.

**CARRIED UNANIMOUSLY** 

18 Oct 2022 9:31am Guerin, Emily

No change in status

21 Nov 2022 2:51pm Guerin, Emily

No change in status

13 Dec 2022 11:52am Guerin, Emily

Policy currently being created.

16 Jan 2023 2:24pm Guerin, Emily

No change in status

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**Division:** Date From: 1/06/2018 For Action Committee: Ordinary Council **Date To:** 17/06/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025 3:19:06 PM

13 Feb 2023 2:08pm Guerin, Emily

No change in status

23 Mar 2023 9:50am Guerin, Emily

No change in status

19 Apr 2023 11:25am Guerin, Emily

No change in status

23 May 2023 3:24pm Butcher, Lacey

No change in status

21 Jun 2023 3:46pm Butcher, Lacey

No change in status

23 Aug 2023 11:52am Howard, Codie

No change in status

20 Sep 2023 10:40am Howard, Codie

No change in status.

18 Oct 2023 8:43am Howard, Codie

Draft Policy currently being prepared.

21 Nov 2023 12:04pm Howard, Codie 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

21 May 2025 1:51pm Guerin, Emily

Policy with ELT for endorsement before going to Council Meeting

17 Jun 2025 10:41am Guerin, Emily

Awaiting ELT endorsement

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.
- 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.

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**Division:** Date From: 1/06/2018 For Action Committee: Ordinary Council **Date To:** 17/06/2025 Officer: **Action Sheets Report** Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025 3:19:06 PM

That the proposal, including associated documentation required by the Office of Local Government, deliverables, and proposed budget, be presented to Council for consideration prior to being submitted to the Minister via the Office for Local Government as required under Section 358 of the Local Government Act 1993.

CARRIED UNANIMOUSLY

19 Apr 2023 9:49am Guerin, Emily

Proposal being drafted

23 May 2023 3:08pm Butcher, Lacey

No change in status

23 May 2023 3:09pm Butcher, Lacey - Reallocation

Action reassigned to Nankivell, Jay by Butcher, Lacey

21 Jun 2023 4:47pm Butcher, Lacey

ongoing

19 Jul 2023 9:20am Guerin, Emily

No change in status

22 Aug 2023 3:46pm Butcher, Lacey No change in status

12 Dec 2023 2:50pm Butcher, Lacey

No change in status

18 Jan 2024 8:42am Butcher, Lacey

No change in status

07 Feb 2024 10:10am Butcher, Lacey

No change in status

11 Mar 2024 11:50am Butcher, Lacey

No change in status

16 Apr 2024 1:56pm Butcher, Lacey

No change in status

20 May 2024 4:09pm Butcher, Lacey

No change in status

18 Jun 2024 3:33pm Murray, Jessica

No change in status

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

21 May 2025 12:40pm Guerin, Emily

No change in status

17 Jun 2025 9:57am 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 Control of the Control of t			
1. That Broken Hill City Council Report No. 190/23 dated September 8, 2023, be received.			

InfoCouncil Page 7 of 25 For Action Division: 1/06/2018
Committee: Ordinary Council Date To: 17/06/2025
Officer:
Action Sheets Report Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025
3:19:06 PM

- 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.
- That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Shell Memorial
  including all public roads and laneways, public car parks and footpaths in an area bounded by Iodide, Thomas,
  Bromide and Mica Streets including Oxide Street from Thomas Street through to Morgan Street.
- 4. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone surrounding the E.T. Lamb Memorial Oval, including public roads and laneways, public car parks and footpath area surrounding the oval bounded by South, Boughtman, Comstock and Jamieson Streets.
- 5. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as South Broken Hill including all public roads and laneways, public car parks and footpaths in an area bounded by Bonanza, Patton, Central and Hebbard Streets including South Street from Piper Street through to Wilson Street; with extension from Bonanza Street to Morish Street and off Bonanza Street from Wilson Street to Picton Street.
- 6. That Council refer the Proposals for comment in accordance with the provisions of the Local Government Act 1993 and Ministerial Guidelines (2009) to any known organisation representing or able to speak on behalf of an identifiable Aboriginal or culturally and linguistically diverse group within the local area and all affected licensed premises and registered clubs that border on, adjoin or are adjacent to the proposed alcohol free zone, for response within thirty days of public notice.
- 7. That Council invite public comment on the proposal through an advertisement in local newspaper with time for response within thirty days.
- 8. That a further report be submitted to Council upon completion of the consultative process.
- 9. That a report be prepared to a future Council meeting regarding a possible exemption to the prohibition of alcohol from the Norm Fox Sporting Grounds changeroom

CARRIED UNANIMOUSLY

### 03 Oct 2023 12:08pm Brealey, Jodie

Item 6 - Proposals forwarded to all stakeholders - COMPLETE, Item 7 - Proposals advertised in Barrier Truth - COMPLETE, Item 8 - Public exhibition underway consultation outcome report to Council to go to October Ordinary meeting - COMPLETE, Item 9 - Possible exemption for Norm Fox Sporting Grounds changeroom prohibition from alcohol prohibited area under investigation - Progressing

# 16 Oct 2023 5:10pm Brealey, Jodie

Item 9 - Possible exemption to the prohibition of alcohol consumption at the Norm Fox Sporting Grounds changeroom under investigation - Norm Fox Sporting Complex Alcohol Prohibited Area research underway to gather background information for discussion with Police. Dir Corporate and Community visited Norm Fox changeroom and met with Peter Johnston to discuss area to be considered during discussions with Police. Meeting with Police to be arranged to determine best outcome.

# 17 Nov 2023 4:26pm Brealey, Jodie

Investigation still in progress

# 13 Dec 2023 9:24am Butcher, Lacey

No change in status

# 18 Jan 2024 3:31pm Butcher, Lacey

In progress - discussions held with Licensing Sergeant in December 2023, with face to face meeting to be arranged to discuss options in 2024

#### 21 Feb 2024 10:58am Brealey, Jodie

Face to face meeting to be scheduled with Licensing Sergeant

# 19 Mar 2024 11:03am Brealey, Jodie

No change in status

### 11 Apr 2024 9:27am Brealey, Jodie

No change in status

# 13 May 2024 1:47pm Brealey, Jodie

No change in status

# 18 Jun 2024 4:52pm Murray, Jessica

Meeting to be followed up and 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

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For Action Division: 1/06/2018
For Action Committee: Ordinary Council Date To: 17/06/2025
Officer:
Action Sheets Report Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025
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#### 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

No change in status

#### 20 May 2025 8:38am Brealey, Jodie

No change in status

#### 17 Jun 2025 9:42am Brealey, Jodie

No change in status - Contact received from Senior Constable Wilmore (licensing officer) advising Barrier District hierarchy has had a number of changes recently and feedback is still being sourced

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

# 19 May 2025 1:38pm Guerin, Emily

No change in status

17 Jun 2025 9:45am Guerin, Emily

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For Action	Division: Committee: Ordinary Council	<b>Date From:</b> 1/06/2018 <b>Date To:</b> 17/06/2025
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Survey to be sent to local industries and community to establish timing and content of workshop

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 30/10/2024	Howard, Codie Nankivell, Jay	Further 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.
- 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 4444 DP 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 4444 DP 757298.
- That any documents which may not be executed by the General Manager under delegation be executed under the Common Seal of Council.
- 8. 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
22 May 2025 9:11am Guerin, Emily No change in status
17 Jun 2025 9:49am 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			

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For Action Division: Date From: 1/06/2018
Committee: Ordinary Council Date To: 17/06/2025

Officer:
Action Sheets Report Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025
3:19:06 PM

- 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.
- 6. 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

19 May 2025 1:36pm Guerin, Emily

No change in status

17 Jun 2025 9:49am Guerin, Emily

No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 29/01/2025	Howard, Codie		PROPOSED COMPULSORY ACQUISITION OF LOT 1378 IN DEPOSITED PLAN 757298 AND LOT 1373 IN DEPOSITED PLAN 757298
	Nankivell, Jay		

### Resolved

- 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.
- 6. That Council register acquisition plans against Lot 1378 in Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298.

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For Action Division: 1/06/2018
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 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 22 May 2025 9:13am Guerin, Emily Additional information being provided 17 Jun 2025 9:48am Guerin, Emily No change in status

Meeting	Officer/Dire ctor	Section	Subject
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.

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

20 May 2025 9:57am Guerin, Emily

No change in status

16 Jun 2025 3:11pm Guerin, Emily

COMPLETE - Lease finalised, however waiting on execution to allow the maximum term prior to Ministerial Consent being required. Execution to occur when the CWA move in

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.				

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For Action Division: 1/06/2018
Committee: Ordinary Council Date To: 17/06/2025
Officer:
Action Sheets Report Further Report Required: Including Further Reports Printed: Tuesday, 17 June 2025
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- 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 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.

### 20 May 2025 9:44am Guerin, Emily

454.10.3 - COMPLETE, 454.8.1 - Correspondence drafted, 452.10.1 - Correspondence drafted

# 17 Jun 2025 9:38am Guerin, Emily

454.10.3 - COMPLETE, 454.8.1 - COMPLETE 452.10.1 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/02/2025	Howard, Codie	Infrastructure and Environment Committee Reports	TOWN SQUARE - LOCATION OF THE WOMEN'S MINING MEMORIAL
	Nankivell, Jay		

### Resolved

- 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.
- 3. 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.

**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

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21 May 2025 1:51pm Guerin, Emily To be installed end of May 2025

17 Jun 2025 2:51pm Guerin, Emily

COMPLETE - Contractor finalised and scheduled for installation

Meeting Officer ctor	/Dire Section	Subject
Ordinary Council Howard 26/03/2025 Codie Nankiv Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.455, HELD ON TUESDAY, 4 MARCH 2025

#### Resolved

- 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

20 May 2025 9:44am Guerin, Emily

455.10.1 - To be used as a general loading zone current taxi bay is 6 metres. Taxi companies to be contacted to establish usage of Taxi Zone, 454.10.3 - COMPLETE 454.10.4 - COMPLETE

17 Jun 2025 9:39am Guerin, Emily

455.10.1 - Waiting on feedback from Taxi companies

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Nu'man, Razija Nankivell, Jay	Further Reports	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.
- 3. That assessment is undertaken of alternative options to secure the artwork from interference once remedial works

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are completed.

CARRIED UNANIMOUSLY

15 Apr 2025 11:07am Guerin, Emily

Still investigating costing and best removal process

20 May 2025 9:40am Guerin, Emily

The glass was removed from in front of the Pro Hart mural on Wednesday, 7 May to permit the restoration works to be undertaken. Delta will complete the works on Tuesday 20 May 2025. Temporary bunting is currently in place with a permanent solution being investigated and installed by the Council's Trade Team.

16 Jun 2025 2:07pm Guerin, Emily Still awaiting final report from Delta

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

#### Resolved

- 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.
- 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 17 Jun 2025 10:41am Guerin, Emily Ongoing

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 26/03/2025	Brown, Simon Nankivell,	Finance and Governance Reports	DISPOSAL OF SURPLUS EQUIPMENT - TIERED SEATING

#### Resolved

- 1. That Broken Hill City Council Report No. 41/25 dated March 12, 2025, be received.
- 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
- 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 20 May 2025 9:57am Guerin, Emily

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No change in status

16 Jun 2025 3:11pm Guerin, Emily
No change in status

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 30/04/2025	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.456, HELD ON TUESDAY, 1 APRIL 2025

#### Resolved

- That Broken Hill City Council Report No. 74/25 dated April 15, 2025, be received.
- 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.

8. That the installation of disability parking and an access ramp adjacent to the PCYC in Gypsum Street be referred to the Broken Hill Traffic Committee for investigation.

CARRIED UNANIMOUSLY

#### 20 May 2025 9:46am Guerin, Emily

456.10.2 - Complete, 456.8.1 - 5 minute parking signs have been installed - COMPLETE, 456.8.2 - PCYC contact was unavailable last week, contact to be made this week, 456.8.3 - TBA, 456.8.4 - Contact made with Alma Principal advising Council will re-instate the original drop off area as a 'Kiss and Ride' zone.

# 17 Jun 2025 9:39am Guerin, Emily

456.8.2 - PCYC was spoken to prior to last meeting, further information was requested by the committee, email has been sent to PCYC to gather required info 456.8.3 - Correspondence drafted 456.8.4 - COMPLETE

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Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 30/04/2025	Nu'man, Razija Nankivell, Jay	Mayoral Minute	RECOGNITION OF THE LATE COUNCILLOR DAVID GALLAGHER APM

- 1. That Mayoral Minute No. 3/25 dated April 23, 2025, be received.
- That a painted portrait of the Late David Gallagher APM be commissioned and 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.

**CARRIED UNANIMOUSLY** 

#### 19 May 2025 1:34pm Guerin, Emily

Three portrait artists have been approached and have indicated their willingness to complete the portrait. The three options will be presented to
the next Art Gallery Advisory Committee meeting on the Thursday, 29 of May for selection. , 2. Park bench sourced, awaiting mock
up design of plaque, possible locations being finalised.

#### 17 Jun 2025 9:51am Guerin, Emily

Art Gallery elected chosen Artist and Artist is in communications with the family regarding portrait.
 In communication with the family regarding seat types and plaque for approval.

Meeting	Officer/Dire ctor	Section	Subject
30/04/2025	Nu'man, Razija Nankivell, Jay	Further Reports	AMENDMENT TO CONSTITUTION OF THE BROKEN HILL HERITAGE COMMITTEE

#### Resolved

- 1. That Broken Hill City Council Report No. 73/25 dated April 23, 2025, be received.
- 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.

CARRIED UNANIMOUSLY

#### 20 May 2025 10:36am Guerin, Emily

Report to May Council Meeting to appoint Councillor delegates - advertising for Community Reps will happen soon.

#### 17 Jun 2025 9:55am Guerin, Emily

Advertising for community representatives has commenced and will continue – 2 nominations have been received and will go to the July Council Meeting – COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 30/04/2025	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST PROPOSED LICENCE TO A-CAES AUSTRALIA NSW PTY LTD

#### Resolved

- 1. That Broken Hill City Council Report No. 56/25 dated April 10, 2025, be received.
- That Council (as the Willyama Common Trust) issue a licence to A-CAES Australia NSW Pty Ltd for the purpose of geotechnical and site investigations along the site of the proposed transmission line associated with the Silver City Energy Storage System.

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For Action	Division: Committee: Ordinary Council	Date From:         1/06/2018           Date To:         17/06/2025
<b>Action Sheets Report</b>	Officer: Further Report Required: Including Further Reports	Printed: Tuesday, 17 June 2025

- That the licence duration be for twelve (12) months, with the option to extend for a further twelve (12) months if required.
- 4. That the General Manager be delegated to negotiate the terms and conditions of the licence agreement.
- 5. That the Mayor and General Manager be authorised to sign and execute the document under the Common Seal of Council.

**CARRIED UNANIMOUSLY** 

22 May 2025 9:04am Guerin, Emily Documents signed and returned to Council 17 Jun 2025 9:50am Guerin, Emily COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 30/04/2025	Nu'man, Razija Nankivell, Jay	Finance and Governance Reports	MINUTES OF THE SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE MEETING HELD 6 MARCH 2025

#### Resolved

- 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.
- That per the meeting minutes, Council allows the provision of Committee Community Representatives above the nominal membership amount of seven (7) to nine (9) Community Representatives; and the Constitution of the Broken Hill Art Gallery Advisory Committee be amended accordingly.
- 4. That Council appoints Mr Clark Barrett and Mr Andrew Gosling as Community Representatives to the Broken Hill City Art Gallery Advisory Committee.

**CARRIED UNANIMOUSLY** 

20 May 2025 10:10am Brealey, Jodie

Membership notification correspondence to new members drafted and constitution updated for use and placement on website

17 Jun 2025 9:54am Guerin, Emily

Correspondence sent - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	DRAFT BROKEN HILL CITY ART GALLERY STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION

#### Resolved

- 1. That Broken Hill City Council Report No. 77/25 dated May 5, 2025, be received.
- That the matter be deferred pending a Councillor Workshop being held on the Draft Broken Hill City Art Gallery Strategic Business Plan 2025-2028.

CARRIED UNANIMOUSLY

02 Jun 2025 2:22pm Guerin, Emily

Councillor Briefing Workshop held Tuesday, 10 June 2025 - COMPLETE

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Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 FOR PUBLIC EXHIBITION

- 1. That Broken Hill City Council Report No. 78/25 dated May 9, 2025, be received.
- That the matter be deferred pending a Councillor Workshop being held on the Draft Albert Kersten Mining and Minerals Museum Strategic Business Plan 2025-2028.

**CARRIED UNANIMOUSLY** 

**02 Jun 2025 2:23pm Guerin, Emily**Councillor Briefing held Tuesday, 10 June 2025 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	CHANGE TO SCHEDULED DATE OF THE JUNE 2025 ORDINARY COUNCIL MEETING

#### Resolved

- 1. That Broken Hill City Council Report No. 91/25 dated May 21, 2025, be received.
- That the June Ordinary Council Meeting be postponed from the scheduled date of Wednesday 25 June 2025 and be held on Monday 30 June 2025 commencing at 6:30pm in the Council Chambers.
- 3. That Council notes that the dates for the Standing Committee Meetings for June remain unchanged.

**CARRIED UNANIMOUSLY** 

03 Jun 2025 9:41am Guerin, Emily

InfoCouncil, Advert and Website all updated with date of 30 June 2025 - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	DRAFT FOOTWAY RESTAURANT SETTINGS POLICY FOR ADOPTION

# Resolved

- 1. That Broken Hill City Council Report No. 76/25 dated May 5, 2025, be received.
- That Council notes that nil submissions were received during the public exhibition of the draft Footway Restaurant Settings Policy.
- 3. That Council adopts the draft Footway Restaurant Settings Policy as a Policy of Council.

**CARRIED UNANIMOUSLY** 

03 Jun 2025 2:50pm Guerin, Emily Adoption process completed.

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For Action	Division: Committee: Ordinary Council Officer:	<b>Date From:</b> 1/06/2018 <b>Date To:</b> 17/06/2025
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Meeting	Officer/Dire ctor	Section	Subject
28/05/2025 L	Bartlett, Further Leisa Further Nankivell, Jay	Reports	MATTER OF URGENCY

- 1. That General Business No. /25 dated May 29, 2025, be received.
- That correspondence be sent to Southern Cross Care Queensland seeking clarification on the sudden redundancy of 17 local administration positions at Southern Cross Care Broken Hill, and in particular seeking clarification on the following:
  - was proper consultation with staff and the relevant Trade Unions carried out prior to the notices of redundancies being provided to staff?
  - were the skill sets of staff properly assessed and considered?

and that the correspondence also strongly advocates for Council to have input into the Board of Southern Cross Care Queensland.

3. That Council sends correspondence to the relevant Trade Unions seeking clarification as to why they have not issued a statement regarding the sudden redundancies at Southern Cross Care Broken Hill.

CARRIED UNANIMOUSLY

**16 Jun 2025 2:02pm Guerin, Emily** Correspondence sent - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Confirmation of Minutes	Ordinary Meeting of the Council - 28/05/2025

#### Resolved

That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held April 30, 2025 be confirmed with an amendment to the attendance list to remove Councillor Boland as he was granted a Leave of Absence for the meeting.

CARRIED UNANIMOUSLY

16 Jun 2025 2:02pm Guerin, Emily
Minutes amended, website updated - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	COMMUNITY ASSISTANCE GRANTS AWARDED IN ROUND 1 OF 2025/2026 AND RECOMMENDED AMENDMENTS TO THE COMMUNITY ASSISTANCE GRANTS POLICY

#### Resolved

- 1. That Broken Hill City Council Report No. 92/25 dated May 21, 2025, be received.
- That Council notes the Community Assistance Grants awarded for Round One of 2025/2026 which were recommended by the Panel on 21 May 2025, and approved by the General Manager under delegation on 21 May 2025.

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- 3. That Council notes that the Community Assistance Grants budget for Round One is not fully expended with \$1,307.10 remaining unspent which will be rolled over to Round Two of 2025/2026.
- 4. That as per the Grant Panel recommendations, the Community Assistance Grants Policy and associated Grants program literature be amended as follows, to give the opportunity for more local not-for-profit organisations to acquire a grant from Council:
  - 1) include a clause to cap the amount of grants awarded to \$5,000.00 for successful organisations for each round of funding.
  - 2) include a clause that limits an eligible organisation from receiving a Community Assistance Grant to once biennially in the financial year (rather than once every financial year) with the exception of In One Accord to be eligible to apply once every financial year for a grant towards the annual Carols by Candlelight event.
  - 3) include an eligibility clause that prevents organisations who receive government funding from applying for a Community Assistance Grant.
  - 4) that Council enters a Memorandum of Understanding agreement with the Broken Hill Repertory Society (who historically receives a grant for rates relief every financial year) for an ongoing annual financial assistance grant for a 100% rates relief.

CARRIED UNANIMOUSLY

#### 16 Jun 2025 2:01pm Guerin, Emily

Applicants notified of outcome - changes made to policy - COMPLETE

Meeting Officer/I ctor	Dire Section	Subject
Ordinary Council Howard, 28/05/2025 Codie Nankivel Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.457, HELD ON WEDESDAY, 14 MAY 2025

#### Resolved

- 1. That Broken Hill City Council Report No. 93/25 dated May 21, 2025, be received.
- That the minutes of the Local Traffic Committee Meeting No.457, held on Wednesday, 14 May 2025 be endorsed.
- 3. That Item No.457.10.2 recommendations be received:
  - Council consult the PCYC to explore options for onsite disability parking.
  - Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area before a decision can be made.
- 4. That Item No.457.8.1 recommendations be received:
  - That the correspondence be forwarded to Council's Rangers, to monitor the area for illegal parking and addressed as appropriate.
  - That the complainant be advised of the Committee's decision.
- 5. That Item No.457.8.2 recommendation be received:
  - That this request be referred to Transport for NSW to decide and the complainant be advised of the Local Traffic Committee's resolution.
- 6. That Item No.456.8.4 recommendations be received:
  - That Council reinstate the 'Kiss and Drop' zone on Comstock Street, adjacent to the Alma Public School.

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That the complainant be advised of the Local Traffic Committee's decision.

- 7. That Item No.454.10.4 recommendations be received:
  - That Council removed the line marking for the first four angel parking spaces on Chloride Street at the entrance to allow a clear line of sight for motorist exiting the Far West Local health district.
  - That correspondence be sent to the complainant advising of the Committee's decision.

CARRIED UNANIMOUSLY

#### 17 Jun 2025 9:41am Guerin, Emily

456.8.4 - COMPLETE - 457.8.1 - CRM entered for works and correspondence drafted - 457.8.2 - To be discussed at next meeting with TfNSW in attendance - 454.10.4 - CRM entered, works to be scheduled

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	AMENDMENT TO THE CODE OF MEETING PRACTICE - CHANGE OF NAME OF STANDING COMMITTEE

#### Resolved

- 1. That Broken Hill City Council Report No. 90/25 dated May 20, 2025, be received.
- 2. That Council adopts amendments to the Code of Meeting Practice Policy at clauses 8.1 and 20.5a to rename the Community Development Committee to be called the Corporate and Community Development Committee.

**CARRIED UNANIMOUSLY** 

# **17 Jun 2025 3:26pm Guerin, Emily** Adoption process COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa	Further Reports	CORRESPONDENCE REPORT - QUARANTINE OF FUNDS FOR COBALT BLUE HOLDINGS LTD TRANSITION TO CRITICAL MINERALS BATTERY RECYCLING PROJECT
	Nankivell, Jay		

# Resolved

- 1. That Broken Hill City Council Report No. 85/25 dated March 13, 2025, be received.
- 2. That reply correspondence dated 8 May 2025 from the Minister for Regional NSW, The Hon Tara Moriarty MLC, be received and noted.
- 3. That Council sends correspondence to the Minister for Regional NSW and the Minister for Environment and Clean Energy reaffirming Council's position regarding the importance of funding for Cobalt Blue's shovel-ready project to transition its demonstration plant into a Critical Minerals Battery Recycling Centre; and outlining the potential that this project has to employment options in the region and the environmental importance of this project to be able to recycle black mass batteries to extract minerals for industry supply chains.

CARRIED UNANIMOUSLY

16 Jun 2025 1:59pm Guerin, Emily Correspondence sent - COMPLETE

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For Action	Division: Committee: Ordinary Council Officer:	<b>Date From:</b> 1/06/2018 <b>Date To:</b> 17/06/2025
<b>Action Sheets Report</b>	Further Report Required: Including Further Reports	Printed: Tuesday, 17 June 2025 3:19:06 PM

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa	Further Reports	CORRESPONDENCE REPORT - SACRED HEART PARISH PRIMARY SCHOOL EXCLUDED FROM PSSA CARNIVALS AND GALA DAYS
	Nankivell, Jay		

- 1. That Broken Hill City Council Report No. 84/25 dated December 6, 2024, be received.
- That correspondence dated 6 December 2024 from the Federal Member for Parkes, The Hon Mark Coulton MP be received.
- 3. That correspondence dated 19 May 2025 from the Deputy Premier of NSW and Minister for Education and Early Learning, The Hon Prue Car MP, be received and noted; and that Council sends reply correspondence notifying the Deputy Premier that Sacred Heart Parish School students are not being included in the local regularly occurring gala days, and that the advice she has received to the contrary is incorrect.
- 4. That Council notes its disappointment that Sacred Heart Parish School students are not included in all local PSSA gala days; and that Council sends correspondence to the Barrier PSSA and to the Deputy Premier, Minister for Education and Early Learning The Hon Prue Car MP, seeking the reintroduction of the weekly cross school sporting competition in Broken Hill and that the correspondence also highlights the affect on the health, fitness and well-being of Sacred Heart Parish School students due to not being included in the regularly occurring sport gala days as well as the impact to all school children due to weekly competition ceasing many years ago.

CARRIED UNANIMOUSLY

16 Jun 2025 1:59pm Guerin, Emily Correspondence sent - COMPLETE

l Meeting	Officer/Dire ctor	Section	Subject
28/05/2025	Bartlett, Leisa Fur Nankivell, Jay	rther Reports	CORRESPONDENCE REPORT - ELIGIBILITY FOR 88-DAYS AUSTRALIA PROGRAM FOR RURAL/REMOTE AREAS

#### Resolved

- 1. That Broken Hill City Council Report No. 83/25 dated March 11, 2025, be received.
- 2. That reply correspondence dated 15 May 2025 from the Department of Home Affairs on behalf of the Minister for Immigration and Multicultural Affairs be received and noted.
- 3. That correspondence be sent to the Local Federal Member, The Hon Jamie Chaffey MP, seeking advocacy on behalf of Council for the townships in the Far West NSW region who share either Broken Hill's postcode or Wentworth's postcode, which therefore does not truly reflect their remoteness, in order that they be included in the 88-Days Australia Program for rural/remote areas.

CARRIED UNANIMOUSLY

03 Jun 2025 3:01pm Guerin, Emily Correspondence sent - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	APPOINTMENT OF COUNCILLOR DELEGATES TO THE S355 BROKEN HILL HERITAGE ADVISORY COMMITTEE
Resolved			

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1. That Broken Hill City Council Report No. 89/25 dated May 14, 2025, be received.

 That Councillors Chandler, Gillett and Turley be appointed as Council's Delegates to the Broken Hill Heritage Advisory Committee as per Council's adoption of the revised Constitution of the Broken Hill Heritage Advisory Committee at the Council Meeting held 30 April 2025.

CARRIED UNANIMOUSLY

16 Jun 2025 2:01pm Guerin, Emily Councillors appointed - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa	Further Reports	CORRESPONDENCE REPORT - FUNDING FOR UPGRADES TO THE BROKEN HILL REGIONAL AIRPORT TO SUPPORT LARGER AIRCRAFT DURING TIMES OF EMERGENCY
	Nankivell, Jay		

#### Resolved

- 1. That Broken Hill City Council Report No. 87/25 dated May 12, 2025, be received.
- 2. That correspondence from The Hon Jenny Aitchison MP, addressed to Mr Roy Butler MP (forwarded to Council by Mr Roy Butler MP) providing advice to Council regarding future funding opportunities for a grant to upgrade the Broken Hill Regional Airport runway and taxiways, and the ACCC monitoring of domestic airfares until the end of 2026 with the Productivity Commission Inquiry to review regional airfares.
- 3. That Council writes to the former Minister for Emergency Management, Senator The Hon Jenny McAllister MP thanking her for her assistance in her former Ministry during the power disruptions to the Far West Region in October 2024; and thanking her for advocacy for Broken Hill and for providing Council with information regarding various funding opportunities for upgrades to the Broken Hill Regional Airport.
- 4. That Council invites The Hon Kristy McBain MP, Minister for Emergency Management and Local Government to visit Broken Hill for a tour of the City and the Broken Hill Regional Airport.

**CARRIED** 

03 Jun 2025 2:51pm Guerin, Emily Correspondence sent - COMPLETE

I Meeting	Officer/Dire Secti	on Subject
28/05/2025 L N	Bartlett, Further Reports Leisa Further Reports Nankivell, Jay	CORRESPONDENCE REPORT - FUNDING FOR THE BROKEN HILL REGIONAL AIRPORT

# Resolved

- 1. That Broken Hill City Council Report No. 86/25 dated May 6, 2025, be received.
- 2. That reply correspondence from the Department of Infrastructure, Transport and Regional Development, in response to Council correspondence seeking feedback on Council's application for funding to upgrade the Broken Hill Airport, be received and noted.
- 3. That the Mayoral correspondence that was sent to the Federal Minister for Infrastructure, Transport, Regional Development and Local Government whilst the Government was in the election caretaker period, be resent.

CARRIED UNANIMOUSLY

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For Action	Division: Committee: Ordinary Council	<b>Date From:</b> 1/06/2018 <b>Date To:</b> 17/06/2025
Action Sheets Report	Officer: Further Report Required: Including Further Reports	Printed: Tuesday, 17 June 2025 3:19:06 PM

03 Jun 2025 2:51pm Guerin, Emily Correspondence sent - COMPLETE

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Bartlett, Leisa	Infrastructure and Environment Committee Reports	DRAFT VOLUNTARY PLANNING AGREEMENT POLICY
	Nankivell, Jay		

#### Resolved

- 1. That Broken Hill City Council Report No. 79/25 dated May 12, 2025, be received.
- 2. That the Voluntary Planning Agreement Policy be adopted as a Policy of Council and will supersede the previous Voluntary Planning Agreement Policy adopted in 2019.

**CARRIED UNANIMOUSLY** 

03 Jun 2025 2:51pm Guerin, Emily Adoption process completed

Meeting	Officer/Dire ctor	Section	Subject
Ordinary Council 28/05/2025	Nu'man, Razija Nankivell, Jay	Finance and Governance Reports	NOMINATION FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVE TO S355 COMMITTEE

#### Resolved

- 1. That Broken Hill City Council Report No. 81/25 dated May 9, 2025, be received.
- 2. That Council review and consider the nomination of Kevin Stacey for appointment as community representative on the Picton Sportsground Community Committee.
- 3. That the community representative nominee be advised of Council's determination.

CARRIED UNANIMOUSLY

17 Jun 2025 9:54am Guerin, Emily Correspondence sent - COMPLETE

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# QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

1.	QUESTIONS ON NOTICE NO. 6/25 - DATED JUNE 05, 2025 -	
	COUNCILLOR QUESTION ON NOTICE TAKEN AT THE MAY 2025	
	COUNCIL MEETINGS (D25/25017)	950

Ordinary Council 30 June 2025

# ORDINARY MEETING OF THE COUNCIL

June 5, 2025

# ITEM 1

# **QUESTIONS ON NOTICE NO. 6/25**

SUBJECT: COUNCILLOR QUESTION ON NOTICE TAKEN AT THE MAY 2025

**COUNCIL MEETINGS** 

D25/25017

# **Summary**

This report provides a response to questions raised by a Councillor during the Council Meeting held 28 May 2025 which were taken on notice.

# **Recommendation**

1. That Questions On Notice No. 6/25 dated June 5, 2025, be received.

# **Background**

Following is the response to a questions raised by Councillors which the Mayor or General Manager took on notice at the Council Meeting held 28 May 2025.

Ordinary Cou	Ordinary Council Meeting held 28 May 2025		
Question:	Installation of Tourist Directional Signage to the Patton Street Shopping Village		
	Councillor Byrne requested an update on the installation of Tourist Directional Signage to the Patton Street Shopping Village which was a previous resolution of Council.		
	The General Manager took the question on notice.		
Response:	The sign design is with the manufacturer for costing and once received, the sign will be ordered.		
Question:	Terms of Reference of the Reconciliation Action Group		
	Councillor Byrne referred to National Reconciliation Week and asked if the Terms of Reference of the Reconciliation Action Group could be reviewed and presented to Council.		
	The General Manager advised that the Draft Terms of Reference and invitations to the Committee's Councillor delegates and past members of the Reconciliation Action Working Group are being sent tomorrow.		

Ordinary Council 30 June 2025

Response:	Invitations as mentioned above were sent on 29 May 2025, with the first meeting to be held at 5:30pm on the 11 June. The meeting was cancelled
	due to lack of attendance.

# **Attachments**

There are no attachments for this report

<u>LEISA BARTLETT</u> <u>EXECUTIVE OFFICER</u>

JAY NANKIVELL GENERAL MANAGER

# **CONFIDENTIAL MATTERS**

1. TENDER REPORT NO. 3/25 - DATED JUNE 18, 2025 - UPGRADE TO AIRSIDE PAVEMENT MOVEMENT AREAS AT BROKEN HILL AIRPORT - CONFIDENTIAL

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

2. BROKEN HILL CITY COUNCIL REPORT NO. 102/25 - DATED JUNE 11, 2025 - CONSENT TO CHANGE OF CONTROL - LEASE TO IOR AVIATION PTY LTD AT BROKEN HILL AIRPORT, PART LOT 1 DP124942 - CONFIDENTIAL

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

3. BROKEN HILL CITY COUNCIL REPORT NO. 127/25 - DATED JUNE 18, 2025 - PROPOSED TWO UP AGREEMENT - CONFIDENTIAL

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



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