BUSINESS PAPER

Ordinary Meeting of Council

Council Chambers
24 September 2025

6.30pm

BROKEN HILL
CITY COUNCIL

AUSTRALIA'S FIRST
HERITAGE LISTED CITY

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that an Ordinary Meeting of the Broken Hill City Council will be held in the Council Chambers on **Wednesday 24 September 2025** commencing at **6:30pm** to consider the following business:

AGENDA

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

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

LIVE STREAMING OF COUNCIL MEETINGS
This Council meeting is being streamed live on Youtube, recorded and published on Council's website. To those present in the gallery today, by attending or participating in this public meeting you are consenting to your image, voice and comments being recorded and published.
The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing.
Attendees are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

JAY NANKIVELL
GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Ordinary Meeting of the Council meeting held Wednesday, August 27, 2025.

Meeting commenced at 6:32pm

PRESENT: Councillor T. Kennedy (Mayor) Councillor J. Hickey (Deputy Mayor), Councillors B. Algate, A. Chandler, E. Gillett, H. Jewitt and D. Turley.

General Manager, Director Corporate and Community, Director Finance and Commercial, Manager Communications and Marketing, and Executive Assistant(s).

Media (2), Members of the Public (3)

APOLOGIES: Nil

LEAVE OF ABSENCE APPLICATIONS: 1. Councillor Boland submitted a Leave of Absence application for this meeting and provided the reason "Prior Work Commitments".

RESOLUTION		**Resolved**
Minute No. 47941 - Procedural Motion Deputy Mayor J Hickey moved Councillor A Chandler seconded	))	That the application be accepted and Councillor Boland be provided a leave of absence for this meeting

CARRIED UNANIMOUSLY

PRAYER

Councillor Gillett delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Chandler delivered the Acknowledgment of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

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

PUBLIC FORUM

Women's Memorial in Town Square
Mr Bob Coulls congratulated Council on the reinstatement of the Women's Memorial in the Town Square. Due to the tree roots, the Memorial is now elevated and the feedback Mr Coulls had received was that with the Memorial being elevated made it look more 'prominent' and the community were pleased with this outcome.

Gateway Signage
Mr Bob Coulls enquired regarding the gateway signage and the grant Council received for the Gateway signage, Mr Coulls requested an update on the project as the project was required to be completed and grant money to be spent by the end of October.

The Mayor advised that an extension had been given to all of the Councils involved (Central Darling Shire Council, Wenworth Shire Council and Balranald) until the end of November 2025 to have all the signs completed.

MINUTES FOR CONFIRMATION

RESOLUTION
Minute No. 47942
Councillor R Algate moved)
Councillor E Gillett seconded)

Resolved

That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held July 30, 2025 be confirmed.

That the Minutes of the Extraordinary Meeting of the Council of the City of Broken Hill held August 13, 2025 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil

MAYORAL MINUTES

The Mayor moved a verbal Mayoral Minute.

RESOLUTION
Minute No. 47943 - Council Resolution
Mayor T Kennedy moved)
Councillor A Chandler seconded)

Resolved

That Council send correspondence to Mr Dougy Carroll to acknowledge his 100th birthday.

CARRIED UNANIMOUSLY

Resignation of Councillor Byrne
The Mayor acknowledged the resignation of Councillor Ashley Byrne and wished him well for the future.

NOTICES OF MOTION

Nil

REPORTS FROM DELEGATES

Verbal Report by the Deputy Mayor - Regional Cities Sydney - 6 August 2025

The Deputy Mayor gave a verbal report and thanked the Mayor and Councillors for the opportunity for the General Manager and himself to attend the Regional Cities meeting and the Country Mayors Meeting in Sydney from 6-9 August.

The Deputy Mayor advised that the Regional Cities Meeting was very informative and the Secretariat Services had a very good reception and the ability to get meetings with numerous Ministers.

There are 16 Regional Cities and the Deputy Mayor and GM met with numerous Ministers.

Minister Moriarty was to meet with them on 6th August, however, she didn't turn up at the meeting. Premier Minns seen the group standing near the Ministers Office and asked what they were doing

and it was explained that Minister Moriarty didn't attend the meeting and the Premier requested that they go to his boardroom and he would meet with them which the Deputy Mayor commended him for.

The Deputy Mayor had the opportunity to speak to the Premier first and he advised him of Council's desperation for funds to upgrade the Airport Tarmac. He advised the Premier that Council have been refused twice by Federal Government and that Council had received a letter of support from his office however, it is our belief that the Federal Government is looking for a monetary contribution from the State Government. The Deputy Mayor asked if they could see their way clear to commit to a $3M contribution. Premier Minns questioned the reasoning and following a long discussion he advised he will personally follow it up and talk to Treasury.

The group also met with the Treasurer Dan Mookey and Regional Cities Chair Steve Krieg asked that Deputy Mayor Hickey speak about Council's request to the Premier. The Deputy Mayor advised the Treasurer that the Premier virtually approved $3m and it was a matter to get it from Treasury and Minister Mookey suggested he could give me a virtual cheque. The Treasurer then advised on a more serious note he was quite prepared to look at the proposition as he realised the huge need for remote City airports and the important need for the RFDS.

The General Manager is following up these requests with letters to the Premier and Treasurer.

Chairman Steve also asked me to speak to Minister Whan who is the Minister for Tafe and explain how following the halting of the decision to remove the milling machines and lathes from Broken Hill, that Council have now set up an Industry driven working group comprising of Industry, Tafe, Council, RDA and Career Advisors from schools and that we now have two tradesman completing their Cert IV Certificates to enable them to be able to teach next year and the Engineering Industry have 12 prospective apprentices to commence in 2026. The Minister questioned the Deputy Mayor on how it worked and was very impressed. Minister Whan said he would be using it as a Model at a forum in Wagga later this month. Steve Krieg also advised me he would be using it as a model for a forum in Lismore.

Chairman Steve moved a motion that the Regional Cities submit a report in support of Broken Hill to the State Government to commit to help funding for our airport upgrade which was supported unanimously.

This is a very strong group which has the attention of most of the Ministers and the Deputy Mayor feels very privileged to have such a strong support from the Chair and all of the Regional City representatives.

Country Mayors 9 August 2025
The Deputy Mayor thanked Council for the opportunity to attend this forum.

The major focus of the Country Mayors was regarding Regional Crime. The Minister for Police Yasmin Catley, addressed the group and gave a very informative address. The Minister explained the initiatives offered to try to fill outstanding Police positions including paying prospective officers to attend the Goulburn Academy, offering huge incentives to officers to take up remote positions and the chance for new police officers to return to their home towns straight from the academy.

Assistant Commissioner Bret Greentree gave an address and showed the crime stats over the past months showing a reduction of crime in most areas with a good result for the Far West.

It would appear that the Courts are not on the same wave as the Police which is really disappointing.

The Chief Magistrate for NSW then addressed the forum and it was very obvious that the system is broken between the Law enforcement and the Courts.

A dinner was also held which was attended by former Prime Minister, Tony Abbott and he gave an excellent presentation and then went to all tables to say hello.

RESOLUTION
Minute No. 47944 - Council Resolution
Deputy Mayor J Hickey moved)
Councillor R Algate seconded)

Resolved

That the two verbal reports presented by Deputy Mayor Hickey be received.

CARRIED UNANIMOUSLY

COMMITTEE REPORTS

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 149/25 - DATED AUGUST 07, 2025 - MINUTES OF THE LOCAL TRAFFIC COMMMITTEE - MEETING NO.460, HELD ON TUESDAY, 5 AUGUST 2025 D25/35618

RESOLUTION
Minute No. 47945
Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 149/25 dated August 7, 2025, be received.

2. That the minutes of the Local Traffic Committee – Meeting No.459, held Tuesday, 1 July be endo

3. That Item No.460.8.1 recommendations be endorsed:

   - *That further information is to be sought as to why one of the two disability parking spaces should be removed.*

   - *That Council conduct a site visit to determine how many spaces are currently available.*

4. That Item No.457.10.3 recommendation be endorsed:

   - *That line marking be installed on both sides of Crystal Street.*

   - *That a diagram of the proposed line markings be provided to Transport for NSW.*

5. That Item No.456.8.2 recommendations be endorsed:

   - *That Council does not proceed with the request.*

- *That Council contact PCYC and encourage them to seek an internal resolution for their transport needs and utilize the existing bus stop in Gypsum Street.*

6. That a report be provided to Council regarding the outcome of the investigation into the Burke Ward Primary School traffic lights safety concerns on Rakow Street and the proposed measures to be undertaken to help improve the safety of pedestrians using the crossing at the traffic lights.

CARRIED UNANIMOUSLY

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 150/25 - DATED AUGUST 11, 2025 - MINUTES OF THE GATEWAY SIGNAGE ADVISORY GROUP PROJECT STEERING GROUP MEETING HELD 26 MARCH 2025 D25/36268

RESOLUTION
Minute No. 47946
Deputy Mayor J Hickey moved)
Councillor E Gillett seconded)

Resolved

1. That Broken Hill City Council Report No. 150/25 dated August 11, 2025, be received.

2. That the minutes of the Gateway Signage Advisory Group Project Steering Group meeting held on 26 March 2025 be noted.

3. That the project update of the Gateway Signage Advisory Group Project Steering Group meeting emailed to members on 5 August 2025 be noted.

CARRIED UNANIMOUSLY

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 151/25 - DATED AUGUST 11, 2025 - MINUTES OF THE PROJECT CONSULTATIVE GROUP PROJECT STEERING GROUP MEETINGS HELD 18 JUNE AND 5 AUGUST 2025 D25/36353

RESOLUTION
Minute No. 47947
Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 151/25 dated August 11, 2025, be received.

2. That the minutes of the Project Consultative Group Project Steering Group from 18 June 2025 and 5 August 2025 be noted.

3. That the PowerPoint Presentations of the Project Consultative Group Project Steering Group from 18 June 2025 and 5 August 2025 be noted.

CARRIED UNANIMOUSLY

CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 152/25 - DATED JUNE 03, 2025 - ADOPTION OF THE LIVING DESERT MASTER PLAN D25/24624

RESOLUTION
Minute No. 47948
Councillor E Gillett moved)
Councillor D Turley seconded)

Resolved

1. That Broken Hill City Council Report No. 152/25 dated June 3, 2025, be received.

2. That Council notes that the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan were placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan.

CARRIED UNANIMOUSLY

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 153/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 D25/26932

RESOLUTION
Minute No. 47949
Councillor R Algate moved)
Councillor D Turley seconded)

Resolved

1. That Broken Hill City Council Report No. 153/25 dated June 18, 2025, be received.

2. That Council notes the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 was placed on public exhibition between 4 July 2025 and 2 August 2025 during which time Council received nil submissions from the public.

3. That Council adopts the Draft Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025-2028.

CARRIED UNANIMOUSLY

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 154/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT BROKEN HILL CITY ART GALLERY STRATEGIC BUSINESS PLAN 2025-2028 D25/26941

RESOLUTION
Minute No. 47950
Councillor A Chandler moved)
Councillor E Gillett seconded)

Resolved

1. That Broken Hill City Council Report No. 154/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028.

CARRIED UNANIMOUSLY

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 155/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT LOCAL APPROVALS POLICY D25/26959

RESOLUTION
Minute No. 47951
Councillor R Algate moved)
Deputy Mayor J Hickey seconded)

Resolved

1. That Broken Hill City Council Report No. 155/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Local Approvals Policy was placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Draft Local Approvals Policy.

CARRIED UNANIMOUSLY

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 156/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT LOCAL ORDERS POLICY D25/26961

RESOLUTION
Minute No. 47952
Deputy Mayor J Hickey moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 156/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Local Orders Policy was placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Draft Local Orders Policy.

CARRIED UNANIMOUSLY

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 157/25 - DATED JULY 28, 2025 - PUBLIC ART RESTORATION AND PRESERVATION WORKS D25/32444

RESOLUTION
Minute No. 47953
Councillor E Gillett moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 157/25 dated July 28, 2025, be received.

2. That the report *Public Art Restoration and Preservation Works – Intervention Report* prepared by Delta Conservation be noted as supplied to Councillors in a confidential nature.

CARRIED UNANIMOUSLY

ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 158/25 - DATED AUGUST 08, 2025 - PROPOSAL FOR TRIAL PERIOD TO EXCLUDE THE CHANGEROOM FROM THE NORM FOX ALCOHOL PROHIBITED AREA D25/36162

RESOLUTION
Minute No. 47954
Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 158/25 dated August 8, 2025, be received.

2. That the Proposal for trial period to exclude the changeroom from the Norm Fox Alcohol Prohibited Area be adopted by Council.

3. That Council endorse the Proposal for trial period to exclude the changeroom from the Norm Fox Alcohol Prohibited Area for the purpose of public exhibition for community comment for a 28-day period.

4. That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendations arising.

CARRIED UNANIMOUSLY

ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 159/25 - DATED JULY 25, 2025 - NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMITTEES D25/33378

RESOLUTION
Minute No. 47955
Councillor D Turley moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 159/25 dated July 25, 2025, be received.

2. That Council review and consider the nomination of Chris Harrison for appointment as a community representative on the Memorial Oval Community Committee.

3. That Council review and consider the nomination of Marion Browne for appointment as a community representative on the Broken Hill Heritage Advisory Committee.

4. That the community representatives be advised of their appointment.

5. That Council notes a round of social media posts on the Broken Hill City Council Facebook page has commenced to promote the Section 355 committees and encourage volunteers to nominate.

CARRIED UNANIMOUSLY

ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 160/25 - DATED JULY 29, 2025 - MINUTES OF MEETING - PICTON SPORTSGROUND COMMUNITY COMMITTEE - HELD 14 JULY 2025 D25/33731

RESOLUTION
Minute No. 47956
Councillor R Page moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 160/25 dated July 29, 2025, be received.

2. That the Minutes of the Picton Sportsground Community Committee meeting held 14 July 2025 be received.

CARRIED UNANIMOUSLY

FINANCE AND GOVERNANCE COMMITTEE

ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 161/25 - DATED JUNE 24, 2025 - ELECTORAL FUNDING OBLIGATIONS OF ELECTED COUNCILLORS AND MAYORS D25/27960

RESOLUTION
Minute No. 47957
Councillor E Gillett moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 161/25 dated June 24, 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.

3. That the Mayor and Councillors are required to submit their Annual Electoral Expenditure

Disclosure to the NSW Electoral Commission by 22 September 2025.

CARRIED UNANIMOUSLY

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 162/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT COMMUNITY ASSISTANCE GRANTS POLICY D25/26923

RESOLUTION
Minute No. 47958
Councillor R Page moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 162/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Community Assistance Grants Policy was placed on public exhibition between 4 July 2025 and 2 August 2025 during which time Council received three (3) submissions from the public.

3. That Council notes that one (1) amendment has been made to the Draft Community Assistance Grants Policy as a result of the submissions received.

4. That Council adopts the Draft Community Assistance Grants Policy that was placed on public exhibition, with the following amendment based on Community Feedback.

   The amendments placed on Public Exhibition were:

   a) 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.

   b) 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.

   c) that not-for-profit community organisations who receive regular government funding are not eligible to apply for a Community Assistance Grant.

   The amendment based on Community Feedback presented to Council is in regard to the above amendment b) to now read:

   b) That limiting organisations to receive a grant to once biennially in the financial

year be made an Assessment Criteria of the grant program rather than an Eligibility Criteria.

I.e. priority will be given to applications from organisations who did not receive funding under the Community Assistance Grants program in the previous financial year. Organisations who did received funding in the previous financial year will still be eligible to apply in the following financial year; however, their applications will only be considered if funding has not been fully allocated (to applications that receive a successful assessment score) following the assessment of biennial applications (applications from organisations who did not receive funding in the previous financial year).

That In One Accord be an exception to this clause, as per Minute No. 47872, in that they can apply annually for a grant towards Carols by Candlelight and their application is assessed in the priority group each year.

CARRIED

For: Mayor Tom Kennedy, Deputy Mayor Jim Hickey, Councillors Bob Algate, Alan Chandler, Elaine Gillett, Hayley Jewitt and Ron Page
Against: Councillor Darriea Turley

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 163/25 - DATED AUGUST 08, 2025 - INVESTMENT REPORT FOR JULY 2025 D25/36067

RESOLUTION
Minute No. 47959
Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 163/25 dated August 8, 2025, be received.

CARRIED UNANIMOUSLY

ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 164/25 - DATED AUGUST 08, 2025 - MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 4 AUGUST 2025 D25/36182

RESOLUTION
Minute No. 47960
Councillor R Algate moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 164/25 dated August 8, 2025, be received.

2. That minutes of the Audit, Risk and Improvement Committee meeting held 4

August 2025 (with redactions) be received and endorsed.

CARRIED UNANIMOUSLY

RESCISSION MOTIONS

Nil.

FURTHER REPORTS

ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 166/25 - DATED JUNE 20, 2025 - CORRESPONDENCE REPORT - QUARANTINE OF FUNDS FOR COBALT BLUE HOLDINGS LTD TRANSITION TO A CRITICAL MINERALS BATTERY RECYCLING PROJECT D25/27612

RESOLUTION
Minute No. 47961
Councillor E Gillett moved)
Councillor R Page seconded)

Resolved

1. That Broken Hill City Council Report No. 166/25 dated June 20, 2025, be received.

2. That reply correspondence dated 25 July 2025 from the Minister for Regional NSW, the Hon. Tara Moriarty be received and noted.

CARRIED UNANIMOUSLY

ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 167/25 - DATED AUGUST 12, 2025 - CORRESPONDENCE REPORT - OPEN INVITATION TO VISIT BROKEN HILL AIRPORT AND FUNDING FOR UPGRADES TO THE BROKEN HILL REGIONAL AIRPORT D25/36775

RESOLUTION
Minute No. 47962
Deputy Mayor J Hickey moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 167/25 dated August 12, 2025, be received.

2. That reply correspondence received 12 August 2025 from The Hon Kristy McBain MP, Minister for Emergency Management, Minister for Regional Development, Local Government and Territories be received and noted.

CARRIED UNANIMOUSLY

ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 168/25 - DATED AUGUST 11, 2025 - 2024/2025 DRAFT ANNUAL FINANCIAL STATEMENTS D25/36303

RESOLUTION
Minute No. 47963
Deputy Mayor J Hickey moved)
Councillor R Algate seconded)

Resolved

1. That Broken Hill City Council Report No. 168/25 dated August 11, 2025, be received.

2. That the 2024/2025 Draft Primary Financial Statements as attached be received.

3. That the 2024/2025 Draft Primary Financial Statements as attached be referred to audit.

4. That Council adopt the attached Statements of Opinion on the 2024/2025 General Purpose and Special Purpose Financial Statements and the Mayor, the Deputy Mayor, the General Manager and the Responsible Accounting Officer sign the Statements in accordance with Section 413(2)(c) of the *Local Government Act 1993.*

5. That Council delegate to the General Manager the authority to finalise the date at which the auditor's report and financial statements are to be presented to the public.

6. That Council delegate the General Manager the authority to authorise the 2024/2025 General Purpose and Special Purpose Financial Statements and associated Special Schedules for issue immediately upon receipt of the auditors reports subject to there being no material audit changes or audit issues, in accordance with AASB 110.

CARRIED UNANIMOUSLY

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 169/25 - DATED AUGUST 19, 2025 - ACTION LIST REPORT D25/37951

RESOLUTION
Minute No. 47964
Councillor D Turley moved)
Councillor H Jewitt seconded)

Resolved

1. That Broken Hill City Council Report No. 169/25 dated August 19, 2025, be received.

CARRIED UNANIMOUSLY

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

Nil.

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

The Mayor advised that Larry Angell has extended an invitation to Council for an afternoon tour of the White's Mineral Museum.

PUBLIC FORUM

E.P Memorial Oval Netball Courts
Ros O'Connor spoke in relation to the success of the new all-purpose Netball Courts. Ros

commented that rain last night did not stop the games from being played and congratulated Council on the successful project.

Library Project
Ros O'Connor referred to the recent article in the Broken Hill Times regarding the media tour of the Library. Ros asked if the Library was still running on time.

The Mayor advised that the Library is scheduled to be at lock up stage in November and then internal finishings and fitout can commence, with completion scheduled by December.

RESOLUTION		**Resolved**
Minute No. 47965 - Procedural Motion		
Councillor E Gillett moved	)	That the meeting be closed to the public in accordance with the Local Government Act 1993 Section 10A(2) whilst Council considers the confidential matter.
Deputy Mayor J Hickey seconded	)	

CARRIED UNANIMOUSLY

Media and members of the public left the Council Chambers at 7:20pm and the livestreaming of the meeting ceased.

CONFIDENTIAL MATTERS

ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 165/25 - DATED AUGUST 13, 2025 - TRANSFER OF CROWN LAND MANAGEMENT - NEWMARKET RACEWAY **- CONFIDENTIAL**
D25/36799

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

RESOLUTION		**Resolved**
Minute No. 47966		
Deputy Mayor J Hickey moved	)	1. That Broken Hill City Council Report No. 165/25 dated August 13, 2025, be received.
Councillor D Turley seconded	)	2. That Council authorise the General Manager to engage with Crown Lands and the Broken Hill Greyhound Racing Club to transfer Crown Land Management of the Newmarket Raceway Crown reserve Number 80869 to The Broken Hill Greyhound Racing Club.
		3. That the Mayor and General Manager be authorised to sign documents under the Seal of Council to execute the transfer.

CARRIED UNANIMOUSLY

ITEM 22 - TENDER REPORT NO. 4/25 - DATED AUGUST 21, 2025 - QUOTATION NO. Q25/31 ASPHALT WORK ON KANANDAH ROAD (PHASE 2) **- CONFIDENTIAL** D25/38385

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

RESOLUTION
Minute No. 47967
Councillor D Turley moved)
Councillor E Gillett seconded)

Resolved

1. That Broken Hill City Council Tender Report No. 4/25 dated August 21, 2025, be received.

2. That three (3) tenders quotes were received and all tenders failed to meet the budgetary requirements of the tender.

3. That in accordance with NSW Local Government Regulation 2021 Div. 4, section 178 (3e), Council approve to enter direct negotiations with the preferred tenderer out of the three (3) tenderers being Fulton Hogan Pty Ltd.

4. That, subject to recommendation three, negotiation be undertaken with the preferred contractor, Fulton Hogan, and that the works proceed provided the quoted cost for asphalt does not exceed the allocated budget of $230,000.00

5. That the General Manager and/or Mayor be authorised to sign the Tender contract and affix the Seal of Council if required.

CARRIED UNANIMOUSLY

FOR: Mayor Tom Kennedy, Deputy Mayor Jim Hickey, Councillors Bob Algate, Alan Chandler, Elaine Gillett, Hayley Jewitt, Ron Page and Darriea Turley
AGAINST: Nil

ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 170/25 - DATED AUGUST 21, 2025 - TENDER T25/1 - UPGRADE TO AIRSIDE PAVEMENT MOVEMENT AREAS AT BROKEN HILL AIRPORT **- CONFIDENTIAL** D25/38428

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

RESOLUTION
Minute No. 47968
Councillor R Algate moved)
Councillor A Chandler seconded)

Resolved

1. That Broken Hill City Council Report No. 170/25 dated August 21, 2025, be received.

2. That Broken Hill City Council Awards Tender T25/1 to BMD Constructions Pty Ltd for the reconstruction of the airside movement areas at Broken Hill Airport, in accordance with the agreed scope of works, the revised design, and all post-tender correspondence, including the outcomes of price negotiations, for a total price of $12,359,969.45 (excluding GST).

3. That Council approves the delay of the E.P O'Neill Memorial Park Redevelopment Stage 2 – Car Park and the Road Reconstruction Blende Street from Gossan Street to Garnet Street from the 2025/26 Annual Budget to a future year budget to allow for a total cost saving of $4,035,288.00.

4. That Council approves an increase to the project T25/1 – Upgrade to Airside Pavement Movement areas at Broken Hill Airport Budget of $3,722,203.62 to allow for the increase in construction prices.

5. That Council approves for changes be made to Broken Hill City Council's Long Term Financial Plan 2026 - 2035, to allow for the change to the 2025/26 Annual Budget.

6. That the General Manager and/or Mayor be authorised to sign the Tender contract and affix the Seal of Council if required.

CARRIED UNANIMOUSLY

FOR: Mayor Tom Kennedy, Deputy Mayor Jim Hickey, Councillors Bob Algate, Alan Chandler, Elaine Gillett, Hayley Jewitt, Ron Page and Darriea Turley

AGAINST: Nil

RESOLUTION

Minute No. 47969 - Procedural Motion

Councillor D Turley moved)
Councillor R Page seconded)

Resolved

That the meeting resume in open session

CARRIED UNANIMOUSLY

Media and members of the public returned to the Council Chambers at 7:24pm and the livestream of the meeting resumed.

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

There being no further business to consider, the Mayor closed the meeting at 7:28 p.m.

THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY)
COUNCIL HELD ON 24 SEPTEMBER 2025)

_____
CHAIRPERSON

NOTICES OF MOTION

1. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/25 - DATED SEPTEMBER 03, 2025 - IN PRINCIPLE SUPPORT FOR THE IMPLEMENTATION OF THE NATIONAL CARP CONTROL PLAN (D25/40949) 22

ORDINARY MEETING OF THE COUNCIL

September 3, 2025

ITEM 1

MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/25

SUBJECT: IN PRINCIPLE SUPPORT FOR THE IMPLEMENTATION OF THE NATIONAL CARP CONTROL PLAN D25/40949

Recommendation

1. That Motions of Which Notice has been Given No. 1/25 dated September 3, 2025, be received.

2. That Council supports, in principle, the Murray Darling Association's urgent call for the Federal Government to fund and implement the National Carp Control Plan and its recommendations.

3. That Council endorse the Letter to the Minister as attached to this report.

4. The attached Letter to the Minister be signed by Council and sent to the Minister for Agriculture, Fisheries and Forestry, the Hon Julie Collins MP, with a copy to be sent to the MDA for their records.

Summary

This Motion seeks Council's in principle support for the funding and implementation of the National Carp Control Plan (NCCP) and its recommendations by the Federal Minister for Agriculture Fisheries and Forestry, the Hon Julie Collins MP.

The Australian Government began investigating the use of the *Cyprinid Herpesvirus 3* (the Carp Virus) in 2016, culminating after 6 years research by the Fisheries Research and Development Corporation (FRDC) in the NCCP.

European Carp contribute to environmental degradation in the Basin and impact native fish species. Through their feeding habits, Carp impact aquatic plant, native fish eggs, small fish, and zooplankton populations in our waterways. The end result of one or a combination of these impacts is reduced water quality and/or reduced abundance and diversity of native plant and fish species.

In response to concerns raised by Councils and Local Government Areas (LGA's) across the Basin regarding European Carp and water quality, the Murray Darling Association Inc. (MDA) has prepared correspondence to the Minister for Agriculture Fisheries and Forestry, the Hon Julie Collins MP.

The letter outlines the impact of the invasive European Carp in the Murray-Darling Basin's Waterways and advises of the in principle support for the funding and implementation of the National Carp Control Plan and all of its recommendations by the Councils and LGA's of the Basin.

Report

The letter to the Minister for Agriculture, Forestry and Fisheries (Letter to the Minister) provides Council's in principle support for the funding and implementation of the NCCP and its recommendations.

This draft motion does not propose that any Council or LGA fund, in part or in full, the implementation of the NCCP and its recommendations.

Due to document size, and to provide additional information, the NCCP has been linked per the below hyperlink:

- **https://www.agriculture.gov.au/biosecurity-trade/pests-diseases-weeds/pest-animals-and-weeds/carp-biological-control-plan/national-carp-control-plan**

This Page, hosted by the Federal Department of Agriculture, Fisheries and Forestry provides the following links for further research and reading:

- The National Carp Control Plan (PDF 8.10 MB)
- The NCCP includes 19 research papers and five planning investigations, available for download from the Fisheries Research and Development Corporation website.
- Technical papers
    - Carp biocontrol background (PDF 948 KB)
    - Epidemiology and release strategies (PDF 977 KB)
    - Carp biocontrol and water quality (PDF 937 KB)
    - Carp virus species specificity 2022 (PDF 802 KB)
    - Potential socio-economic impacts of carp control 2022 (PDF 1.34 MB)
    - NCCP implementation (PDF 1.92 MB)
    - NCCP engagement report (PDF 1.20 MB)
    - NCCP Murray and Murrumbidgee case study (PDF 8.39 MB)
    - NCCP Lachlan case study (PDF 2.72 MB)

Policy Implications

The Letter to the Minister draws on available data and research from the research conducted by the Fisheries Research and Development Corporation (FRDC) on behalf of the Australian Government from 2016 that culminated in the 2022-released NCCP.

The FRDC undertook extensive consultation, detailed investigations and targeted research. Eleven research institutions and over 40 research scientists contributed. The FRDC also consulted with policy and expert scientific workgroups. Explore their findings on this page.

Financial Implications and Risk

The Letter to the Minister, as per the Motion's Recommendation, has no financial cost.

Environmental implications and risk

- Risks associated with Carp Biocontrol:
  - Water Quality risks
    - Decomposing carp have potential to negatively affect water quality
      - Can deplete dissolved oxygen in the water
      - Can release nutrients and ammonia that can fuel algal blooms
  - Carp density below approx. 300 kg/ha, and water is flowing (most regulated river channels of the Southern Basin): **Key water parameters are unlikely to be seriously impaired**.
  - Carp density exceeds approx. 300kg/ha, and the water is still/slow-moving: Potential for low dissolved oxygen conditions and harmful algal blooms to develop. Likely to prevail in disconnected waterbodies (wetlands, lakes, reservoirs et cetera.)
  - Main river channel habitats unlikely to experience negative water-quality impacts following carp kills.
  - Shallow, off-channel habitats and unregulated dryland rivers may, particularly where carp densities exceed 300 kg/ha.
  - In higher – risk habitats, two important risk mitigation options (manual collecting of carcases, use of water releases to flush away dead carp) are difficult to implement.
    - If released, planning will need to incorporate surveillance and rapid-response measures across carp's mainland eastern Australian distribution, focussing on off-channel areas with carp biomass of 300kg/ha or greater.

Moderate Low Risk: If successful, the Carp virus could reduce carp populations by approximately 40-60%. Releasing the **virus** would most **likely**, **cause** an **initial major outbreak** followed by **ongoing seasonal outbreaks** that supress the carp population.

Reputation / Community implication and risk

Minor Low Risk: Council may receive pushback from concerned citizens, animal rights activists.

Service Delivery Implications and Risk

No Risk: Council is not required to deliver the Carp Virus.

WHS / HR Implications and Risk

No Risk: Council is not required to handle the Carp Virus.

Attachments

1. ⇩ MDA- Letter to Minister Collins

J HICKEY
DEPUTY MAYOR

DATE, 2025

The Hon Julie Collins MP
Minister for Agriculture, Fisheries and Forestry
03 6244 1222
Minister.collins@aff.gov.au

In principle support for the implementation of the National Carp Control Plan and its recommendations.

Dear Minister Collins,

On behalf of [Insert Council], I would like to advise you of our in principle support for the funding and implementation of the National Carp Control Plan and its recommendations.

It is well known that the Australian Government began investigating the use of the *Cyprinid Herpesvirus 3* (the Carp Virus) in 2016, culminating after 6 years research by the Fisheries Research and Development Corporation (FRDC) in the National Carp Control Plan, which provides an extensive body of research and analysis to inform decision making about the potential use of the Carp Virus for biological control of European Carp in Australia.

Since the 1960s, European Carp have affected native fish species, biodiversity and aquatic vegetation. They reduce water quality, damage riverbanks and contribute to algae blooms. European Carp are adaptable and populations can increase quickly, and account for up to 90% of fish biomass in some areas of the Basin.

An invasive, widespread pest in the Murray–Darling Basin, they contribute to environmental degradation in the Basin and impact native fish species. Carp cause their main environmental impacts through their feeding habits., and as adults, they usually feed on the bottom of rivers and ponds.

Feeding by sucking soft sediment into their mouths, this habit (known as roiling) leads to a suspension of sediment in the water.

When carp are present in high densities, the resultant suspended sediment can result in a number of problems, including:

- direct deterioration of water quality due to sediment and increased nutrient levels
- reduced light penetration, resulting in reduced plant growth
- smothering of plants, invertebrates and fish eggs
- clogging of gills of other fish species
- inhibited visual feeding by other fish species.

The process of feeding can also result in fewer aquatic plants: carp will graze on plants directly and uproot plants during feeding. Carp are also effective grazers of surface films on plants and rocks.

Their direct impact on plants can also have a number of related impacts, including:

- reduced populations of invertebrates that are dependent on the plants
- reduced stability of bottom sediments through loss of aquatic vegetation.

Juvenile carp in particular also feed directly on zooplankton in the water. If zooplankton numbers are reduced, algal growth might increase, as the zooplankton normally feed on algae.

There are also records of carp feeding on fish eggs and on small fish.

The end result of one or a combination of these impacts will be **reduced water quality and/or reduced abundance and diversity of native species**.

Water quality is of particular concern to the communities, and industries of the Murray-Darling Basin, particularly in a future where the Basin must adapt to a changing climate, and, by the CSIRO's estimates, an up to 30% reduction in water available across the Murray-Darling Basin.

In addressing water quality there is no one solution, however the management of the invasive, and incredibly damaging European Carp in the waterways of the Murray-Darling Basin would provide invaluable benefits to the environment as a whole, particularly the basin's native water flora and fauna, as well as work towards the greater challenge of improving Australia's water quality.

As such, [Insert Council], on behalf of its communities hereby provides it's in principle support for the funding and implementation of the National Carp Control Plan and its recommendations.

For further information, or to discuss the management of European Carp in the Basin, the National Carp Control Plan, please don't hesitate to contact the Murray Darling Association Chief Executive Officer, Mark Lamb via m.lamb@mda.asn.au and 0490 143 214, or the Murray Darling Association National President, Cr Shari Blumer, via sblumer@griffith.com.au and 0415 081 362.

Sincerely,

[NAME]
[POSITION]
[COUNCIL]

Mark D. Lamb
Chief Executive Officer
Murray Darling Association Inc.
0490 143 214, (03) 5480 3805
m.lamb@mda.asn.au

RECOMMENDATIONS OF INFRASTRUCTURE AND ENVIRONMENT COMMITTEE MEETING HELD MONDAY, 15 SEPTEMBER 2025

1. BROKEN HILL CITY COUNCIL REPORT NO. 171/25 - DATED AUGUST 18, 2025 - TRANSPORT FOR NSW DELEGATION TO COUNCILS (D25/37850) 29

Recommendation

1. **That Broken Hill City Council Report No. 171/25 dated August 18, 2025, be received.**

2. **That Council adopts the Delegation and Authorisation from Transport NSW – *"Prescribed Traffic Control Devices and Regulation of Traffic" and* note that this Delegation and Authorisation replaces the instrument of 31 October 2011 titled *"Roads and Maritime Services – Delegation to Councils"* and the instrument of 12 December 2023 titled *"Instrument of Delegation and Authorisation – Traffic Management and Pedestrian Works – Temporary Delegation to Councils No 2."***

3. **That pursuant to *Section 377 and 378 of the Local Government Act 1993*, Council delegates the Delegation and Authorisation from Transport NSW - *"Prescribed Traffic Control Devices and Regulation of Traffic",* to the General Manager; and authorises that the General Manager may sub-delegate these functions to relevant staff pursuant to *Section 378 of the Local Government Act 1993* along with revoking the previous delegations and authorisations from the instruments of 31 October 2011 and 12 December 2023.**

4. **That Council renames the Broken Hill Local Traffic Committee, the Broken Hill Local Transport Forum as per the requirements of the Transport NSW Delegation and Authorisation – *"Prescribed Traffic Control Devices and Regulation of Traffic*" to allow the for consultation on particular matters prescribed by the 2025 instrument.**

5. **That Council invites additional stakeholder representatives to join the Local Transport Forum as outlined in the 2025 Transport NSW Delegation and Authorisation.**

6. **That Council's resolution along with a copy of the Delegation and Authorisation from Transport NSW be forwarded to the Local Transport Forum once established, for noting at their next meeting.**

2. BROKEN HILL CITY COUNCIL REPORT NO. 172/25 - DATED JULY 29, 2025 - DRAFT CEMETERY MANAGEMENT POLICY (D25/33788).....67

Recommendation

1. **That Broken Hill City Council Report No. 172/25 dated July 29, 2025, be received.**
2. **That Council endorses the Draft Cemetery Management Policy for the purpose of public exhibition.**
3. **That the Draft Cemetery Management Policy be exhibited for public comment for a period of 28 days.**
4. **That a report be presented to Council at the conclusion of the public exhibition period, outlining the public submissions received and any recommended amendment arising, with a view to adopt the Draft Cemetery Management Policy.**

3. BROKEN HILL CITY COUNCIL REPORT NO. 173/25 - DATED AUGUST 20, 2025 - RESULTS OF COMMUNITY SURVEY REGARDING THE NEED FOR A WEEKLY FOOD AND ORGANICS WASTE COLLECTION SERVICE (D25/38377).....85

Recommendation

1. **That Broken Hill City Council Report No. 173/25 dated August 20, 2025, be received.**

2. **That Council notes the results of the Facebook community survey regarding whether the community would be willing to pay for a weekly food and organics waste collection service, as opposed to the current fortnightly service.**

3. **That as per Council's Waste & Sustainable Materials Strategy investigate Commercial options to reintroduce organic recycling for the City.**

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

August 18, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 171/25

SUBJECT: TRANSPORT FOR NSW DELEGATION TO COUNCILS D25/37850

Recommendation

1. That Broken Hill City Council Report No. 171/25 dated August 18, 2025, be received.

2. That Council adopts the Delegation and Authorisation from Transport NSW – *"Prescribed Traffic Control Devices and Regulation of Traffic" and* note that this Delegation and Authorisation replaces the instrument of 31 October 2011 titled *"Roads and Maritime Services – Delegation to Councils"* and the instrument of 12 December 2023 titled *"Instrument of Delegation and Authorisation – Traffic Management and Pedestrian Works – Temporary Delegation to Councils No 2."*

3. That pursuant to *Section 377 and 378 of the Local Government Act 1993*, Council delegates the Delegation and Authorisation from Transport NSW - *"Prescribed Traffic Control Devices and Regulation of Traffic",* to the General Manager; and authorises that the General Manager may sub-delegate these functions to relevant staff pursuant to *Section 378 of the Local Government Act 1993* along with revoking the previous delegations and authorisations from the instruments of 31 October 2011 and 12 December 2023.

4. That Council renames the Broken Hill Local Traffic Committee, the Broken Hill Local Transport Forum as per the requirements of the Transport NSW Delegation and Authorisation – *"Prescribed Traffic Control Devices and Regulation of Traffic*" to allow the for consultation on particular matters prescribed by the 2025 instrument.

5. That Council invites additional stakeholder representatives to join the Local Transport Forum as outlined in the 2025 Transport NSW Delegation and Authorisation.

6. That Council's resolution along with a copy of the Delegation and Authorisation from Transport NSW be forwarded to the Local Transport Forum once established, for noting at their next meeting.

Executive Summary:

Council has received correspondence from Transport for NSW dated 23 July 2025 which issues an Authorisation and Delegation instrument *"Prescribed Traffic Control Devices and Regulation of Traffic"* to local councils which commenced on 1 August 2025 and will continue in force until revoked.

The new Delegation and Authorisation replaces the delegation of 31 October 2011 titled *"Roads and Maritime Services – Delegation to Councils"* and the delegation of 12 December 2023 titled *"Instrument of Delegation and Authorisation – Traffic Management and Pedestrian Works – Temporary Delegation to Councils No 2*, which are no longer in force.

To enable the instruments to be issued to relevant staff, the Council is required pursuant to *Section 377 of the Local Government Act 1993* to firstly delegate the Authorisation and Delegation instrument to the General Manager, who then in turn (pursuant to *Section 378 of the Local Government Act 1993)* can issue sub-delegations to staff to undertake these duties.

Report:

Councils have certain functions and duties which they must perform, and certain powers which they may exercise, pursuant to *the Local Government Act 1993* as well as a range of other Acts. In most cases the relevant Acts grant those obligations and powers directly on the Council as a body. It is not practical or efficient for the Council as a body of elected members to perform the many functions or undertake the many duties and activities that are required in the day-to-day administration of the Council's roles and functions.

Delegations are the way in which the Council enables its Officers to undertake these duties on its behalf. Therefore, it is necessary for the Council to take formal steps to re-issue the General Manager's Delegation to include the Transport for NSW Authorisation and Delegation instrument to the General Manager (this is pursuant to *section 377 of the Local Government Act 1993*).

There are a number of functions under the *Local Government Act 1993 Section 377* that Council cannot delegate. These are matters that Council must determine by resolution.

Sections 377 and 378 read as follows:

377 General power of the council to delegate

(1) A Council may, by resolution, delegate to the general manager or any other person to body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:

a) The appointment of a General Manager,
b) The making of a rate,
c) A determination under section 549 as to the levying of a rate,
d) The making of a charge,
e) The fixing of a fee,
f) The borrowing of money,
g) The voting of money for expenditure on its works, services or operations,
h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
i) The acceptance of tenders to provide services currently provided by members of staff of the council,
j) The adoption of an operational plan under section 405,
k) The adoption of a financial statement included in an annual financial report,
l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,
m) The fixing of an amount or rate for the carrying out by the Council of work on private land,
n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the Council for the carrying out of any such work,
o) The review of a determination made by the Council, and not by a delegate of the Council, of an application for approval or an application

that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,

p) The power of the Council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,

q) A decision under section 356 to contribute money of otherwise grant financial assistance to persons,

r) A decision under section 234 to grant leave of absence to the holder of a civic office,

s) The making of an application, or the giving of a notice, to the Governor or Minister,

t) This power of delegation,

u) Any function under this or any other Act that is expressly required to be exercised by resolution of the Council.

(1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:

(a) The financial assistance is part of a specified program, and

(b) The program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and

(c) The program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and

(d) The program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.

(2) A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.

(3) A council may delegate functions to a joint organisation only with the approval, by resolution, of the board of the joint organisation.

378 Delegations by the general manager

(1) The general manager may delegate any of the functions of the general manager, other than this power of delegation.

(2) The general manager may sub-delegate a function delegated to the general manager by the council to any person or body (including another employee of the council).

(3) Subsection (2) extends to a function sub-delegated to the general manager by the council under section 377(2).

Under *Sections 377 and 378 of the Local Government Act 1993*, Council cannot delegate functions directly to an employee of Council. Rather, this must be done by first delegating to the General Manager who in turn sub-delegates to an employee. The General Manager therefore must be delegated the necessary functions to be able to sub-delegate those functions to an employee.

The new Transport NSW Authorisation and Delegation Instrument will allow Council to not only manage the delivery of routine works such as parking management and pedestrian safety improvements (as delegated to councils in 2023) but will extend to allow Councils to independently manage traffic and transport matters on local streets. Should Council adopt

the new Authorisation and Delegation, it will authorise Council delegates (or third parties such as developers, road construction contractors etc), under *Section 122(b) of the Roads Transport Act 2013*, to install or display (or interfere with, alter, or remove) prescribed traffic control devices required to give effect to the carrying out of traffic control work except where indicated as restricted in the Transport for NSW "Traffic Signs Register", subject to the conditions and limitations set out in Schedule 4 of the instrument; and gives consent under *Section 87(4) of the Roads Act 1993,* to the construction, installation, maintenance, repair, removal, or replacement of portable traffic control lights used temporarily by a delegate in the context of carrying out road work or traffic control work, subject to the conditions and limitations set out in Schedule 4; and directs that failure to comply with the conditions and limitations set out in Schedule 4 will render the prescribed traffic control device authorisation and delegation inoperative with respect to the functions exercised.

Condition 2 of the new Transport NSW Instrument requires the renaming of the Local Traffic Committees to Local Transport Forums to reflect its function and focus as an advisory body dedicated to technical advice, information sharing, and coordination on matters related to transportation, movement, and accessibility.

Membership of the Local Transport Forum will consist of a representative from each of the following:

- The delegate (Broken Hill City Council).
- Transport for NSW.
- NSW Police Force.
- The Local Member/s of Parliament.
- The operator of any public passenger service likely to be affected by traffic control work proposed by Council.
- A delegate may invite any other person to attend the Local Transport Forum.
- A delegate may seek technical advice from the Local Transport Forum regardless of whether the new Instrument is being used.
- The Local Transport Forum is to provide advice to the delegate on any matter put before it for advice.
- The delegate must consider any advice provided by the Local Transport Forum.

Council's current Local Traffic Committee already consists of representatives from the above organisations with the exception of a representative from the operator of any public passenger service in Broken Hill. Should Council adopt the new Transport NSW Authorisation and Delegation, contact will be made with the local bus company to join the Local Traffic Forum.

The Local Transport Forum is not an approval body and cannot make decisions; it is also not a committee as defined in the Local Government Act 1993. The Forum will consult on local traffic and transport matters and make recommendations regarding these matters to a Council Meeting for adoption by Council.

All previous traffic matters which were considered by the Local Traffic Committee will continue to be presented to the Local Transport Forum with the addition of transport related matters that are the subject of the 2025 Transport NSW Authorisation and Delegation to Councils. The Local Transport Forum will provide recommendations from their meetings to the next available Council Meeting for adoption.

Community Engagement:

Nil additional. The majority of matters that are referred to the Local Traffic Forum stem from issues raised by the community.

Strategic Direction:

Key Direction:	4.	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate within its legal framework

Relevant Legislation:

Local Government Act 1993, Sections 377 and 378
Roads Act 1993, Sections 71, 87 and 115
Roads Transport Act 2013, Section 121 and 122
Road Transport (General) Regulation 2021, Section 26
Work Health and Safety Act 2011

Financial Implications:

Nil.

Attachments

1. Transport NSW 2025 Authorisation and Delegation Instrument ⇩
2. Transport NSW Guide for Councils using the 2025 Authorisation and Delegation Instrument ⇩
3. Transport NSW Factsheet 1 - What is it? ⇩
4. Transport NSW Factsheet 2 - What has changed? ⇩
5. Transport NSW Factsheet 3 - Local Transport Forum functions and responsibilities ⇩
6. Transport NSW Factsheet 4 - Local Transport Forum referrals and review ⇩
7. Transport NSW - Events and trials ⇩
8. Transport NSW - Understanding key terms ⇩

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL
GENERAL MANAGER

AUTHORISATION AND DELEGATION

PRESCRIBED TRAFFIC CONTROL DEVICES AND REGULATION OF TRAFFIC

Roads Act 1993
Road Transport Act 2013

On behalf of Transport for NSW, I, Josh Murray, Secretary of the Department of Transport:

a) **REVOKE** the instrument of 31 October 2011 titled "*Roads and Maritime Services – Delegation to Councils*"; and

b) **REVOKE** the instrument of 12 December 2023 titled "*Instrument of Delegation and Authorisation – Traffic Management and Pedestrian Works – Temporary Delegation to Councils No.2"*; and

c) **DELEGATE** under section 3I(1) of the *Transport Administration Act 1988* and all other enabling powers, the functions set out in **Schedule 1** to the delegates set out in **Schedule 2**, subject to the conditions and limitations set out in **Schedule 4**; and

d) **AUTHORISE** those delegates, under section 3I(2) of the *Transport Administration Act 1988*, to sub-delegate the functions set out in **Schedule 1** to the persons set out in **Schedule 3**; and

e) **AUTHORISE** the delegates set out in **Schedule 2**, under section 122(b) of the *Road Transport Act 2013***,** to install or display (or interfere with, alter, or remove) any prescribed traffic control device required to give effect to the carrying out of traffic control work except where indicated as restricted in the Transport for NSW *"Traffic Signs Register"*, subject to the conditions and limitations set out in **Schedule 4**; and

f) **CONSENT**, under s.87(4) of the *Roads Act 1993,* to the construction, installation, maintenance, repair, removal, or replacement of a portable traffic control light used temporarily by a delegate in the context of carrying out road work or traffic control work, subject to the conditions and limitations set out in **Schedule 4**; and

g) **DIRECT** that failure to comply with the conditions and limitations set out in **Schedule 4** renders the prescribed traffic control device authorisation and delegation inoperative with respect to the functions exercised.

Note: the authorisation at (e) above is referred to in this Instrument as "the prescribed traffic control device authorisation".

This Instrument commences on 1 August 2025 and continues in force until revoked.

Josh Murray
Secretary
Department of Transport

Date: 21/07/2025

SCHEDULE 1 – FUNCTIONS

(a) The functions and powers of Transport for NSW under section 115(2) of the *Roads Act 1993* to regulate traffic on a public road for purposes other than those set out in in that section.

(b) The power to establish and operate a special event parking scheme for a road under Part 8, Division 3 of the *Road Transport (General) Regulation 2021.*

SCHEDULE 2 – DELEGATES

A council constituted under the *Local Government Act 1993*.

SCHEDULE 3 – SUB-DELEGATES

The general manager of a council, or an employee of the council.

SCHEDULE 4 – CONDITIONS AND LIMITATIONS

Note: Reference to a delegate in this Schedule includes reference to a sub-delegate.

1. Scope of Authorisation and Delegation

A delegate must not exercise a function listed in Schedule 1 of this Instrument and may not use the prescribed traffic control device authorisation:

(a) outside its local government area as constituted under the *Local Government Act 1993*;

(b) on a road or part of a road classified as a Freeway, Controlled Access Road, Tollway, or Transitway; or

(c) on any road identified with the 'Administrative Category' of 'State' in the '*Schedule of Classified Roads and Unclassified Regional Roads*' (as published and amended from time to time by Transport for NSW), except with the written consent of Transport for NSW

Note: The prescribed traffic control device authorisation allows delegates to install, display, etc. those devices and extends to the engagement of third parties (such as developers, road construction contractors, etc.) to install and display any such devices as a consequence of a delegate's decision and approval under this Instrument.

2. Local Transport Forum

(a) A delegate must convene a Local Transport Forum to which a representative from each of the following is invited to attend:

(i) the delegate

(ii) Transport for NSW

(iii) NSW Police Force

(iv) The local Member(s) of NSW Parliament

(v) The operator of any public passenger service likely to be affected by traffic control work proposed by the delegate

(b) A delegate may invite any other person to attend the Local Transport Forum.

(c) A delegate may seek technical advice from the Local Transport Forum regardless of whether this Instrument is being used.

(d) The Local Transport Forum is to provide advice to the delegate on any matter put before it for advice.

(e) A delegate must consider any advice provided by the Local Transport Forum.

3. Mandatory prior referral of some proposals

(a) A delegate must refer to the Local Transport Forum any proposal to exercise a function listed in Schedule 1 of this Instrument or to use the prescribed traffic control device authorisation where that proposal would:

for a period exceeding **6 months**:

(i) restrict or prohibit passage along a road of any persons, vehicles, or animals; or

(ii) compel or prevent a turn from one public road to another public road;

or

for a period exceeding **24 hours**:

(iii) prevent, impede, or hinder the safe or efficient operation of a public passenger service; or

(iv) prevent access to a public transport station, stop, wharf, or service; or

(v) remove or render less effective any bus priority measure.

(b) Following consideration of advice provided by the Local Transport Forum, the delegate may proceed with the proposal unless the Transport for NSW representative advises the meeting of the Local Transport Forum that Transport for NSW will be submitting a Statement of Concern within seven (7) days.

(c) If a Statement of Concern has been provided to the delegate in accordance with clause (b) above, the delegate may not exercise the relevant function until a further seven (7) days after it has circulated to the members of the Local Transport Forum, a written response addressing the Statement of Concern and setting out the delegate's reasons for proceeding to exercise the function.

4. Keeping of records

(a) The proceedings of the Local Transport Forum must be recorded and made public as soon as practicable.

(b) A post facto record of any use of the prescribed traffic control device authorisation (excluding any instance that has already been the subject of prior referral per condition 3) must be tabled at the Local Transport Forum as soon as practicable and no later than three (3) months after the fact.

5. Coordination

(a) A delegate must consult any public passenger service operator – either directly or via the Local Transport Forum – before exercising any function listed in Schedule 1 of this Instrument or using the prescribed traffic control device authorisation where it is likely to affect the operation of a public passenger service provided by that operator.

(b) Details of such consultation undertaken outside of the Local Transport Forum must be tabled at the Local Transport Forum as soon as practicable.

(c) A delegate must give not less than seven (7) days' notice to NSW Police Force and Transport for NSW – either directly or via the Local Transport Forum – before regulating traffic under this Instrument for the purposes of a public event.

6. References

(a) A delegate must use the NSW Design of Roads and Streets Manual (TS 00066, as amended from time to time) as a primary reference when exercising a function listed in Schedule 1 of this Instrument or using the prescribed traffic control device authorisation.

(b) Use of a portable traffic control light or R4-212n roadwork speed limit sign under this Instrument must be in accordance with the Transport for NSW Traffic Control at Work Sites Manual (TS 05492, as amended from time to time).

7. Preservation of head of power

Notwithstanding this Instrument, Transport for NSW reserves all and any rights and powers, including to:

(a) Direct a public authority under clause 8I of Schedule 1 of the *Transport Administration Act 1988*, or alter or remove, or direct the alteration or removal of any prescribed traffic control device, under Part 5.3, Division 2 of the *Road Transport Act 2013*; and

(b) Carry out road work in accordance with Part 6 of the *Roads Act 1993;* and

(c) Carry out traffic control work on any public road, including exclusive power to carry out or consent to the construction, erection, installation, maintenance, repair, removal or replacement of a traffic control light under section 87 of the *Roads Act 1993*; and

(d) Regulate traffic under Part 8 of the *Roads Act 1993.*

(e) Revoke or withdraw this delegation, authorisation, or any component of it at any time with respect to any or all delegates.

Transport for NSW

A guide for councils using the Authorisation and Delegation Instrument

Prescribed Traffic Control Devices and Regulation of Traffic

August 2025

transport.nsw.gov.au

NSW GOVERNMENT

Table of Contents

Introduction **3**

Why does Transport authorise and delegate? **3**

Legal context **3**

Understanding the Instrument **4**

Where can council use the Instrument? *(Condition 1)* 5

Traffic signals 6

How does the Local Transport Forum work? *(Condition 2)* 6

Function and responsibilities 6

Membership 7

Administration 7

Referring proposals for advice *(Condition 3)* 8

Temporary regulation of traffic and events 10

Assessing the impacts of proposals 10

Statements of Concern 11

Keeping records *(Condition 4)* 11

Coordination with Transport, public transport operators, and Police *(Condition 5)* 12

References *(Condition 6)* 13

Transport's reserve powers *(Condition 7)* 13

Appendix **15**

Exercising an authorised or delegated function 15

Glossary **16**

Introduction

This guide is a reference for councils and others who use the 2025 Authorisation and Delegation Instrument. It is intended to promote a consistent understanding of what can be a complicated mix of legislation, regulation, and practice.

For simplicity, the *Authorisation and Delegation – Prescribed Traffic Control Devices and Regulation of Traffic* is referred to as 'the Instrument'.

This guide addresses the following questions:

- Why does Transport authorise and delegate?
- What powers are being authorised and delegated?
- Why would council use the Instrument?
- What are Local Transport Forums and how should they operate?
- What kinds of works need to be coordinated with Transport and others?

For the most up-to-date information and references, please refer to Transport's website.

Why does Transport authorise and delegate?

Councils manage most of the roads and streets on which the people of NSW live, work, and play. These streets perform many functions. They may be the quiet streets of a residential neighbourhood, busy corridors for the movement of goods and people, or the venues for events, commemorations, and celebrations.

Councils in NSW are well-placed to manage local roads, responding to the needs and aspirations of their community. By extending some of its own powers to councils, Transport enables councils to manage streets more efficiently.

The Instrument itself serves two purposes: It authorises councils to use the signs, markings, and devices that appear in the *Road Rules 2014* and are known as 'prescribed traffic control devices'; and it allows council to 'regulate traffic' on unclassified roads and all regional roads for purposes that go beyond road work, such as closing a road to allow an Anzac Day march.

It is important to note that councils already have powers to carry out road work and traffic control work, and to regulate traffic while doing so. The Instrument provides powers to use the most common 'prescribed' devices, but in many cases, council will not need to use it.

This version of the Instrument reinforces the principle that the functions of Transport delegated to councils by the Instrument may be exercised with wide discretion. It does not seek to limit council's powers under the *Roads Act 1993* on council's network (for instance the ability to carry out traffic control work under s87), nor to second-guess decisions made by councils under authority or delegation. The focus of the Instrument is to facilitate coordination and knowledge sharing, while taking a risk-based approach to proposals and works that might affect road safety, public transport, or the operation of the 'State' road network.

Legal context

Please note that this section is not to be taken as legal advice. Users should seek their own legal advice.

The legal framework for the Instrument is found across the *Transport Administration Act 1988*, the *Roads Act 1993*, and the *Road Transport Act 2013*.

The ***Transport Administration Act 1988*** establishes Transport and sets out its broad functions across all legislation relating to the management of roads and traffic across NSW. It authorises Transport to delegate some of its functions to councils (and for councils to further sub-delegate).

This Act defines the term '*traffic control facility*' to includes all signs, markings, structures or devices that advise or warn a driver; all signs, markings, structures, or devices that compel a road user to do (or not do) something; and any bridge or underpass for pedestrian use. Refer to the

Glossary for a full definition.

The ***Roads Act 1993*** sets out and divides responsibilities and road management functions between Transport and other roads authorities such as councils.

Part 6 of the Act provides that "*traffic control work*" – which is work involving a "*traffic control facility*" – may be carried out by Transport on any public road, transitway, and any road or road related area used by motor vehicles, cyclists, pedestrians, or animals, and including road shoulders, nature strips, and other road adjacent areas (whether a public road or not).

An appropriate roads authority (usually council) may carry out those works on their network and all the other road related areas mentioned above, unless Transport has notified the roads authority that it intends to carry out works on that road or road related area (s87).

Part 8 of the Act provides Transport with a broad power to regulate traffic (i.e. restrict or prohibit passage along a road) for any purpose. Roads authorities may regulate traffic in a more limited set of defined circumstances – such as road work or traffic control work under Part 6 – or to give effect to some other function authorised or required by any legislation. If council is regulating traffic for a purpose specified in s115 of Part 8, then they are using their own native power; are not using Transport's power as delegated through this Instrument; and are not subject to the conditions applied by this Instrument (including mandatory referral to the Local Transport Forum). This is important to note in relation to regulation of traffic around things such as regular maintenance – which council has the power to do themselves under s115.

While councils have powers under s87 to carry out traffic control work, there are circumstances which arise commonly outside of that scope, and where the delegation to *regulate traffic* in the Instrument can assist councils.

Street markets or marches, for example, are not '*traffic control work*' or road work for which the *Roads Act 1993* ordinarily allows councils to regulate traffic. Without this Instrument, to regulate traffic for a purpose that isn't permitted by the defined circumstances in the Act (such as to open a road for a street parade, market, or similar), a council would need to apply to Transport for approval, advertise the proposal for 28 days, and forward any submissions to Transport before it may do so. By using the Instrument – and in doing so exercising Transport's power to regulate traffic for any purpose – no advertising or approval is necessary and only the conditions of use of the Instrument need to be followed.

The ***Road Transport Act 2013*** establishes and governs road transport law in NSW. While the *Roads Act 1993* allows for the building of traffic control facilities, signs, lines, structures etc., Part 5.3 of the *Road Transport Act 2013* requires that a person hold appropriate authority from Transport to install, display, interfere with, alter, or remove a '*prescribed traffic control device*'. Unauthorised use of a device is subject to penalties, and Transport may order the unauthorised device to be removed and recover any expenses in doing so.

Some traffic control facilities are not 'prescribed' and do not require the authorisation provided by the Instrument. Speed cushions are one example. However, many other works, such as installing a roundabout, will involve installing a '*prescribed traffic control device*' - which is a device that a road user must obey under the road rules – or they may be liable for a fine. All regulatory signage, and some markings, devices, and structures are '*prescribed traffic control devices*'. Refer to the Glossary for a full definition.

This Instrument provides councils with Transport's authorisation to use prescribed traffic control devices, subject to the stated conditions in Schedule 4.

Finally, the power to establish and operate special event parking schemes delegated through provision (c) of the Instrument arises from the *Road Transport (General) Regulation 2021*, which sits under the *Road Transport Act 2013*.

Understanding the Instrument

The Instrument is a single consolidated document that replaces the Delegation to Councils (issued in 2011) and Temporary Delegation to Councils No.2 (issued in 2023), which are now no longer in force. The Instrument can be summarised as follows.

Clause **(c)** delegates Transport's power to regulate traffic for any purpose, subject to Schedule 4.

Clause **(c**) also delegates the power to establish and operate a special event parking scheme,

subject to Schedule 4.

Clause **(e)** provides authorisation in writing for the use of prescribed traffic control devices (regulatory signs, lines, markings, etc.), subject to Schedule 4.

> *Note: The authorisation given under clause (e) of the Instrument is referred to throughout Schedule 4 as the 'prescribed traffic control device authorisation'. For clarity, the authorisation allows delegates to install, display, etc. those devices and extends to the engagement of third parties (such as developers, road construction contractors, etc.) to install and display any such devices as a consequence of a delegate's decision and approval under the Instrument.*

Clause **(d)** enables councils to sub-delegate the functions and powers of the Instrument to their general manager or staff. Councils should set up their own instruments for this purpose to ensure the appropriate staff are carrying out functions lawfully.

Clause **(f)** provides consent for the temporary use of portable traffic control lights in accordance with Transport's Traffic Control at Work Sites Manual.

Clause **(g)** clarifies that non-compliance with any of the conditions and limitations in Schedule 4 means that the Instrument does not apply. In such a situation, any authority or delegation under the Instrument to exercise the function is taken not to have been given, and councils may be liable to the consequences of acting without authority or delegation.

The following subsections are structured and numbered in accordance with the conditions and limitations set out in Schedule 4 of the Instrument.

Where can council use the Instrument? *(Condition 1)*

Condition 1: Scope of Authorisation and Delegation

A delegate must not exercise a function listed in Schedule 1 of this Instrument and may not use the prescribed traffic control device authorisation:

(a) outside its local government area as constituted under the *Local Government Act 1993*;

(b) on a road or part of a road classified under the *Roads Act 1993* as a Freeway, Controlled Access Road, Tollway, or Transitway; or

(c) on any road identified with the 'Administrative Category' of 'State' in the '*Schedule of Classified Roads and Unclassified Regional Roads*' (as published and amended from time to time by Transport for NSW), except with the consent of Transport for NSW.

Councils may only perform functions under the Instrument in their own local government area and on their own network (unclassified roads and all regional roads – often referred to as 'local' roads). Note that in some cases (e.g. some light rail or bus corridors) classification may vary across the road or across different levels of the road.

In addition to the roads listed in (b) above, councils are not permitted to use the Instrument on those that have been administratively categorised as 'State' roads (which is not necessarily all classified roads). Road classification may be confusing due to the use of both statutory classifications (under the *Roads Act 1993*) and administrative categories. Statutory classifications define the status of roads for the purposes of the *Roads Act 1993*, while administrative categorisations set out "who is responsible for the road" for the purpose of operational management and funding, including where the NSW Government takes over the responsibility for more significant roads (i.e. 'State' roads).

Transport's website hosts the Schedule of Classified Roads and Unclassified Regional Roads alongside a map of the NSW road network's administrative categorisation.

The Instrument may only be used by councils on State Roads if *written consent* from Transport has been obtained. The Local Transport Forum may be the appropriate starting point for such consent to be obtained – the Transport representative on the Local Transport Forum may act as a point of contact for consent to be sought. It must be noted however that Transport consent in this situation is required from Transport itself – not from Local Transport Forum. The Local Transport Forum may still review the proposal, but formal Transport consent is a prerequisite before council can use this

Instrument on State Roads.

Traffic signals

Under section 87 of the *Roads Act 1993*, the construction, erection, installation, maintenance, repair, removal, or replacement of a traffic control light may not be carried out otherwise than by or with the consent of Transport. The Instrument does not provide that consent except in relation to portable traffic control lights (see clause [f]).

When using the Instrument, councils should engage with Transport – either directly or via the Local Transport Forum – in advance of undertaking any works that are likely to affect the operation of a traffic signal.

Prior engagement with Transport will ensure that unintended negative consequences for traffic signal operations are avoided.

How does the Local Transport Forum work? *(Condition 2)*

Condition 2: Local Transport Forum

(a) A delegate must convene a Local Transport Forum to which a representative from each of the following is invited to attend:

  (i) the delegate

  (ii) Transport for NSW

  (iii) NSW Police Force

  (iv) The local Member(s) of Parliament

  (v) The operator of any public passenger service likely to be affected by traffic control work proposed by the delegate

(b) A delegate may invite any other person to attend the Local Transport Forum.

(c) A delegate may seek technical advice from the Local Transport Forum regardless of whether this Instrument is being used.

(d) The Local Transport Forum is to provide advice to the delegate on any matter put before it for advice.

(e) A delegate must consider any advice provided by the Local Transport Forum.

One of the longstanding conditions of Transport's delegation of powers is that local roads authorities convene a body where proposals can be discussed, reviewed, and coordinated. This guide explains how these Local Transport Forums (previously known as Local Traffic Committees) should operate and sets out the proposals they may or must consider.

The Local Transport Forum replaces the Local Traffic Committee. The change of name reflects its function and focus as an advisory body dedicated to technical advice, information sharing, and coordination on matters related to transportation, movement, and accessibility. It is not an approval body, nor does it make decisions.

The Local Transport Forum is not a committee as defined and understood in the *Local Government Act 1993*.

Function and responsibilities

Functions of the Local Transport Forum include:

- collaboration between agencies involved in transport management
- advice on street design, infrastructure, and traffic control facilities
- coordination of planned events and activities
- advice and information sharing on transport plans, policy, and management

- ensuring a public record of decisions relating to roads and streets

There is no voting at the Local Transport Forum, as councils are exclusively responsible for decisions they take on their roads. Members and attendees are to provide advice in good faith, share information, and coordinate activities and plans. Council is obliged to consider any advice provided by the Local Transport Forum, but any decisions – and the exercise of an authorised or delegated function itself – are the sole responsibility of council regardless of the advice of the Local Transport Forum.

Membership

The Local Transport Forum is convened by council. Council's role is that of both *proponent* and *decision-maker*. Council is the representative for all community interests (residents, businesses, etc.) and responsible for all road users – including public transport – and road safety.

There are three further mandatory invitees to every meeting of the Local Transport Forum:

- Transport for NSW

  responsible for collaborative coordination and provision of advice regarding state-level interests (public transport, operation of state road network operation and safety, guidance and standards, etc.)

- NSW Police Force

  responsible for provision of advice related to Police expertise, such as public safety, event management, highway patrol, enforcement, etc.

- the local Member(s) of NSW Parliament

  responsible for provision of advice regarding community interests (residents, businesses, etc.)

It is also mandatory to invite the operator of any public passenger service likely to be affected by a proposal to carry out traffic control work to any meeting where that proposal is being reviewed. Most commonly, this will be local bus operators. Depending on local context and service density, it may be beneficial for councils to issue a standing invitation to public passenger service operators in their area. It is the responsibility of the relevant operator to attend and/or to return feedback to council if otherwise unable to attend. Failure to do so when appropriately invited does not prevent council from proceeding with a proposal.

Multiple representatives may be invited where proposals affect more than one state electorate or Police Area Command. Council is also encouraged to invite any other person who may add technical expertise and value to the Local Transport Forum. Examples include – but are not limited to – road safety practitioners, urban designers, planners, local advocacy groups (such as those for mobility-impaired residents, cyclists, pedestrians, etc.), representatives from Local Health Districts or schools, and other subject matter experts as relevant.

A quorum for a meeting of the Local Transport Forum is one representative in attendance from each of council and Transport.

Administration

The Local Transport Forum is administered by council, which may decide the frequency and format of meetings.

Attendees must be:

- provided with the meeting agenda at least seven (7) calendar days in advance of the meeting (unless otherwise agreed by members)
- afforded the opportunity to review meeting minutes prior to finalisation
- be provided with a copy of the finalised meeting minutes

The meeting agenda must:

- include sufficient information to review any proposals or items submitted for advice
- clearly distinguish between items referred for advice, tabled for-information-only, and raised for general discussion

The meeting minutes must clearly record:

- invitees and attendance
- items discussed
- key advice provided
- any for-information-only records or reports tabled

Referring proposals for advice *(Condition 3)*

Condition 3: Mandatory prior referral of some proposals

(a) A delegate must refer to the Local Transport Forum any proposal to exercise a function listed in Schedule 1 of this Instrument or to use the prescribed traffic control device authorisation where that proposal would:

for a period exceeding **6 months**:

(i) restrict or prohibit passage along a road of any persons, vehicles, or animals; or

(ii) compel or prevent a turn from one public road to another public road;

or

for a period exceeding **24 hours**:

(iii) prevent, impede, or hinder the safe or efficient operation of a public passenger service; or

(iv) prevent access to a public transport station, stop, wharf, or service; or

(v) remove or render less effective any bus priority measure.

(b) Following consideration of advice provided by the Local Transport Forum, the delegate may proceed with the proposal unless the Transport for NSW representative advises the meeting of the Local Transport Forum that Transport for NSW will be submitting a Statement of Concern within seven (7) days.

(c) If a Statement of Concern has been provided to the delegate in accordance with clause (b) above, the delegate may not exercise the relevant function until a further seven (7) days after it has circulated to the members of the Local Transport Forum a written response addressing the Statement of Concern and the delegate's reasons for proceeding to exercise the function.

Conditions 3(a)(i-ii) of the Instrument are intended to capture proposals that '*regulate traffic*' as defined in the *Roads Act 1993*. Aside from interfering with the common law right of passage on a public road, proposals that regulate traffic may create challenging outcomes – both positive and negative – and must be referred to the Local Transport Forum for coordination, input, and advice.

NOTE

'***Regulate traffic***' is a technical term that is formally defined in the *Roads Act 1993*. It means "*restrict or prohibit the passage along a road of persons, vehicles, or animals*". If a proposal does not prohibit or restrict passage, it is not regulation of traffic.

For the purposes of the Instrument, 'restrict passage' should be understood to mean a partial constraint that does not constitute prohibition or prevention of passage (such as passage only during particular times or for particular purposes). Most commonly, this is by way of compelling or preventing a turn by road users from one public road to another public road (where passage along the road is retained but can only be undertaken if approached/accessed in a specific way, or at a specific time).

For clarity, works that may affect vehicle speed or road capacity (e.g. speed cushions, roundabouts, reductions in road lanes, changes to parking controls, etc.) do not constitute

restrictions or prohibitions on passage and are not regulation of traffic.

Given the critical importance of public transport in NSW, conditions 3(a)(iii-v) apply the same obligation of mandatory prior referral to the Local Transport Forum to any proposals that have the potential to negatively affect the operations of public passenger services. Please note that there are some existing legislative protections (such as s144B of the *Roads Act 1993*) for other parts of the broader rail and transport network which also must be complied with.

The following table provides examples of different types of common works and proposals to aid practitioners in understanding what must be referred to the Local Transport Forum in advance of implementation. Further information can be found on Transport's website.

Examples
1. Council develops a traffic calming proposal for a residential neighbourhood that would prevent left turns into some side streets. The proposal uses physical changes and No Left Turn signs. This is a restriction on passage along those roads. It **must be referred** to the LTF prior to implementation.
2. Council proposes to install a roundabout at a four-way intersection with speed cushions on approach to improve road safety. All turn movements are maintained and reducing vehicle speed does not constitute a restriction on passage, so prior referral to the LTF is **optional** at the discretion of council.
3. Council proposes to trial preventing motor vehicle access along a side street every weekday during lunch hours to provide space for tables and chairs for local restaurants. The proposal prohibits passage of vehicles along the road and thus 'regulates traffic', but the trial is only for 6 months, so prior referral to the LTF is **optional** at the discretion of council.
4. Council proposes to install a series of kerb islands with street trees in the kerbside lane to beautify a local shopping area. Changes to parking arrangements – including adjustments to permissive parking times and No Stopping zones – are also implemented. Parking is reduced but the changes do not restrict or prohibit passage along the road. Prior referral to the LTF is **optional** at the discretion of council.
5. Council is working with a private event organiser planning an on-street charity running event. The event will require preventing motor vehicle access along a number of different roads through town – including the main street on which a bus service operates. Prohibiting passage of vehicles along the roads is regulation of traffic, and there is a direct negative effect on operations of the bus service, but traffic controls are in place for less than 24 hours, so prior referral to the LTF is **optional** at the discretion of council. Council is, however, obliged to consult with the operator of the bus service at least 7 days' prior.
6. Council is hosting a food & drink festival along the main street of town that will involve preventing motor vehicle access for 3 days. The proposal prohibits passage of vehicles along the roads and thus 'regulates traffic'. It will also prevent access to bus stops and efficient operation of bus services. The traffic regulation is in place for less than 6 months, but the effects on public transport operations last for more than 24 hours. As a result, it **must be referred** to the LTF prior to implementation.
7. Council proposes to ban trucks and buses from using a side street to reach an industrial estate. This is a prohibition of passage. It **must be referred** to the LTF prior to implementation.
8. Council proposes to enable contra-flow movement for bicycles on an existing one-way road. The proposal includes narrowing of the carriageway and shifting of kerbside parking to enable installation of concrete kerbing to create a separated bicycle lane and improve safety. The proposal does not restrict or prohibit passage along the road. Prior referral to the LTF is **optional** at the discretion of council.
9. Council proposes to install a central median that compels left turns when entering from side streets. This is a restriction on passage. It **must be referred** to the LTF prior to

implementation.

10. Council proposes a safety and amenity-focused revitalisation of a local high street. The design involves footpath widening and the installation of kerb blisters and raised pedestrian crossings. There will be some loss of parking and a reduction in the road carriageway width from 4 lanes to 2-3. None of these changes – including the reduction in lanes/road capacity for motor vehicles – constitute 'regulation of traffic' because they do not restrict or prohibit passage along the road. Prior referral to the LTF is **optional** at the discretion of council.

Temporary regulation of traffic and events

The Instrument now allows some temporary 'regulation of traffic' to be undertaken without prior referral to the Local Transport Forum. This could be a brief closure for a street party or small event, or longer duration changes such as trialling the conversion of a street to one-way only or 'closing' it at one end to motor vehicle traffic.

Council may use the Instrument to hold events on the public road that require the 'regulation of traffic', such as an Anzac Day event or a local market. Where public events or activities are held, it is a condition of the Instrument that NSW Police and Transport are given seven days' notice. *(This is consistent with the notification requirement in s166 of the Liquor Act 2007).*

Councils may wish to trial changes to the roads in their community – reducing the need for expensive modelling, allowing solutions to be trialled and modified, and ensuring the community and road users understand proposed permanent changes. The Instrument authorises councils to regulate traffic for up to six months without mandatory prior referral to the Local Transport Forum. *(Should such a change be successful, it must be referred to the LTF if the intention is to continue beyond six months).*

To safeguard public transport, the six-month period is reduced to 24 hours where a proposal prevents or hinders safe or efficient operation of a bus service, prevents access to a public transport stop, or removes or renders less effective any bus priority measure (refer to condition 3[a][iii-v]).

Alternatively, for select events or activities, councils can forgo the Instrument and the Local Transport Forum and use their existing legal powers under s115(2)(f) of the *Roads Act 1993* where a permit has been issued under s144 for a 'road event', including:

- Filming projects (as set out in the *Local Government Act 1993)*
- Neighbourhood activities (as defined in the *Roads Regulation 2018*)
- Speed contests (such as a race – Police approvals under other legislation will be required)

Section 166 of the *Liquor Act 2007* also allows regulation of traffic for events, performance space, and dining without using the Instrument and without referral to the Local Transport Forum.

NOTE

The *Roads Act 1993* uses the term 'regulation of traffic' to refer to restrictions or prohibitions on passage – what most people call a 'road closure'. This is *not* the same thing as 'closing a road' under Part 4 of the *Roads Act 1993*, which is the process of *extinguishing* a road to allow it to be sold or amalgamated. Councils don't need to use the lengthy Part 4 process for everyday changes to their local roads, such as closures to keep through-traffic of quieter streets.

Assessing the impacts of proposals

Members of the Local Transport Forum must have sufficient information to reasonably assess proposals and provide informed advice.

Councils should consider the potential effects of any change on amenity, safety, and access across the broader network for all road users and should make the assessment available to the Local Transport Forum. Professional judgement or other appropriate methods may be used to do this – taking into account considerations such as local conditions, scale, and whether the proposal is temporary, permanent, or a trial. A formal traffic model or plan may be used where appropriate but is not required.

Testing and trialling temporary changes is an increasingly common method to assess both network

impacts and community sentiment and has proven effective in local area traffic management schemes, active transport projects, placemaking, and urban revitalisation initiatives. It may be preferable to take this approach in many situations. Guidance is contained in Appendix A.5 of the NSW Design of Roads and Streets Manual.

For proposals to regulate traffic, councils must provide the Local Transport Forum with:

- Sufficient detail to allow members to understand and assess the proposal
- If applicable (as required by condition 5), details of consultation with affected public passenger service operators undertaken outside of the Local Transport Forum

Statements of Concern

When a proposal is discussed at the Local Transport Forum, any attendee may provide feedback and suggestions on design, technical aspects, general policy, or planning considerations. Members should seek to resolve any concerns or uncertainties during this discussion.

For proposals for which prior referral to the Local Transport Forum is mandatory and where Transport continues to hold concerns following discussion, Transport may indicate that it intends to file, within seven days, a formal Statement of Concern. Other members may express views and raise issues, which Transport will consider, but the Statement of Concern itself may only be filed by Transport.

A Statement of Concern details Transport's concerns, reasoning, and any request(s) for mitigation(s) or alternative action(s). It might relate to an entire proposal or to a specific aspect of its design or location. It must be submitted within seven (7) calendar days, during which time council is not delegated or authorised to implement the proposal. If no Statement of Concern is issued during this time– perhaps due to further discussion and resolution by the parties – council may proceed.

Once received, council must consider the issue(s) raised in a Statement and circulate a written response to all Forum members. It must address the issue(s) raised and either (a) detail the amendments proposed in response or (b) set out council's reasons for proceeding without amendment. Seven (7) calendar days after issuing its response, council may proceed with the proposal.

A Statement of Concern does not oblige council to change or withdraw a proposal, but it does place both Transport's comments and council's response on the public record, which is particularly important where safety concerns are noted. It also provides a time window for further discussion and escalation of significant issues.

Refer to the Appendix for a flowchart that includes the steps associated with a Statement of Concern.

The Statement of Concern process only applies to those proposals for which prior referral to the Local Transport Forum is mandatory. Records tabled for-information-only and proposals referred to the Local Transport Forum at the discretion of council are not subject to the Statement of Concern process. Concerns relating to those matters may be resolved through discussion.

Keeping records *(Condition 4)*

Condition 4: Keeping of records

(a) The proceedings of the Local Transport Forum must be recorded and made public as soon as practicable.

(b) A post facto record of any use of the prescribed traffic control device authorisation (excluding any instance that has already been the subject of prior referral per condition 3) must be tabled at the Local Transport Forum as soon as practicable and no later than three (3) months after the fact.

Proceedings of the Local Transport Forum must be made publicly available online in an easily accessible manner as soon as practicable and must include:

- meeting agenda
- meeting minutes

- any formal records of use of the prescribed traffic control device authorisation (including those circulated to members out-of-session)
- the entirety of any Statements of Concern submitted by Transport for NSW under condition 3 of Schedule 4 of the Instrument
- the entirety of any council response to a Statement of Concern under condition 3 of Schedule 4 of the Instrument

Additional information may be included at the discretion of council.

For the purposes of condition 4(b) of Schedule 4 of the Instrument, a post facto record of any use of the prescribed traffic control device authorisation must include:

- type
- specific location
- date

Additional information may be included at the discretion of council.

Where a meeting of the Local Transport Forum is not scheduled to be held within three (3) months, a record of use of the prescribed traffic control device authorisation must be circulated directly to all members of the Local Transport Forum. The record must be made publicly available online and forms part of the records of the Forum, even if it has not met.

Coordination with Transport, public transport operators, and Police *(Condition 5)*

Condition 5: Coordination

(a) A delegate must consult any public passenger service operator – either directly or via the Local Transport Forum – before exercising any function listed in Schedule 1 of this Instrument or using the prescribed traffic control device authorisation where it is likely to affect the operation of a public passenger service provided by that operator.

(b) Details of such consultation undertaken outside of the Local Transport Forum must be tabled at the Local Transport Forum as soon as practicable.

(c) A delegate must give not less than seven (7) days' notice to NSW Police and Transport for NSW – either directly or via the Local Transport Forum – before regulating traffic under this Instrument for the purposes of a public event.

The requirement for consultation in condition 5(a) applies to any function listed in Schedule 1 of this Instrument or use of the prescribed traffic control device authorisation likely to affect the operation of a public passenger service (note: while this may commonly be buses, it applies to any public passenger service, including rail, light rail, metro, and ferry). Practitioners must use professional judgement and take advice as to whether a proposal is likely to affect a public passenger service.

At bus stops, considerations may include whether adequate draw-in and pull-out length is preserved, or whether the design of the kerbside environment ensures ramps can be fully deployed for mobility impaired passengers. On-street designs should ensure turning paths are clear, hazardous merges are not required by drivers, bus priority is maintained or improved, and traffic calming devices are appropriately designed for bus operation.

Engagement with operators may be undertaken directly or through the Local Transport Forum. When undertaken directly, sufficient detail must be given to the operator to allow reasonable assessment of any proposal, and at least seven (7) calendar days should be allowed for feedback before council proceeds. Details of any direct consultation undertaken outside of the Local Transport Forum must be tabled as a record at the Local Transport Forum as soon as practicable.

It is the responsibility of the operator to return feedback to council. Failure to comment when invited to do so does not prevent council from proceeding.

Regular bus services may be identified through Transport's online Bus Route Map or on advice of Transport. Design references such as the Bus Priority Toolbox are available through the NSW Design of Roads and Streets Manual.

References *(Condition 6)*

Condition 6: References

(a) A delegate must use the NSW Design of Roads and Streets Manual (TS 00066, as amended from time to time) as a primary reference when exercising a function listed in Schedule 1 of this Instrument or using the prescribed traffic control device authorisation.

(b) Use of a portable traffic control light or R4-212n roadwork speed limit sign under this Instrument must be in accordance with the Transport for NSW Traffic Control at Work Sites Manual (TS 05492, as amended from time to time).

The NSW Design of Roads and Streets Manual (DORAS) is a valuable reference for design, engineering, and planning practitioners. It offers guidance on network planning, understanding street and road environments, identifying issues and design solutions, typical design parameters, and application of the Safe Systems approach.

DORAS provides extensive and convenient references to applicable guidance, manuals, technical standards, and policy documents. It recognises that that no two contexts and street environments are the same and offers guidance for councils that may wish to adopt local street design guides to reflect local aspirations and conditions.

DORAS provides references and links to many other adopted Transport Standards where relevant, such as the NSW Supplement to AS 1742 Manual of Uniform Traffic Control Devices, the NSW Supplement to Austroads Guide to Road Design, Delineation and Pavement Marking, the Cycleway Design Toolbox, and the Pedestrian Crossing Guideline. The Transport Standards Portal can be used to access these tools. DORAS also provides references to scores of other resources available to practitioners from legislation to examples of international best practice.

DORAS must be used as a primary reference for practitioners using the Instrument.

Transport's reserve powers *(Condition 7)*

Condition 7: Preservation of head of power

Notwithstanding this Instrument, Transport for NSW reserves all and any rights and powers, including to:

(a) Direct a public authority under clause 8I of Schedule 1 of the *Transport Administration Act 1988*, or alter or remove, or direct the alteration or removal of any prescribed traffic control device, under Part 5.3, Division 2 of the *Road Transport Act 2013;* and

(b) Carry out road work in accordance with Part 6 of the *Roads Act 1993;* and

(c) Carry out traffic control work on any public road, including exclusive power to carry out or consent to the construction, erection, installation, maintenance, repair, removal or replacement of a traffic control light in accordance with section 87 of the *Roads Act 1993;* and

(d) Regulate traffic under Part 8 of the *Roads Act 1993.*

(e) Revoke or withdraw this delegation, authorisation, or any component of it at any time with respect to any or all delegates.

The Instrument does not affect Transport's (nor council's) rights and powers under legislation.

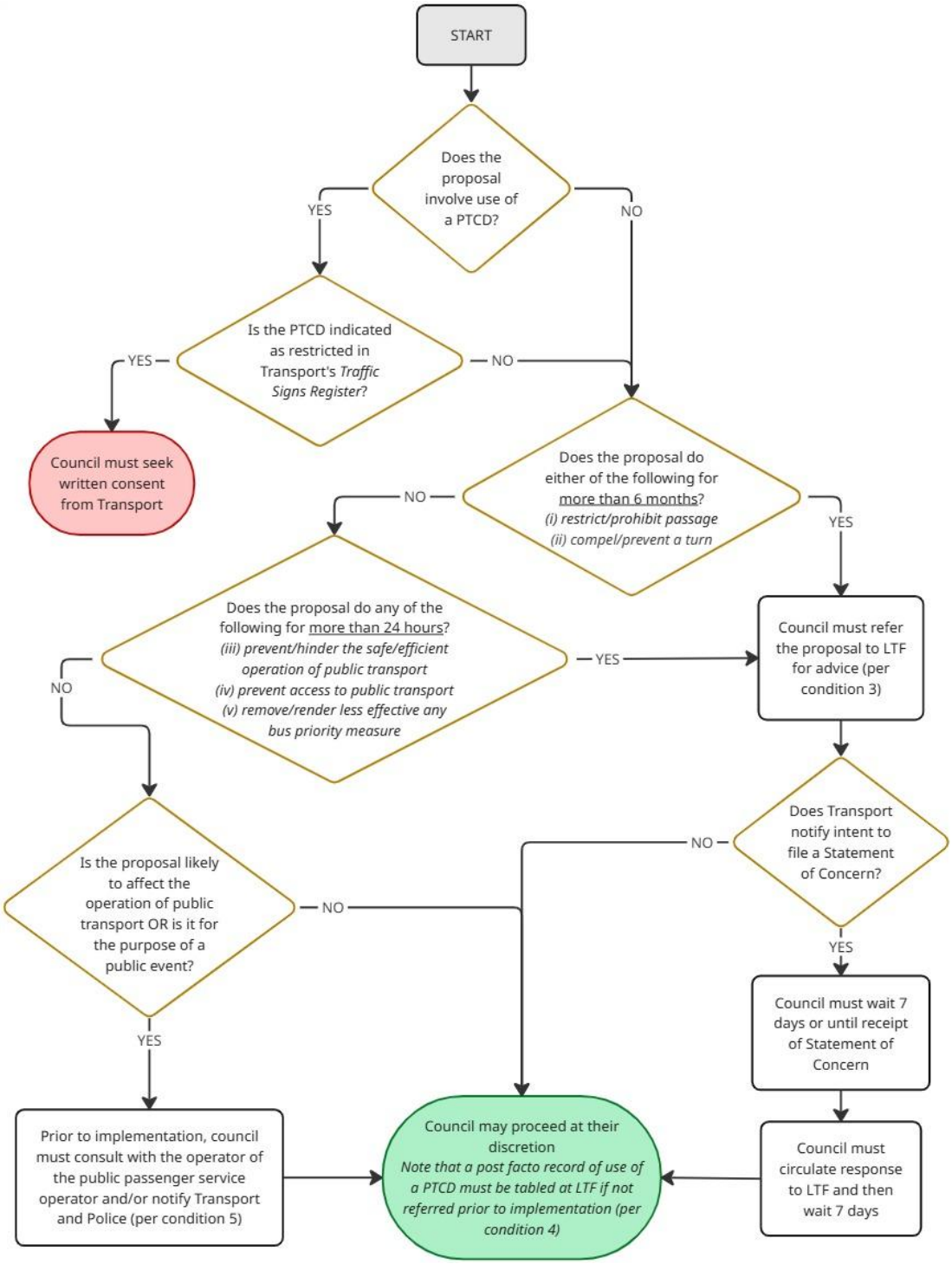
Council continues to have powers to undertake road work under s71 of the *Roads Act 1993,* to undertake traffic control work on unclassified roads under s87 of the *Roads Act 1993*, and to regulate traffic under s115 to complete those works. Transport retains the power to carry out traffic control work on any road, and to regulate traffic for any purpose.

In cases where, despite best efforts, Transport and council cannot agree on a proposed course of action, options for Transport or the Minister for Roads to issue a direction to a roads authority or public authority under legislation are not affected by this Instrument.

Appendix

Exercising an authorised or delegated function

The following process applies to any function exercised using the Instrument. It assumes that the proposed function is otherwise eligible and compliant with Schedule 4.



Glossary

'Authorisation and Delegation Instrument' or 'Instrument'	Abbreviated reference to '*Authorisation and Delegation – Prescribed Traffic Control Devices and Regulation of Traffic*'; the instrument that is the subject of this guide.
the/this guide	Abbreviated reference to this document; 'Guide to Authorisation and Delegation – Prescribed Traffic Control Devices and Regulation of Traffic'.
DORAS	Abbreviated reference to the NSW Design of Roads and Streets Manual (TS 00066).
local road(s) *or* **local network** *or* **council's network**	Abbreviated reference to the portion of NSW's road network on which the Authorisation and Delegation Instrument may be used, that is roads: • within the local government area of the relevant council; and • not classified as a Freeway, Controlled Access Road, Tollway, or Transitway; and • not identified with the 'Administrative Category' of 'State' in the 'Schedule of Classified Roads and Unclassified Regional Roads' (as published and amended from time to time by Transport for NSW) For clarity, this includes unclassified roads and all regional roads (whether classified or not).
LTF	Abbreviated reference to the Local Transport Forum.
'meeting' of the Local Transport Forum	Reference to a session of the Local Transport Forum. Meetings can be held physically, digitally, or via correspondence.
portable traffic control light	Approved traffic signals that are transportable and not permanently installed. For the purposes of the Authorisation and Delegation Instrument, 'portable traffic control light' is understood and used as per 'portable traffic signal' in Transport's Traffic Control at Work Sites Technical Manual (TS 05492, as amended from time to time).
prescribed traffic control device	A sign, signal, marking, structure, or other device to direct or warn traffic on a road (or part of a road) that is prescribed by the statutory rules of the *Road Transport Act 2013* for the purposes of this definition. Refer to the *Road Transport Act 2013*. For the purposes of this definition, the *Road Transport (General) Regulation 2021* prescribes traffic control devices of a kind mentioned in the *Road Rules 2014*. Examples of a prescribed traffic control device:

	 NOTE: 'Prescribed traffic control device' is commonly confused with 'traffic control device' or 'traffic control facility'. *'Prescribed traffic control device' is the term which relates to the regulatory signs, signals, markings, etc. of which contravention is an offence. It is 'prescribed traffic control devices' that are the subject of provision (e) of the Instrument (the 'prescribed traffic control device authorisation').*
prescribed traffic control device authorisation	Abbreviated reference to the authorisation issued through provision (e) of the Authorisation and Delegation Instrument.
proposal	Abbreviated reference to the intended exercise by council of a function enabled by the Authorisation and Delegation Instrument.
PTCD	Abbreviated reference to 'prescribed traffic control device'.
public event	For the purposes of the Authorisation and Delegation Instrument, 'public event' means any market, gathering, performance, festival, march, celebration, commemoration, or similar held on a road, whether organised by a delegate or another party, and open to the public to attend.
public passenger service	For the purposes of the Authorisation and Delegation Instrument, 'public passenger service' means those publicly accessible transport services (whether provided by motor vehicle, vessel, train, light rail, or metro) for which route, timetable, or network details are available on Transport's trip planning and services website. It includes school services, night services, regional coach services, and rail replacement services. It does not include point-to-point services (such as taxis, hire vehicles, ride-hailing, etc.) or any private or chartered services. References to aid with identifying relevant services: • Bus network and operator maps | transportnsw.info • Routes and timetables | transportnsw.info • Bus Route Map *(available on the Authorisation and Delegation webpage)*
regular bus service	As identified on Transport's online Bus Route Map *(available on the Authorisation and Delegation webpage)* or on advice of Transport.
regulate traffic	To restrict or prohibit the passage along a road of persons, vehicles, or animals. Refer to the *Roads Act 1993.*

restrict or prohibit passage	For the purposes of the Authorisation and Delegation Instrument: • '*Restrict'* means a partial constraint, such as passage only during particular times or for particular purposes (e.g. 'local access only') • '*Prohibit'* means to bar or prevent passage, such as a mid-block traffic filter For clarity, compelling or preventing a turn from one public road to another is a restriction on passage. A reduction in vehicle speed or road capacity does not constitute a restriction on passage.
road and road related area	A road is an area that is open to or used by the public and is developed for, or has as one of its main uses, the driving or riding of motor vehicles. Refer to the *Road Rules 2014.* A road related area is any of the following: • an area that divides a road • a footpath or nature strip adjacent to a road • an area that is not a road and that is open to the public and designated for use by cyclists or animals • an area that is not a road and that is open to or used by the public for driving, riding, or parking vehicles Refer to the *Road Rules 2014.*
road event	Means a speed contest or such other activity as may be prescribed by the regulations for the purposes of this definition. Refer to the *Roads Act 1993*. For the purposes of this definition, the *Roads Regulation 2018* also prescribes filming projects within the meaning of the *Local Government Act 1993* and neighbourhood activities as defined in s79.
road work	Includes any kind of work, building or structure (such as a roadway, footway, bridge, tunnel, road-ferry, rest area, transitway station or service centre or rail infrastructure) that is constructed, installed or relocated on or in the vicinity of a road for the purpose of facilitating the use of the road as a road, the regulation of traffic on the road or the carriage of utility services across the road, but does not include a traffic control facility. Refer to the *Roads Act 1993*. To ***carry out road work*** includes to carry out any activity in connection with the construction, erection, installation, maintenance, repair, removal or replacement of a road work. Refer to the *Roads Act 1993*.
roads authority	A person or body that is, by or under the *Roads Act 1993*, declared to be a roads authority and, in relation to a particular public road, means the roads authority for that road. Refer to the *Roads Act 1993*.
special event parking scheme	Where the whole, or a part of, a road has been set aside as a special event parking area. Refer to the *Road Transport (General) Regulation 2021*. A special event parking area is the network of roads in an area with — (a) a special event parking area sign on each road into the area, and

	(b) an end special event parking area sign on each road out of the area. Refer to the *Road Rules 2014.*
traffic control device	A traffic sign, road marking, traffic signals, or other device, to direct or warn traffic on, entering, or leaving a road. Refer to the *Road Rules 2014*. Examples of a traffic control device: *<u>NOTE</u>: 'Traffic control device' is commonly confused with 'traffic control facility' or 'prescribed traffic control device'.* *'Prescribed traffic control device' is the term which relates to the regulatory signs, signals, markings, etc. of which contravention is an offence. It is 'prescribed traffic control devices' that are the subject of provision (e) of the Instrument (the 'prescribed traffic control device authorisation). 'Traffic control devices' may already be installed and used by councils without relying on the Instrument.*
traffic control facility	Means — (a) traffic control lights on roads or road related areas, and equipment used in connection with traffic control lights, or (b) any sign, marking, structure or device containing or relating to a requirement or direction, contravention of which is an offence arising under — (i) this Act or the regulations, or (ii) any other Act, regulation or by-law prescribed for the purposes of this subparagraph, or (c) any other sign, marking, structure or device that is intended to promote safe or orderly traffic movement on roads or road related areas or to warn, advise or inform the drivers of vehicles, or pedestrians, of any matter or thing in relation to vehicular or pedestrian traffic or road conditions or hazards, or (d) any bridge or subway or other facility for use by pedestrians over, across, under or alongside a road or road related area, or (e) any other thing prescribed as a traffic control facility by the regulations. Refer to the *Transport Administration Act 1988*. For the purposes of (b)(ii) above, the *Transport Administration (General) Regulation 2018* prescribes the road transport legislation within the meaning of the *Road Transport Act 2013,* which includes the *Road Rules 2014*. *<u>NOTE</u>: 'Traffic control facility' is commonly confused with 'traffic control device' or 'prescribed traffic control device'.* *'Prescribed traffic control device' is the term which relates to the regulatory signs, signals, markings, etc. of which contravention is an offence. It is 'prescribed traffic control devices' that are the subject of*

	provision (e) of the Instrument (the 'prescribed traffic control device authorisation).
traffic control light	For the purposes of the Authorisation and Delegation Instrument, 'traffic control light' is understood and used as per 'traffic signal' in the *Road Rules 2014*.
traffic control work	Includes any activity in connection with the construction, erection, installation, maintenance, repair, removal or replacement of a traffic control facility. Refer to the *Roads Act 1993*.
traffic signal	Bicycle crossing lights, B lights, overhead lane control signals, pedestrian lights, T lights, traffic arrows, traffic lights, or twin red or yellow lights. Refer to the *Road Rules 2014*.
Transport	Abbreviated reference to 'Transport for New South Wales'.

© Transport for New South Wales

Users are welcome to copy, reproduce and distribute the information contained in this report for non-commercial purposes only, provided acknowledgement is given to Transport for NSW as the source.

NSW GOVERNMENT

OFFICIAL

The Authorisation & Delegation Instrument

(i) What is it?

transport.nsw.gov.au | *August 2025*

- The 2025 Authorisation and Delegation Instrument **replaces** the 2011 Delegation to Councils and the 2023 Temporary Delegation
- Authorises councils to use **prescribed traffic control devices**
- Delegates Transport's powers to **regulate traffic** for any purpose
- Allows councils to **sub-delegate** these functions to staff

How does it work?

- Under s122 of the *Road Transport Act 2013*, Transport's authorisation is required to use a 'prescribed traffic control device'. The 2025 Instrument grants this authorisation.
- Under Part 8 of the *Roads Act 1993*, Transport may regulate traffic for any purpose. The 2025 Instrument provides councils with this power on unclassified roads and all regional roads.

Don't councils have their own powers?

Yes. The 2025 Instrument is **additional** to powers already available to councils by law:

- Council has powers under the *Roads Act 1993* to do **road work** (s71) and **traffic control work** (s87)
- Council can 'regulate traffic' around works and for other specified reasons that cover things like regular maintenance operations or protecting the public from hazards (refer to s115 in Part 8)

What extra can councils do with the Instrument?

- Regulate traffic for reasons unrelated to road work, such as holding a market or an Anzac Day march
- Avoid 28-day notification requirements that otherwise apply under s116 of the *Roads Act 1993*
- Use prescribed traffic control devices without applying for Transport consent every time

Are there conditions?

Yes. Schedule 4 sets out conditions and limitations, including:

- *Scope* – the Instrument may be used on unclassified roads and all regional roads but may not be used on 'State' roads unless provided with written consent from Transport
- *Consultation and coordination* – Council must convene a 'Local Transport Forum' for some proposals, and may need to consult with public transport operators and/or notify NSW Police
- *Types of traffic control devices* – some devices, such as speed signs, cannot be used
- *Design* – Council must use NSW Design of Roads and Streets Manual (DORAS) as a primary reference
- *Record-keeping* – the Local Transport Forum must be informed of uses of prescribed traffic control devices, and proceedings must be publicly recorded

Additional related references for practitioners

NSW Design of Roads and Streets Manual (DORAS) *Guides* *More resources* *Cycleway Design Toolbox*
Bus Route Map *Road classifications* *Transport Standards Portal* *Traffic Signs Register*

NSW GOVERNMENT

This note is intended to aid practitioners using the Authorisation and Delegation Instrument. To ensure legal and technical compliance, please refer to the Instrument itself, the associated Guide, and Transport's website.

The Authorisation & Delegation Instrument

(ii) What has changed?

transport.nsw.gov.au | *August 2025*

- The 2025 Instrument **replaces** the 2011 Delegation to Councils and the 2023 Temporary Delegation
- Councils have **more options** when regulating traffic and using prescribed traffic control devices
- Councils can simplify their practices if (and when) they choose
- *'Local Traffic Committee'* is **replaced** by '*Local Transport Forum*'

Key changes from the *2011 Delegation to Councils*

- *Local Traffic Committee* is renamed *Local Transport Forum* (LTF) to better reflect its purpose/function
- In many cases, councils can manage their network (unclassified roads and all regional roads), including for events, without prior LTF review
- Councils can sub-delegate functions to staff
- Traffic Management Plans are no longer required at LTF *(but may still be required for other purposes such as the Work Health and Safety Act 2011)*
- Regional Traffic Committee has been discontinued
- Restrictions relating to 'nominated' train stations have been discontinued
- Simplified rules for use of portable traffic control lights and roadwork speed limit signs
- Pre-approvals or advance expressions of support are not required from council in order to refer to LTF

Consultation and referral of proposals

- Generally, council may decide which proposals to send to the LTF for advice or coordination.
- Prior referral to the LTF is only required where:
  - regulation of traffic exceeds 6 months in duration
  - public transport is negatively affected for more than 24 hours
- For proposals affecting buses, consultation with bus operators is required
- Transport and NSW Police must be given 7 days' notice of on-road public events

Local Transport Forum (LTF)

- Core membership is unchanged: Council, Transport, Police, local Member(s) of NSW Parliament
- Bus operators may be given a standing invite or invited where relevant proposals are on agenda
- Council has discretion to invite any others as observers or participants
- There is no voting and no requirement for unanimity

Resolving disagreement

- Councils are responsible for decisions on their network
- Transport may issue a 'Statement of Concern' following discussion at the LTF; this will document risks and make time (up to 14 days) for further discussion
- In rare cases, serious disagreements can be managed under existing legislation

Additional related references for practitioners

NSW Design of Roads and Streets Manual (DORAS) *Guides* *More resources* *Cycleway Design Toolbox*
Bus Route Map *Road classifications* *Transport Standards Portal* *Traffic Signs Register*

NSW GOVERNMENT

This note is intended to aid practitioners using the Authorisation and Delegation Instrument. To ensure legal and technical compliance, please refer to the Instrument itself, the associated Guide, and Transport's website.

Local Transport Forum (LTF)

(i) Function and responsibilities

transport.nsw.gov.au | *August 2025*

- Local Transport Forum (LTF) **replaces** Local Traffic Committee
- It is an **advisory body** to support council as decision-maker for unclassified roads & regional roads
- Offers technical advice, coordination, and expertise
- **Not** an approval body and does **not** make decisions

Membership

- Council, plus three mandatory invitees: Transport, Police, local Member(s) of NSW Parliament
- Council must invite the operator of any public passenger service likely to be affected by a proposal
- Council is welcome to invite others to participate or observe
- There are no voting members

Focus

- Collaboration between agencies involved in transport management
- Advice on street design, infrastructure, and traffic control facilities
- Coordination of planned events and activities
- Advice and information sharing on transport plans, policy, and management
- Ensuring a public record of decisions relating to roads and streets

Roles and responsibilities

- **Council**: decision-maker; proponent; representative of local community interests (residents, businesses, etc.); responsible for safety of users on their network
- **Transport**: advice regarding state-level interests such as public transport planning and operation, road safety, general standards, 'State' network planning and operation
- **Police**: event safety and management advice, law enforcement, highway patrol, public safety, etc.
- **Local Member(s) of NSW Parliament**: representations on community interests and concerns

How it works

- Members provide advice, but do not vote
- LTF advice does not need to be unanimous
- Council must consider advice given by members
- If significant concerns cannot be resolved, Transport (only) may file a Statement of Concern within 7 days; council must then respond in writing to all members and wait 7 days before proceeding

Administration

- Convened and managed by council, with frequency and format at the discretion of council
- Must operate formally with an agenda and minutes to be made public
- Refer to the Guide for details regarding public record-keeping and accessibility obligations

---

Additional related references for practitioners

NSW Design of Roads and Streets Manual (DORAS) *Guides* *More resources* *Cycleway Design Toolbox*
Bus Route Map *Road classifications* *Transport Standards Portal* *Traffic Signs Register*

NSW GOVERNMENT

This note is intended to aid practitioners using the Authorisation and Delegation Instrument. To ensure legal and technical compliance, please refer to the Instrument itself, the associated Guide, and Transport's website.

Local Transport Forum (LTF)

(ii) Referrals and review

transport.nsw.gov.au | *August 2025*

- The Local Transport Forum (LTF) provides **advice** and **coordination**
- Some proposals must be referred to the LTF before they are implemented
- Most proposals may be referred at council's discretion
- Notification and consultation requirements apply to some proposals

What must be referred to the LTF?

- Proposals which, for **longer than 6 months**:
  - restrict or prohibit passage on a road of any persons, vehicles, or animals; or
  - compel or prevent a turn from one public road to another public road
- Proposals which, for **longer than 24 hours**:
  - prevent or hinder the safe or efficient operation of a public passenger service; or
  - prevent access to a public transport station, stop, wharf, or service; or
  - remove or render less effective any bus priority measure
- Proposals of **less than 24 hours** are not required to be referred

How?

- Council issues agenda, with enough detail on proposals to allow members to understand and provide informed advice (e.g, concept design and traffic arrangements)
- Traffic Management Plans are no longer mandatory for the LTF *(but may still be required for other purposes such as the Work Health and Safety Act 2011)*, but proposals should identify potential effects
- Members advise on design, safety, network issues, & coordination with other projects or events
- Council must consider any advice provided by the LTF
- Council must table at the LTF a record of any use of prescribed traffic control devices not previously referred for advice

Statement of Concern (SoC)

- Where Transport for NSW has concerns about a proposal for which prior referral is mandatory, and these are not resolved in discussion, it may inform the LTF that it intends to issue, within 7 days, a SoC. A proposal **must not** be implemented during this time.
- A SoC outlines Transport's concerns and suggests mitigations or alternatives. It can relate to an entire proposal or to a specific detail.
- Provided it is received within 7 days, council must consider the SoC and issue a **written response** to all LTF members. After a *further* 7 days, council may proceed with the proposal at its discretion.
- A SoC does not oblige a proposal to be altered or withdrawn. It supports transparency by ensuring significant risks or issues are placed on the public record and openly discussed and considered. It also allows time for discussion and collaborative risk mitigation.

Additional related references for practitioners

NSW Design of Roads and Streets Manual (DORAS) *Guides* *More resources* *Cycleway Design Toolbox*
Bus Route Map *Road classifications* *Transport Standards Portal* *Traffic Signs Register*

NSW GOVERNMENT

This note is intended to aid practitioners using the Authorisation and Delegation Instrument. To ensure legal and technical compliance, please refer to the Instrument itself, the associated Guide, and Transport's website.

Using the Instrument

Events & trials on local streets

transport.nsw.gov.au | *July 2025*

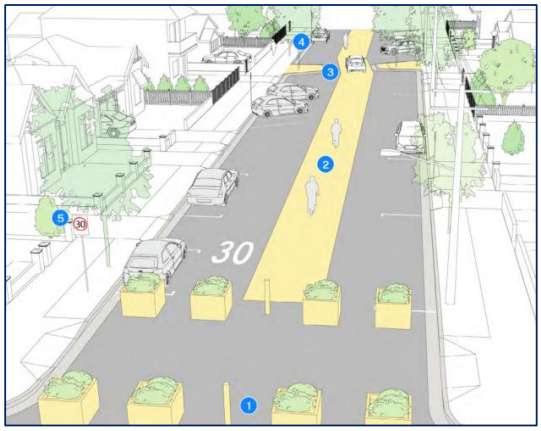
- Transport has simplified rules for holding on-street events and trialling changes to local roads:
  - Referral to the LTF is **not required** for events of **less than 24 hours**
  - Referral to the LTF is **not required** for trial changes to roads of **less than 6 months**
- Some commonsense conditions apply

How can councils manage events and activities?

- The 2025 Instrument allows councils to regulate traffic 'for any purpose', inc. events, markets, etc.
- Councils must consult with bus operators if an event is likely to affect operations, but events do not need to be referred to the LTF unless they hinder public transport for >24 hours.
- Notify Transport and Police at least 7 days before a public event.

What about trial road changes?

- Trialling is a low-cost way to test and refine proposals with real community input.
- Examples include street 'closures' to calm neighbourhood traffic, modal filters to create low-traffic cycle routes, medians that prevent turns, or kerbside reallocation to expand footpaths.



Examples of trial and permanent treatments from NSW Design of Roads and Streets Manual (DORAS)

- Trials of up to 6 months don't require referral to the LTF.
- To make permanent after 6 months, council must refer a proposal to the LTF.

What existing powers do councils have?

- Council can use s166 of the *Liquor Act 2007* to regulate traffic for outdoor dining and performance space. No other approvals are required, except 7 days' notice to the public, Transport, and Police.
- Council can use issue a permit (under s144 of the *Roads Act 1993*) for a 'neighbourhood activity' such as a Christmas party. No other approvals are required.

Resources and support

- Councils can bring any event or proposal to the LTF for coordination or advice at their discretion.
- Refer to Transport's event management guidelines for additional support.

NSW GOVERNMENT

This note is intended to aid practitioners using the Authorisation and Delegation Instrument. To ensure legal and technical compliance, please refer to the Instrument itself, the associated Guide, and Transport's website.

Understanding key terms

Regulation of traffic and PTCD

transport.nsw.gov.au | *July 2025*

What is 'regulation of traffic'?

'Regulate traffic' is defined in the Dictionary of the Roads Act 1993 to mean "restrict or prohibit the passage along a road of persons, vehicles, or animals"

- Regulation of traffic can be permanent or temporary.
- Temporary regulation happens at worksites every day – usually for safety reasons.
- Permanent regulation includes network changes – such as a mid-block road 'closure' for vehicles that is permeable to people walking or riding bicycles.
- Examples of 'restrict(ing) passage' include one-way controls, peak hour turn bans, or mandatory turns.
- Road features such as roundabouts, raised thresholds, speed humps, or narrower lanes are **not** regulation of traffic because they do not restrict or prohibit passage.

What is a 'prescribed traffic control device' (PTCD) and what is a 'traffic control device'?

A 'prescribed traffic control device' (PTCD) is a sign, signal, marking, structure, or other device that is subject to a Road Rule (meaning penalties apply if ignored).

- Stop signs, traffic signals, dividing lines, and speed limits are all examples of PTCD.
- A 'traffic control device' directs or warns traffic but is not associated with a penalty. An example is a 'curve ahead' sign.
- PTCD are defined in s121 and use requires Transport's authorisation under s122 of the *Road Transport Act 2013*. (See also s26 of the *Road Transport (General) Regulation 2021*.)
- The *Authorisation and Delegation Instrument* provides this authorisation, subject to conditions and exclusions.

What is a 'traffic control facility' and what is 'traffic control work'?

'Traffic control facilities' include both ordinary and prescribed traffic control devices, as well as some other facilities, such as pedestrian bridges and underpasses.

- For a full definition, refer to s8A in Schedule 1 the *Transport Administration Act 1988* and s9 of the *Transport Administration (General) Regulation 2018*.
- *'Traffic control work'* is any activity in connection with the installation, maintenance, or removal of a traffic control facility (refer to the Dictionary).

Council's powers

- s71 of the *Roads Act 1993* grants councils the power to do *road work* (defined in the Dictionary)
- s87 of the *Roads Act 1993* grants councils the power to carry out *traffic control work*
- s115 of the *Roads Act 1993* grants councils the power to *regulate traffic* to undertake road work, other work, and for other prescribed purposes such as preventing damage to a road

Transport's powers

- ss71, 87 of the *Roads Act 1993* allow Transport to do *road work* and *traffic control work* on any road
- s115 of the *Roads Act 1993* grants Transport the power to *regulate traffic* 'for any purpose'
- The *Authorisation and Delegation Instrument* delegates Transport's s115 power to councils (subject to conditions), which means councils can also regulate traffic for any purpose – inc. a parade or event

NSW GOVERNMENT

This note is intended to aid practitioners using the Authorisation and Delegation Instrument. To ensure legal and technical compliance, please refer to the Instrument itself, the associated Guide, and Transport's website.

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

July 29, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 172/25

SUBJECT: DRAFT CEMETERY MANAGEMENT POLICY D25/33788

Recommendation

1. That Broken Hill City Council Report No. 172/25 dated July 29, 2025, be received.
2. That Council endorses the Draft Cemetery Management Policy for the purpose of public exhibition.
3. That the Draft Cemetery Management Policy be exhibited for public comment for a period of 28 days.
4. That a report be presented to Council at the conclusion of the public exhibition period, outlining the public submissions received and any recommended amendment arising, with a view to adopt the Draft Cemetery Management Policy.

Executive Summary:

Council's Cemetery Management Policy has been reviewed following advice from Cemeteries and Crematoria NSW (CCNSW), that a Bill to amend the *Cemeteries and Crematoria Act 2013* (NSW) (the Act) has been passed by both Houses of Parliament.

The amendments and purpose of the changes to the Act is to improve cemetery operations for Council as the Cemetery Operator, include the following:

- **Improve Regulation and Consumer Protection**

  CCNSW now has greater powers to resolve complaints and oversee operator compliance.

- **Simplify Monument Repairs**

  Allows others (not just interment right holders) to carry out minor repairs, with operator consent.

- **Address Burial Space Shortages**

  Introduces a new exemption scheme so unused burial areas can be reused with ministerial approval.

- **Clarify Notification Requirements**

  Operators must follow clear guidelines when contacting interment right holders before making changes.

- **Strengthen Governance**

  Replaces the CCNSW board with a CEO-led structure for clearer oversight and accountability.

- **Respect Cultural and Religious Needs**

  Updates Act's objectives to include consideration for all cultural beliefs and descendants of those interred.

The 2025 changes to the Act will significantly impact cemetery operators by introducing new compliance requirements, improving regulatory oversight, and offering greater operational flexibility. One of the most notable changes is the enhanced powers granted to CCNSW, allowing it to investigate complaints, enforce compliance, and issue mandatory codes of practice at any time. Cemetery operators will now be required to follow formal notification guidelines before carrying out any works on graves or memorials. This includes making reasonable efforts to contact interment right holders, using clear and traceable processes, and keeping records of those efforts.

Operators will also benefit from new flexibility in managing monument repairs. Under the amendments, third parties, such as family members, can undertake minor repairs if the interment right holder cannot be reached, provided the cemetery operator gives consent. This change helps reduce delays and administrative burdens in maintaining grave sites. Additionally, the legislation introduces a ministerial exemption scheme, allowing cemetery operators to apply to reuse unused or dormant burial space within existing cemeteries. This aims to address long-term land shortages and supports more sustainable cemetery operations.

Governance structures have also changed, with the dissolution of the CCNSW Board and the establishment of a CEO-led regulatory model. This is expected to streamline decision-making and improve regulatory efficiency, although it may also lead to increased direct oversight of operator practices. The Act's updated objectives further require cemetery operators to ensure their services are inclusive of all religious, cultural, and community needs, including recognition of descendants. Overall, these reforms mean operators will face increased accountability but also gain new tools to manage land use and improve service delivery. Most changes come into effect from 1 September 2025, while governance reforms commenced on 1 July 2025.

Report:

Council's Cemetery Management Policy has been reviewed following the recent changes to the *Cemeteries and Crematoria Act 2013* in accordance with the Cemetery's compliance with regulatory and legislative requirements of the Act.

The purpose of the Cemetery Management Policy is to provide a simple yet effective approach for the short and long-term management of the Broken Hill Cemetery. The policy provides guidance for understanding how Council manages the Cemetery and the framework as to how staff administer cemetery management.

The gaps identified have been included in the review of Council's Cemetery Management Policy, with the relevant regulatory and legislative requirements for cemetery authority being updated and some minor changes made to the policy as per the Act.

Further inclusions are the requirements for consumer contract with the introduction of the Contract for Perpetual Interment Right for new interments/burials, improvement to the process of conducting monumental repairs/restoration and cultural and religious practices for a cemetery operator.

New Policy Item added Item 4.7 Contact for Perpetual Interment Rights Addition to Part 4 of the *Cemeteries and Crematoria Act 2013*. Consumer Contracts for sale of Perpetual Interment Rights for new interments/burials.	Part 4 of the *Cemeteries and Crematoria Act 2013* introduced two types of Interment Rights, perpetual and renewable, and a series of obligations in relation to Interment Rights. A Perpetual Interment Right Contract is the agreement for the sale of the right to have human remains interred in a specific location within the cemetery. The right is to remain undisturbed indefinitely. This contract is between Council and the individual purchasing the Interment Right, and it outlines the terms and conditions of the interment, including the location, related services and payment details.

New Policy Item added Item 4.12 Monument Repairs/Restoration Making it simpler to repair monuments. New Division, Sections 70A-70I and Section 68 in the *Cemeteries and Crematoria Act 2013*.	In accordance with the *Cemeteries and Crematoria Act 2013*, Division 2A, Sections 70A-70I and Section 68A, non-right holders will be able to repair a monument and undertake minor works, if the Interment Right holder is unavailable or deceased and the appropriate consent is granted by Council. To obtain Council consent a Statutory Declaration will be required stating the non-right holder's intentions and identifying their relationship to the interred. Upon receipt of Council consent the non-right holder will be able to: • Repair or remediate a monument (actions aimed at restoring its original state). • Carry out minor works to realise the right holder's original intentions, such as adding a name, date of birth and death, or portrait. • Erect a monument at an unmarked grave, if more than five (5) years have passed since the last interment/burial. Requests to erect a monument on an unmarked grave, dated prior to 1970, will require the non-right holder to purchase the 'Interment Right for an Old Grave'. This is offered at a lesser fee for the purpose of identifying unmarked graves at the Broken Hill Cemetery, as outlined in Item 4.9 in this Policy. An Interment Right, including Work Permit is to be purchased for works on unmarked graves, dated after 1970, that do not have an existing Interment Right. Interment Rights purchased before 2004, will require a Work Permit to carry out works on a grave.
New Policy Item added Item 4.21 Religious and Cultural Requirements. Strengthening respect for Religious and Cultural Requirements (Amendment to Section 46(1)(b) of the *Cemeteries and Crematoria Act 2013*	Religious, cultural and spiritual practices are an important element of cemetery and crematoria operations, and this is reflected in regulatory requirements. Council will take all reasonable steps to meet religious and cultural requirements in all areas of the cemetery, including in parts of the cemetery dedicated to religious or cultural groups in accordance with Section 46(1)(b) of the *Cemeteries and Crematoria Act 2013*.

The recent review of the Cemetery Management Policy in accordance with the legislated changes to the *Cemeteries and Crematoria Act 2013*, also identified the following inclusions and amendments to the Policy:

Policy Item 4.3 Details Relevant to Interment Rights and Burials Amended to include additional information to improve record-keeping and the register, Sections 63(9), 65 and 67 in the *Cemeteries and Crematoria Act 2013*.	Item 4.3 **moved to Item 4.5** to improve flow of policy. **Inclusion** b) Record any changes to Interment Right as a result of a transfer, revocation, or death of the holder of an Interment Right and update the Interment Right Certificate and reissue any time the holder of the Right changes in accordance with Sections 63(9), 65 and 67 of the Act.

Policy Item 4.4 Details Relevant to Disturbance and/or Removal of Remains	Item 4.4 **moved to Item 4.20** to improve flow of policy.
Policy Item 4.5 Fees and Charges	Item 4.5 **moved to Item 4.4** to improve flow of policy.
Policy Item 4.6 Interment Rights and Work Permits Amended Item title Amended to include additional information as outlined in changes to the *Cemeteries and Crematoria Act 2013.* *Streamlining the revocation of unused rights (Sections 52 and 53)* *Inclusion of Revoke/Resell unused Interment Rights.*	**Inclusions** Interment Rights were introduced in NSW in 2018 with the commencement of Part 4 of the *Cemeteries and Crematoria Act 2013*, replacing common law rights previously known as 'Burial licences, 'burial' permits or 'Exclusive Rights'. Interment Rights are perpetual and grant the holder the authority to make decisions about the Initial and subsequent interments, exhumations and relocations for a grave/plot/niche and/or the monument. An Interment Right may be jointly owned by up to two individuals. All decisions must be made together, requiring the consent of both right holders. • *Revoke/Resell unused Interment Rights.* According to Part 4 Section 52 and 53 of the *Cemeteries and Crematoria Act 2013*, if an Interment Right for a grave remains unused for 50 years, Council may revoke the Interment Right, to resell it. However, Council must make every effort to notify the Interment Right holders before taking any action.
Policy Item 4.15 Interments Amended to include additional information	Item 4.15 **moved to Item 4.3** to improve flow of policy. **Inclusion** Burial of animal remains in any part of the cemetery is strictly prohibited.
Policy Item 4.19 Mohammedan Section of the Cemetery Amended Item title and wording	Item 4.19 **moved to Item 4.21.1** to improve flow of policy. **Amended** **4.21.1 Muslim Section of the Cemetery** Interment Rights in the Muslim Section (formerly known as the Mohammedan Section) of the Broken Hill Cemetery are treated differently to other sections of the Cemetery due to historical reasons. Several members of the Muslim community have been provided with the Interment Rights at no charge, resolved at the Council's Ordinary Meeting held 30 April 2014.
Policy Item 4.20 Prohibited Activities within the Cemetery Amended to include additional information	Item 4.20 **moved to Item 4.22** to improve flow of policy. **Inclusion** Burial of animal remains in any part of the cemetery is strictly prohibited.
New Policy Item 4.23 Scattering of Ashes Amended to include additional information	**Inclusion** The scattering of ashes on any Council owned land is subject to application for approval and is assessed on a case by case basis.
Policy Item 8 Definitions Amended definition	**Interment** - Refers to the placement of human remains – whether bodily remains through burial or cremated remains through ash interment – either below ground or within above-ground

	structures.
Additional Definitions included in Policy	**Interment Right Contract** - Refers to agreement between the cemetery operator (Council) and the Interment Right holder.
	Interment Right Holder - Is a person recorded in the cemetery register as the right holder. A right may be held individually, or jointly with another right holder.
	Perpetual - Refers an Interment Right grants the holder the right to have human remains buried in a specific location within a cemetery, with that right enduring indefinitely. This means the remains may remain undisturbed at that location permanently, and the interment right can be passed down to descendants or transferred to another person.

Community Engagement:

The Draft Cemetery Management Policy will be placed on public exhibition as per Section 335(d) of the *Local Government Act 1993*.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate within its legal framework

Relevant Legislation:

- *Anti-Discrimination Act 1977*
- *Births, Deaths and Marriages Registration Act 1995*
- *Cemeteries and Crematoria Act 2013*
- *Coroners Act 2009*
- *Crown Land Management Act 2016*
- *Heritage Act 1977*
- *Human Tissue Act 1983*
- *Local Government Act 1993 Section 335(d)*
- *Privacy and Personal Information Protection Act 1998*
- *Public Health Act 2010*
- Public Health Regulation 2022
- *State Records Act 1998*
- *Work Health and Safety Act 2011*

Financial Implications:

There are no financial implications to review the Policy.

Attachments

1. ⇩ Draft Cemetery Management Policy

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

DRAFT CEMETERY MANAGEMENT POLICY

QUALITY CONTROL			
TRIM REFERENCES	D14/28765 – 12/14		
RESPONSIBLE POSITION	Director Infrastructure and Environment		
APPROVED BY	Council		
REVIEW DATE	July 2025	REVISION NUMBER	6
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
25 March 2015	Public Exhibition	44900	
29 July 2015	Adoption	45007	
29 March 2017	Public Exhibition	45502	
31 May 2017	Adoption	45545	
25 November 2020	Adoption	46393	
26 April 2023	Public Exhibition	47177	
28 June 2023	Adoption	47235	
	Public Exhibition		

1. INTRODUCTION

This policy has been developed to assist in the management of the Broken Hill Cemetery.

2. POLICY OBJECTIVE

The Broken Hill City Council Cemetery Management Policy outlines the overall principles that underpin how Council manages its cemetery in order to comply with legislative requirements and to provide a dignified and responsive cemetery and memorial service to the community.

3. POLICY SCOPE

This policy applies to the Broken Hill Cemetery, which is under the care, control and management of the Broken Hill City Council, since the introduction of the *Local Government (Control of Cemeteries) Amendment Act 1966,* in the early 1970's.

This policy is aimed at all members of the public; including Council employees, residents, visitors and contractors, who have an interest in or are undertaking work within the Broken Hill Cemetery.

4. POLICY STATEMENT

4.1 CEMETERY MAINTENANCE

Council shall maintain lawn areas, trees and vegetation, roadways and paths adjacent to and within the monumental sections. All shrubs, plants in the Cemetery and gardens are planted and cared for by Council. Council may remove any trees, shrubs or other vegetation from the Cemetery.

The public are not permitted to plant flowers, shrubs or trees in any area within the Cemetery boundary without Council's written consent. Council may remove any shrubs, trees or other vegetation that have been planted on a burial site or within the Cemetery without Council's written consent.

Council is not responsible for the upkeep, maintenance, repair, restoration, or cleaning of any monument or structure at a burial site. Council will endeavour to contact the Interment Right holder if damage is caused to a grave or monument. It is important that all Interment Right holders provide up to date contact details to Council.

Council may act to remove any structure in the Cemetery that has become dilapidated, unsightly, is crumbling, or deemed to be unsafe in a risk assessment conducted by Council. Council's actions will be limited to making unsafe structures safe to ensure public and employee safety.

Where subsidence is evident, Council may fill and compact the ground after discussing the proposed works with the Interment Right holder, or after making reasonable attempts to contact the Interment Right holder to discuss the proposed works.

4.2 CEMETERY RECORDS

Prior to Council taking on the management of the Cemetery in the 1970's, the Cemetery management and records were administered by various church and community trustees, and consequently some records are incomplete, missing or incorrect.

A register of interments is kept by a cemetery authority in relation to interments conducted at a cemetery in accordance with Section 63 of the *Cemeteries and Crematoria Act 2013*.

A cemetery operator must cause a register to be kept of the following events:

- Interment Rights granted by the cemetery operator in respect of interment sites into the cemetery.
- Memorials erected in respect of Interment Rights in the cemetery.
- Each interment conducted in the cemetery.

4.3 INTERMENTS

All requests for interments must be made to Council, with the provision of 48 hours notification. Late notification will incur a fee.

Burial of animal remains in any part of the Broken Hill Cemetery is strictly prohibited.

4.4 FEES AND CHARGES

Cemetery fees and charges are detailed in Council's Schedule of Fees and Charges. The Schedule is reviewed annually and implemented on 1 July each year.

4.5 DETAILS RELEVANT TO INTERMENT RIGHTS AND BURIALS

Where the cemetery operator grants an Interment Right, conducts an interment and/or establishes a memorial for an Interment Right, the register must include the:

- Identity of each Interment Right holder.
- Contact details for the holder of the Interment Right.
- Contact details for any next-of-kin or nominated secondary contact of the right holder.

Where an interment has occurred the operator must, immediately after the interment, also include on the register:

- Details of the deceased, including name, age and last address before death;
- Date of the person's death;
- Date of the interment;
- Cultural or religious practices, if any, that apply to the deceased person;
- Section and allotment where the interment occurred;
- If the relevant section or allotment of the cemetery is consecrated for use by a cultural or religious group;
- Name of the funeral director, if relevant; and
- Fees paid to the cemetery authority for the interment.

The Cemetery operator will amend the cemetery operations register as soon as practicable after being aware of relevant information for any of the following purposes:

a. Amend to correct inaccuracies.
b. Record any changes to Interment Right as a result of a transfer, revocation, or death of the holder of an Interment Right and update the Interment Right Certificate and reissue any time the holder of the Right changes in accordance with Sections 63(9), 65 and 67 of the Act.

4.6 INTERMENT RIGHTS AND WORK PERMITS

Interment Rights were introduced in NSW in 2018 with the commencement of Part 4 of the *Cemeteries and Crematoria Act 2013*, replacing common law rights previously known as 'Burial licences, 'burial' permits or 'Exclusive Rights'.

As of 1 January 2004, the purchase of an Interment Right includes both the Interment Right and Work Permit. Any Interment Rights that were purchased prior to this date will require a Work Permit to be purchased separately, prior to any monumental works being undertaken.

Interment Rights are perpetual and grant the holder the authority to make decisions about the Initial and subsequent interments, exhumations and relocations for a grave/plot/niche and/or the monument.

An Interment Right may be jointly owned by up to two individuals. All decisions must be made together, requiring the consent of both right holders.

Work Permits are perpetual and grant the holder the authority to make decisions about the monument, which may include:

a. Erection or alteration of a monument.
b. Maintenance of the grave or monument.

The Interment Right does not give the holder any equity or property holding in the cemetery.

There is no ownership of 'the plot' or cemetery land. The Interment Right is a permit that provides conditional access and right to the specified interment site.

Interment Right does not need to be produced when the owner is the deceased and will be interred in the plot/grave indicated on the Interment Right as it is assumed that the person purchased the Interment Right with the intention of their own interment.

4.6.1 Transfer of Interment Right to another Person

Upon application Council will transfer the ownership of Interment Right from the existing holder to a person or persons. The original Certificate must be presented to Council with the transfer section completed and signed by the Interment Right holder.

4.6.2 Surrender of the Interment Right and/or Work Permit to Council

The holder or joint holders of the Interment Right and Work Permit granted by the Council may surrender the Interment Right and/or Work Permit to Council.

Council will only accept surrender of the Interment Right and/or Work Permit if:

- Evidence of ownership of the Interment Right and/or Work Permit is supplied to Council.
- The plot described in the Interment Right and/or Work Permit to be surrendered has not been used for the interment of human remains including the remains from a cremation.
- If the plot has been previously occupied and an exhumation has occurred.
- The plot is free of structural improvements, such as headstone, marker and plantings. If a monument has been placed on a spare plot, the Interment Right and Work Permit holder will be responsible, at their own cost, for the removal of the monument prior to the surrender of the Interment Right and/or Work Permit to Council.
- Council will reimburse the applicant for the amount paid for the Interment Right and/or Work Permit at the time of the original purchase, or if paid prior to the introduction of decimal currency an amount determined by Council.

4.6.3 Revoke/Resell unused Interment Right

According to Part 4 Section 52 and 53 of the *Cemeteries and Crematoria Act 2013*, if an Interment Right for a grave remains unused for 50 years, Council may revoke the Interment Right, to resell it. However, Council must make every effort to notify the Interment Right holders before taking any action.

4.6.4 Interment Right and/or Work Permit to pass to surviving holder

If jointly owned, upon the death of one of the joint holders of the Interment Right and/or Work Permit, the remaining joint holder is entitled to the full ownership of the Interment Right and Work Permit.

If all original holders of the Interment Right are deceased, the right of ownership will pass to the beneficiaries of the estate of the most recently deceased holder or to the person(s) nominated in the estate. If a further interment or further monumental work is requested, all persons with an interest must agree to the interment or works by completing a Statutory Declaration.

Upon interment application made by a person to whom an Interment Right has devolved as a result of a bequest, Council will amend the interments register to indicate that the person has become the holder of the Interment Right and/or Work Permit. A new certificate will be issued, and the original certificate will no longer be valid.

4.7 CONTRACT FOR PERPETUAL INTERMENT RIGHT

Part 4 of the *Cemeteries and Crematoria Act 2013* introduced two types of Interment Rights, perpetual and renewable, and a series of obligations in relation to Interment Right.

A Perpetual Interment Right Contract is the agreement for the sale of the right to have human remains interred in a specific location within the Cemetery. The right is to remain undisturbed indefinitely. This contract is between Council and the individual purchasing the Interment Right, and it outlines the terms and conditions of the interment, including the location, related services and payment details.

4.8 INTERMENT RIGHT FOR SPARE PLOTS/NICHES AND PRE-SELECTION OF SPARE PLOTS/NICHES

All spare plots/niches purchased incur a fee as per Council's Schedule of Fees and Charges. If a specific plot is requested by the applicant an additional fee will apply. Only upon payment shall an Interment Right and Work Permit be issued.

Available Locations for Spare Plots/Niches:

- General Sections
- Denomination Sections
- Cremation Wall

Council, in accordance with Section 56(4) of the *Cemeteries and Crematoria Act 2013*, will allow a maximum of two (2) Interment Rights to be purchased as spare plots/niches for unused sites in the Cemetery and up to ten (10) sites in total, wherein the additional eight (8) interments/burials have taken place, by any one individual at any one time.

All spare plots/niches will be marked with a reservation marker (peg) by Cemetery staff to identify this as a spare plot.

- Spare plots are not available for pre-purchase in the Rose Garden or Native Garden; however, the following exemption applies:
    - At the time of an interment one adjacent plot may be pre-purchased for a future interment, subject to a sloper being placed at the site of the spare plot within three months of the plot purchase.

4.9 INTERMENT RIGHTS AND WORK PERMITS FOR OLD GRAVES DATED PRIOR TO 1970

Council introduced a reduced fee for the Interment Right of a grave, for the purpose of erecting a monument and/or border on an unmarked grave, where no records can be located to verify the Interment Right holder.

Should any further application be made for an interment after the issue of the reduced Interment Right, then the difference between the fee paid and the current fee for Interment Right will be levied.

An application for the purchase of an Interment Right for an old grave must be submitted to Council on the Cemetery Operations Application Form.

4.10 GRAVE AND PLOT ALLOCATION SIZING

- **In Ground Plots:**
    - 2100mm length
    - 700mm width
    - First Interment is dug at 1800mm in ground depth.
    - Reopen interments are dug at 1200mm in ground depth.
    - Interment of ashes at the head end or foot end of a grave is determined on a merit-by- merit basis, at the time of application. Fees apply.
- **Rose Garden:**
    - Plot Allocation Size - 450mm x 400mm.

4.11 MONUMENTS

For the purpose of this policy, the definition of a permanent and a temporary monument is considered as the following:

- **Permanent** – A monument that is not easily removable. Any concrete or granite grave, headstone, slab or sloper, a sloper with a plaque or masonry structures and sculptures.
- **Temporary** – A monument that is easily removable. A brick (without mortar), wire, metal or wooden fence, a wooden cross, pebbles or stones or a wire cage cover (without a slab).

The holder of the Interment Right and Work Permit is responsible for all costs relating to a monument, including maintenance and repair.

A grave can be marked with a wooden cross without the requirement to purchase a Work Permit. Name plates on crosses must be engraved to survive weather and age deterioration.

Monument sizing is as follows:

- **Grave**
  Monuments erected on a grave shall adhere to Australian Standards *AS 4204-1994* Headstones and Cemetery Monuments and AS 4425-1996 Above-Ground Burial Structures. Council appreciates the personalisation of graves and requests that any memorials and monuments are of a tasteful manner which cannot be deemed as offensive.
  - Monuments must not exceed the grave allocation size of 2750mm x 1375mm.
- **Rose Garden**
  All plots must be marked with a Sloper and a Plaque. Monument sizing in the Rose Garden is:
  - Large Base - 450mm x 400mm
  - Standard Base - 300mm x 300mm
  - Standard Sloper - 250mm x 200mm
  - Plaque - standard 152mm x 152mm
  - Monuments and plaques must not exceed the plot allocation size of 450mm x 400mm.

If Council is required to undertake any work relating to a monument to ensure public or employee safety, any costs associated may be at the expense of the Interment Right holder.

4.12 MONUMENT REPAIRS/RESTORATION

In accordance with the *Cemeteries and Crematoria Act 2013*, Division 2A, Sections 70A-70I and Section 68A, non-right holders will be able to repair a monument and undertake minor works, if the Interment Right holder is unavailable or deceased and the appropriate consent is granted by Council.

To obtain Council consent a Statutory Declaration will be required stating the non-right holder's intensions and identifying their relationship to the interred. Upon receipt of Council consent the non-right holder will be able to:

- Repair or remediate a monument (actions aimed at restoring its original state).
- Carry out minor works to realise the right holder's original intentions, such as adding a name, date of birth and death, or portrait.
- Erect a monument at an unmarked grave, if more than five (5) years have passed since the last interment/burial.

Requests to erect a monument on an unmarked grave, dated prior to 1970, will require the non-right holder to purchase the 'Interment Right for an Old Grave'. This is offered at a lesser fee for the purpose of identifying unmarked graves at the Broken Hill Cemetery, as outlined in Item 4.9 in this Policy.

An Interment Right, including Work Permit is to be purchased for works on unmarked graves, dated after 1970, that do not have an existing Interment Right.

Interment Rights purchased before 2004, will require a Work Permit to carry out works on a grave.

4.13 TRIBUTES – ORNAMENTS, FLORAL AND OTHER

Council's first priority remains public safety and must ensure that respect is shown at all times to mourners and visitors. Therefore, Council request that items placed at gravesites are limited to floral arrangements and a limited number of ornaments.

- **Rose Garden**
  Tributes must not exceed the plot allocation size of 450mm x 400mm. Any items exceeding this plot allocation may be removed.

- **Cremation Wall**
  The Cremation Wall is designed to reflect a plaque and a single flower holder only. Any other ornaments and tributes that obstruct any niches are not permitted and may be removed. Council will send notification to the Interment Right holder to advise that ornaments and tributes will be removed.

- **All Areas**
  Council reserves the right to remove any tributes on a gravesite, niche or plot that cause safety concerns to visitors, Council staff and Council equipment, or interferes with any maintenance work or burials, or encroaches upon other graves and plots. This includes food and drink products, including alcohol.

4.14 CONTRACTOR REQUIREMENTS FOR WORK UNDERTAKEN WITHIN THE CEMETERY

Any person or business providing or conducting monumental masonry services in the Cemetery, including the construction, erection, repair, cleaning and restoration of structures over burial sites and spare plots, must comply with Council's requirements, policies and procedures.

Council requires specific valid insurance documents to be retained on file at Council prior to any works being undertaken. The required information will be noted on the Application for Permit to undertake works in the Broken Hill Cemetery. Council will require the signed application form to be submitted prior to a permit being approved before commencement of any works being undertaken on Council property.

Council reserves the right to:

- Decline an application for interment request.
- Cancel or revoke a permit for proposed work.
- Stop work in progress for failure to comply with Council Contractor requirements.

The above-mentioned information is applicable to all Funeral Directors, Monumental Masons and Contractors that conduct funeral services, interments, or any type of work in the Cemetery.

In the Cemetery a person shall not:

- Construct, install, alter, restore, renovate or improve any monument, memorial, foundation, vault, table, headstone, gravestone, kerbing, railing or other structure, unless:
  - It is a material and design approved in writing by Council.
  - It is conducted to the standard of workmanship required by Council.
  - It is constructed or maintained in accordance with AS 4204-1994 Headstones and Cemetery Monuments and AS 4425-1996 Above-Ground Burial Structures.
- Make any inscription or conduct any adornment, unless approved by Council and made or carried out to the standard required by Council.
- Erase, correct, or require the erasure or correction of, wording of any inscription that has been constructed, installed, made or carried out without Council's written consent.
- Remove a monument, memorial, foundation, vault, table, headstone, gravestone, kerbing, rail or other structure from the Cemetery without Council's written permission.
- Do any of the above without first having a permit to work in the Broken Hill Cemetery.

4.15 CHILDREN'S SECTION OF THE CEMETERY

Council considers a child to be aged between 0 and 13 years.

Council's Schedule of Fees and Charges will apply in relation to all interments in the Children's Section of the Cemetery, also known as and marked on the Cemetery Map as General 1.

No fee is applicable when placing a memorial plaque on the garden wall or in the garden bed border of General 1, where no remains are being interred. Council request that the details of the memorialised child and the person placing the memorial plaque submit their contact details to Council so that Council can record appropriate details.

4.16 GARDEN OF REMEMBRANCE

The Returned Services League Garden of Remembrance is situated within the Cemetery. The walls within the garden contain plaques of service men and women who were either killed in battle or who have since passed on. Any enquiries are to be directed to the Broken Hill Returned Services League Subbranch.

4.17 WAR GRAVES

The NSW Government Department of War Graves and Returned Services League (RSL) are exempt from the payment of the Interment Right in relation to a grave purchased for eligible ex-service men and women. Council's fee for a Work Permit will apply for any monumental work to be undertaken. Once a monument has been erected, the headstone or plaque is not to be altered in any manner.

The NSW Government Department of War Graves and Returned Services League (RSL) will order a brass plaque for the Rose Garden or the Garden of Remembrance Memorial Wall.

If a subsequent interment is requested, consent must be obtained from the NSW Government Department of War Graves before an application is accepted by Council. Council will apply a fee for the Interment Right in accordance with Council's Schedule of Fees and Charges.

A plaque for the subsequent interment can be placed on the grave attached in the centre of the slab, not on an existing or new headstone.

If the grave is damaged during the reopen process for a subsequent interment, the NSW Government Department of War Graves will be advised and will be required to arrange for the grave to be repaired.

4.18 SHARED GRAVE

Historically, shared graves were used for the interment of persons without means, babies born without life and infants.

Often the deceased were interred in a grave site designed specifically for the purpose of a shared grave, or interred with the next available burial, such as being placed in the grave with an unrelated adult who was being interred.

While Council has some records of the interred in shared graves, there are many interments that were not registered or recorded and as such records were not maintained at the time and are not available at Council. Many records Council obtained from community and religious trustees were incomplete and while sometimes, details such as the name and date were recorded, the location was not.

Council is empathetic towards relatives and understand that this is a sensitive topic. Council respects the rights of relatives who do wish to acknowledge or do not wish to acknowledge an interred person at the Cemetery and as such the following applies:

a. Due to multiple relatives potentially having an interest in purchasing the Interment Right and Work Permit for a shared grave, Council is unable to determine an appropriate person to grant these permits.

b. Due to the sensitive nature of a shared grave and the fact that some deaths of infants were not discussed within the family, it is impossible for Council to locate and contact each interred persons relative to confirm if they object to a sale of any permits.

c. Council respects the rights of families mentioned in point b) and will not allow for one relative to name any interred person in the shared grave on any monument, plaque or cross who is not related to that person.

d. Due to points a), b) and c), Council is unable to permit the purchase of an Interment Right and Work Permit for a grave that was used as a shared grave. As such, Council will not grant or apply fees for the Interment Right or Work Permit for a shared grave site.

e. Council will allow for a relative to purchase and to place a Plaque or a non-permanent fixture on the grave site with the details of their interred relative only.

f. Council advise that the plaque must reflect that the grave is a shared grave through the mandatory wording 'Resting with Others in this Shared Grave'. While this will recognise it is a shared grave with other people interred, it will not reveal any personal information of others interred.

4.19 EXHUMATION

An exhumation may only take place when an Order by a Coroner or a Court is issued, or an applicant has obtained; prior to commencing the exhumation both:

- Approval for exhumation by NSW Department of Health in accordance with the provision of Public Health (Disposal of Bodies) Regulation, 2012; and
- Approval from Council as per the *Cemeteries and Crematoria Act 2013*, Section 66.

An exhumation of cremated remains does not require NSW Health approval and can be conducted with Council approval only.

Under the *Cemeteries and Crematoria Act 2013*, section 46(3) Council must ensure that any remains of a person that are disturbed or removed are dealt with in accordance with any cultural or religious practices applicable to the remains.

4.20 DETAILS RELEVANT TO DISTURBANCES AND/OR REMOVAL OF REMAINS

In accordance with Section 46(3) of the *Cemeteries and Crematoria Act 2013* and related regulations, a cemetery operator must ensure that any remains of a person that have been disturbed or removed are dealt with in accordance with any cultural or religious practices applicable to the remains.

4.21 RELIGIOUS AND CULTURAL REQUIREMENTS

Religious, cultural and spiritual practices are an important element of cemetery and crematoria operations, and this is reflected in regulatory requirements.

Council will take all reasonable steps to meet religious and cultural requirements in all areas of the Cemetery, including in parts of the cemetery dedicated to religious or cultural groups in accordance with Section 46(1)(b) of the *Cemeteries and Crematoria Act 2013*.

4.21.1 MUSLIM SECTION OF THE CEMETERY

Interment Rights in the Muslim Section (formerly known as the Mohammedan Section) of the Broken Hill Cemetery are treated differently to other sections of the Cemetery due to historical reasons.

Several members of the Muslim community have been provided with the Interment Rights at no charge, resolved at the Council's Ordinary Meeting held 30 April 2014.

All further interments in this section for those not specified in Council's resolution, will have the Interment Rights fee applied at the time of burial.

4.22 PROHIBITED ACTIVITIES WITHIN THE CEMETERY

A person must not engage in any of the following activities within the Cemetery:

- Damage, deface, interfere with or alter grave sites.
- Damage, deface, interfere with or alter monuments.
- Bury, inter or exhume any human remains, cremated or not without prior approvals.
- Scatter of ashes anywhere in the Cemetery without prior approval.
- Burial of animal remains in any part of the Cemetery is strictly prohibited.
- No animals are permitted in the Cemetery unless riding a horse or leading a dog on a leash.
- Take part in any gathering, meeting or assembly without Council knowledge or that could be deemed disrespectful.
- Engage in trade or commerce without Council's written consent.
- Distribute any notices, advertisements, paper drawn or photographic material without prior Council consent.
- Drive a vehicle at a speed of more than twenty (20) kilometres per hour
- Drive a vehicle or a vehicle and trailer having an unladen weight of more than three (3) tonnes.
- Drive a vehicle through the Cemetery for the purpose of travelling between places outside of the Cemetery.
- Park a vehicle on any known grave site, verge or plantation, or in a manner that is likely to impede traffic.
- Teach, learn or practice driving a vehicle.
- Camp or reside on any Cemetery land.
- Possess or consume an alcoholic or intoxicating beverage or substance.
- Urinate or defecate.
- Bring or leave any rubbish, refuse, scrap metal (including remains of vehicles), rock, soil, sand or any other such substances.
- Remove any dead timber, logs, trees, flora, whether standing or fallen.
- Kill, capture or in any way interfere with any animal, bird, or other fauna, whether native or introduced.
- Plant any tree, shrub, herbage, or other flora without prior Council consent.

4.23 SCATTERING OF HUMAN ASHES

The scattering of human ashes on any Council owned land is subject to application for approval and is assessed on a case by case basis.

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
- Strategic Asset Management Coordinator
- Council staff

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.

- Cemetery Operations Application Form
- Construction of Private Works on Council Reserve
- Broken Hill City Council Website – Cemetery Operations

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 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:

- Australian Standard AS 4204-1994 Headstones and Cemetery Monuments
- Australian Standard AS 4425-1996 Above-Ground Burial Structures
- *Anti-Discrimination Act 1977*
- *Births, Deaths and Marriages Registration Act 1995*
- *Cemeteries and Crematoria Act 2013*
- *Coroners Act 2009*
- *Crown Land Management Act 2016*
- *Heritage Act 1977*
- *Human Tissue Act 1983*
- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *Public Health Act 2010*
- Public Health Regulation 2022
- *State Records Act 1998*
- *Work Health and Safety Act 2011*

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

8. DEFINITIONS

'Adult' shall mean a person aged 13 years and 1 day and over.

'Applicant' shall mean the person making an application for an Interment Right, Work Permit, enquiry, burial, relocation or exhumation. For example, a Funeral Director, Monumental Mason or a family member or friend.

'Child' shall mean a person aged 0 up to 13 years of age.

'Council' shall mean Broken Hill City Council.

'**Cemetery Operator**' shall mean Broken Hill City Council.

'Exhumation' shall mean the removal of the remains of a deceased person from a grave.

'Fee' shall mean a fee fixed by Council in its annual Schedule of Fees and Charges.

'Funeral Director' shall mean person(s) whose business is the management of funerals and conducts a funeral and/or interment.

'Grave' shall mean an occupied burial site.

'Grave Site' shall mean a grave site, vault site, memorial site or other place for the commemoration of the remains of the dead.

'Interment' shall mean the placement of human remains – whether bodily remains through burial or cremated remains through ash interment – either below ground or within above-ground structures.

'Interment Right' shall mean a right that is granted by a cemetery operator to a person or persons under Part 4 of the *Cemeteries and Crematoria Act 2013*.

'Interment Right Contract' shall mean agreement between the cemetery operator (Council) and the Interment Right holder.

'Interment Right Holder' shall mean a person recorded in the cemetery register as the right holder. A right may be held individually, or jointly with another right holder.

'Monument' shall mean any structure, plaque, headstone, masonry, metal work, casting or item placed over, in or around a grave or plot.

'Monumental Mason' shall mean a tradesman mason or person possessing the skills to carry out monumental masonry work.

'Old Grave' shall mean an unmarked grave with no headstone or monument present.

'Perpetual' shall mean an Interment Right grants the holder the right to have human remains buried in a specific location within a cemetery, with that right enduring indefinitely. This means the remains may remain undisturbed at that location permanently, and the Interment Right can be passed down to descendants or transferred to another person.

'Plot' shall mean:

- An unoccupied burial site.
- A burial site within the Rose Garden.

'Pre-Selection' shall mean the selection of a spare plot at a specific location.

'Register' shall mean the Council's formal repository of data containing all the required details of burial, cremation, memorial site or right of burial. (Note: limited records are available prior to 1973).

'Slab' shall mean the slab of concrete or other stone covering the grave site.

'Sloper' shall mean a concrete or granite block with a sloping face, where the inscription on a bronze plaque is placed. These are commonly used in the Rose Garden and Native Garden at the Broken Hill Cemetery.

'Spare Plot' shall mean an unoccupied grave site that has been selected, purchased and marked as a spare plot for a future interment.

INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

August 20, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 173/25

SUBJECT: RESULTS OF COMMUNITY SURVEY REGARDING THE NEED FOR A WEEKLY FOOD AND ORGANICS WASTE COLLECTION SERVICE D25/38377

Recommendation

1. That Broken Hill City Council Report No. 173/25 dated August 20, 2025, be received.
2. That Council notes the results of the Facebook community survey regarding whether the community would be willing to pay for a weekly food and organics waste collection service, as opposed to the current fortnightly service.
3. That as per Council's Waste & Sustainable Materials Strategy investigate Commercial options to reintroduce organic recycling for the City.

Executive Summary:

Council at its meeting held 26 February 2025 considered Broken Hill City Council Report 32/25 regarding the NSW EPA proposal paper on Food Organics Legislation mandates and provided a submission to the NSW EPA dated 5 July 2024.

Council also sought community feedback on 15 August 2025 via a Facebook survey to see whether there was a need for weekly green waste collection in Broken Hill and if the community would be willing to pay for a weekly food and organics waste collection service.

As of 3 September 2025, Council had received 241 responses from the community Facebook survey with 205 voting 'no' and 36 voting 'yes'

Report:

The NSW Government has set out goals under the Waste and Sustainable Materials Strategy 2041 of halving organics, including food organics, going to landfill. To achieve this, the NSW Government proposes to mandate food and garden waste collections, known as FOGO collections, through legislation for all NSW households from 1 July 2030 and food waste collections for select large supermarkets, the hospitality industry, and institutions, from 1 July 2025.

The FOGO legislation mandate proposal outlines three new mandates as follows:

1. Certain businesses, including large supermarkets, institutions and hospitality businesses will be required to have a source-separated food organics collection from 1 July 2025.
2. All NSW households will be required to have a source-separated FOGO collection from 1 July 2030.
3. Large supermarkets will be required to report on surplus food donations to food charities from 1 July 2025.

To comply with mandates in the legislation, Council's will be required to:

1. Provide bins for households for sufficient size to hold the average amount of FOGO waste generated by a household;
2. Ensure these bins are collected weekly (for FOGO or FO); and
3. Ensure that they are transported separately from non-organic matter.

The legislation does not mandate bin volumes for households as Council's are best placed to determined appropriate bin volumes.

The FOGO legislation provides provisions to the Environmental Protection Authority (EPA) to exempt some requirements or to give longer transition periods.

The issues that will be considered as part of the exemption process will include:

- Geographical and population constraints and the impacts on processing availability
- Availability of infrastructure
- Timing and expiration of waste contracts
- Infrastructure impairments of certain building types (i.e. multi-unit dwelling)

The NSW Government is proposing financial support for community education, with this package.

Community Engagement:

Council also sought community feedback between 15 August 2025 to 3 September 2025 via a Facebook survey to see whether there was a need for weekly green waste collection in Broken Hill and if the community would be willing to pay for a weekly food and organics waste collection service.

As of 3 September 2025, Council had received 241 responses from the community Facebook survey with 205 voting 'no' and 36 voting 'yes'

Strategic Direction:

Key Direction:	4	Our Environment
Objective:	3.1	Our environmental footprint is minimised
Strategy:	3.1.2	Educate the community on measures to avoid waste and reduce littering and waste to landfill

Relevant Legislation:

Protection of the Environment Operations Act 1997
Waste and Sustainable Materials Strategy 2041

Financial Implications:
For the Council to increase FOGO collection from fortnightly to weekly and not have any changes to our current service levels, Council would need to purchase one (1) additional side-lift heavy rigid truck, plus on-going maintenance costs, and one (1) additional staff member to operate truck and service. Estimated costings for this additional service are:

Waste Truck - $500,000 (capital expenditure)

Annual Maintenance - $20,000 (operational expenditure)

Employee Grade 8, Step 1 (including oncosts) - $97,000 (operational expenditure)

On these calculations, the approximate costs for moving to weekly collection would be, first-year for one truck, one employee and maintenance $595,938, with on-going cost of $107,000 annually.

Attachments
There are no attachments for this report.

CODIE HOWARD
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL
GENERAL MANAGER

RECOMMENDATIONS OF CORPORATE AND COMMUNITY DEVELOPMENT COMMITTEE MEETING HELD TUESDAY, 16 SEPTEMBER 2025

1. BROKEN HILL CITY COUNCIL REPORT NO. 175/25 - DATED AUGUST 13, 2025 - DRAFT SOCIAL AND COMMUNITY DEVELOPMENT POLICY FOR PUBLIC EXHIBITION (D25/37098) 90

Recommendation

1. **That Broken Hill City Council Report No. 175/25 dated August 13, 2025, be received.**
2. **That the draft Social and Community Development Policy be placed on public exhibition for a period of 28 days during which time Council will accept submissions from the public.**
3. **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 Social and Community Development Policy.**

2. BROKEN HILL CITY COUNCIL REPORT NO. 176/25 - DATED SEPTEMBER 08, 2025 - ANNUAL REPORT 2024/2025 - SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE (D25/41592) 96

Recommendation

1. **That Broken Hill City Council Report No. 176/25 dated September 8, 2025, be received.**
2. **That the 2024/2025 Broken Hill City Art Gallery Advisory Committee Annual Report be received and noted.**

3. BROKEN HILL CITY COUNCIL REPORT NO. 177/25 - DATED AUGUST 15, 2025 - MINUTES OF THE SECTION 355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 6 AUGUST 2025 (D25/37385) 101

Recommendation

1. **That Broken Hill City Council Report No. 177/25 dated August 15, 2025, be received.**
2. **That the Minutes of the Section 355 Ageing Well Advisory Committee meeting held 6 August 2025 be received.**

4. BROKEN HILL CITY COUNCIL REPORT NO. 178/25 - DATED AUGUST 18, 2025 - MINUTES OF THE SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE HELD 31 JULY 2025 (D25/37745) 109

Recommendation

1. **That Broken Hill City Council Report No. 178/25 dated August 18, 2025, be received.**

2. **That the Minutes of the Section 355 Broken Hill City Art Gallery Advisory Committee meeting held 31 July 2025 be received.**

5. BROKEN HILL CITY COUNCIL REPORT NO. 179/25 - DATED AUGUST 21, 2025 - MINUTES OF THE SECTION 355 YOUTH ADVISORY COMMITTEE MEETING HELD 12 AUGUST 2025 (D25/38401) 115

Recommendation

1. **That Broken Hill City Council Report No. 179/25 dated August 21, 2025, be received.**

2. **That the Minutes of the Section 355 Youth Advisory Committee meeting held 12 August 2025 be received.**

CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

August 13, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 175/25

SUBJECT: DRAFT SOCIAL AND COMMUNITY DEVELOPMENT POLICY FOR PUBLIC EXHIBITION D25/37098

Recommendation

1. That Broken Hill City Council Report No. 175/25 dated August 13, 2025, be received.

2. That the draft Social and Community Development Policy be placed on public exhibition for a period of 28 days during which time Council will accept submissions from the public.

3. 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 Social and Community Development Policy.

Executive Summary:

Broken Hill is committed to being a city that celebrates the contributions of all its residents, fostering a vibrant, inclusive, and supportive environment for living, working, learning, and visiting. The city strives to be a community where individuals and families are valued and supported, regardless of differences in age, gender, race, religion, culture, ability, sexuality, income level, or place of residence. Focus is placed on core groups such as the aged, youth, individuals with disabilities, those experiencing homelessness, and those impacted by alcohol or drug challenges.

The Draft Social and Community Development Policy incorporates the current policies of Community Services, Positive Ageing, Social and Youth consolidating into one policy to encompass the key focus areas of Community Development.

Report:

Community Development focuses on core groups such as the aged, youth, individuals with disabilities, those experiencing homelessness, and those impacted by alcohol and drug challenges.

The existing Community Services, Positive Ageing, Social and Youth Policies were all last adopted prior to 2009 and are considered obsolete.

Incorporating all the areas into one cohesive policy effectively aligns with the structure of the Community Development umbrella encompassing all areas into one policy.

Community Engagement:

The draft policy will be placed on public exhibition for submissions to be received for a period of 28 days.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.6	Our health and wellbeing ensure that we will live life to the full

Strategy:	1.6.1	Maintain awareness of and create strategies and partnerships to address the impact of the social and lifestyle factors affecting the health and wellbeing of residents
	1.6.2	Create opportunities for people to participate in active and healthy recreational activities
	1.6.3	Provide quality health, medical and allied services to meet community need, particularly disability services and support, 24 hour medical services, paediatric and other specialist services, mental health support services, allied health and rehabilitation services
	1.6.4	Ensure the support and information required to access programs and funding for individuals navigating aged care, childcare, NDIS and other programs are readily available and accessible
	1.6.5	Advocate for the provision of a suitable range of social services in the City including disability, childcare and aged care services
	1.6.6	Create opportunities for people to participate in cultural, creative and artistic programs and experience the natural environment to enhance health and wellbeing

Relevant Legislation:

Local Government Act 1993

Financial Implications:
Nil

Attachments

1. ⇩ Draft Social and Community Development Policy 8 09 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

DRAFT SOCIAL AND COMMUNITY DEVELOPMENT POLICY

QUALITY CONTROL			
EDRMS REFERENCES	12/14 – D25/25988		
RESPONSIBLE POSITION	Director Corporate and Community		
APPROVED BY	Executive Leader Team		
REVIEW DATE	June 2029	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
<Enter Date>	<Enter action description>	<Enter Minute Number>	

1. INTRODUCTION

Broken Hill is committed to being a city that celebrates the contributions of all its residents, fostering a vibrant, inclusive, and supportive environment for living, working, learning, and visiting. The city strives to be a community where individuals and families are valued and supported, regardless of differences in age, gender, race, religion, culture, ability, sexuality, income level, or place of residence. Focus placed on core groups such as the aged, youth, individuals with disabilities, those experiencing homelessness, and those impacted by alcohol or drug challenges, ensuring everyone has the opportunity to thrive.

2. POLICY OBJECTIVE

To enhance the quality of life, independence, and well-being of the residents of Broken Hill by facilitating opportunities for community members to actively participate in planning, development, and coordination of their physical, social, economic, environmental, and cultural needs aligning with Council's Community Strategic Plan and Delivery Program.

3. POLICY SCOPE

The Broken Hill City Council recognises and values the significant contributions of its residents to the community. Council is committed to planning, delivering, and advocating for a wide range of services and facilities that support residents in leading healthy and fulfilling lives. This policy defines Council's roles and responsibilities in achieving this commitment.

4. POLICY STATEMENT

The engagement of Council with community members to build an equitable and vibrant community, characterised by, celebration of place, ease of access to services and facilities, community harmony and participation in community life.

Council recognises the role of Local Government in maintaining the liveability and quality of life for Broken Hill residents through an effective social planning process and the research and documentation of the social needs of the community, including a range of strategies covering the life cycle.

Council has a critical function in a regional context and the role it plays in supporting, assisting and providing cooperation between all tiers of Government. This is critical as the demand for community, aged care services and youth programs increase and exceeds the capacity of services hindered by human and economic resources.

The remote location of Broken Hill is a physical barrier to access services and opportunities. Council is able to encourage, support, advocate and develop innovative ideas to attract funding and support in the provision of services for Broken Hill.

Council will develop a co-operative relationship with all levels of government, acting as an advocate on identified high needs.

Council will, where appropriate, seek and encourage partnerships amongst local community service providers, residents, and Local/State/Federal Government organisations.

Council will advocate for equitable service delivery and funding.

Broken Hill has a large Indigenous population and has a role to encourage an awareness and recognition of Indigenous culture and heritage within the Broken Hill community.

Council acknowledging it's role in strengthening Broken Hill as a welcoming inclusive culturally diverse community.

Establish a collaborative and proactive planning approach with local providers, Federal and State Governments and other organisations to identify and address the current and emerging needs.

Collaborate with interagency services to support young people and seek grant funding to enhance Youth Week and school holiday programs. Actively encourage the inclusion of young people in the community and where possible, involve young people in the decision-making process on issues affecting young people.

Broken Hill will be a community where peoples basic needs are met by working collaboratively with homeless services to connect community members experiencing homelessness or financial hardship.

Support and encourage advocacy with Federal and State Governments for increased funding for relevant programs and services.

5. Roles and Responsibilities

- Council is responsible to engage and collaborate with services and interagency groups to identify where there is an established need and advocate to fill service gaps on behalf of the local community to other levels of Government.

- provide residents with information on community services and resources through the Councils Community Directory.
- promote and organise community engagement via surveys, forums, and research initiatives to assist in the identification of community needs and services.
- Council will consult widely in the community when making significant decisions, seek and promote community feedback and engagement via surveys, forums, and research initiatives to assist in the identification of community needs and services.
- Participate in local, regional, and state consultative processes which relate to the provision of services and facilities for the Broken Hill community.

6 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.

7 ASSOCIATED DOCUMENTS

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

- **Community Strategic Plan 2040**
- **Community Engagement Plan 2025**
- **Disability Inclusion Action Plan 2022-2026**
- **Liveability Strategy 2043**
- **NSW Protocol for Homeless People in Public Places**

8. 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 Community Development Coordinator is responsible for the review of this policy.

9. LEGISLATIVE AND LEGAL FRAMEWORK

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

- **Local Government Act 1993**

- **Liveability Strategy 2043**
- **Disability Action Inclusion Plan**
- **NSW Protocol for Homeless People in Public Places**

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

10. DEFINITIONS

Council	Broken Hill City Council
Community	Common, public, shared by all or many

CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

September 8, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 176/25

SUBJECT: ANNUAL REPORT 2024/2025 - SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE D25/41592

Recommendation

1. That Broken Hill City Council Report No. 176/25 dated September 8, 2025, be received.
2. That the 2024/2025 Broken Hill City Art Gallery Advisory Committee Annual Report be received and noted.

Executive Summary:

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

Report:

Council's Section 355 Advisory and Asset Committee Manuals (adopted 2024) state committees are required to submit an Annual Report in August and, where relevant, a Financial Report.

Council wrote to the Broken Hill City Art Gallery in August 2025 requesting the Annual Report for the period 2024/2025. Accordingly, the Broken Hill City Art Gallery Advisory Committee has submitted their Annual Report.

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:	4.1.4	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 Section 355 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. ⇩ Annual Report 2024/2025 - Section 355 Broken Hill City Art Gallery Advisory Committee

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

SECTION 355 COMMITTEE ANNUAL REPORT

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

SECTION 355 COMMITTEE

Name of Committee: Broken Hill City Art Gallery Advisory Committee

Annual Report Period: July 2024 – June 2025

ANNUAL REPORT

	Date of Meeting	Meeting held (Y/N)	No quorum
1. **Number of meetings conducted and dates of meetings**	29.8.24	Y	
	6.3.25	Y	
	22.4.25	Y	
	29.5.25	Y	
Date of Annual General Meeting	6.3.25	Y	

2.	**Meeting Attendance**	Member Name	29.8.24	6.3.25	22.4.25	29.5.25
		Cr Alan Chandler	X	X	X	X
		Cr Darriea Turley	APOL	N/A	N/A	N/A
		Cr Michael Boland	-	-	-	APOL
		Ms Kathryn Graham	X	X	X	X
		Ms Maureen Clark	X	X	X	X
		Mr Clark Barrett	X	N/A	N/A	X
		Ms Jenny Cattonar	X	X	X	X
		Mr Andrew Gosling	APOL	N/A	N/A	X
		Mr Rick Ball	X	APOL	APOL	X
		Ms Julie Horsburgh	X	X	X	X
		Justice Simon Molesworth	X	N/A	N/a	N/A
		Ms Cathy Farry	APOL	X	X	APOL
		Ms Joanne Crace	APOL	N/A	N/A	N/A
		Ms Krystle Evans	X	N/A	N/A	N/A
		Cr Elaine Gillett	N/A	X	X	X
		Ms Kelly Leonard	N/A	X	X	X
		Ms Barbara Quayle	N/A	-	-	APOL
		N/A – Not a committee member at the time of the meeting				

3.	**Achievements and highlights over the past year**	• 120 Year Anniversary of the Gallery Dinner celebrated the heritage of the Gallery • Touring exhibition, The Bald Archies, was highly successful and appealed to most sections of the community. • The Pro Hart Outback Art Prize with 315 entries nationally was very well supported with a local artist winning the main prize. • The Maari Ma sponsored Indigenous Art Prize encourages Indigenous artists in the Far West
4.	**Activities/projects in progress**	• A portrait of late Councillor, David Gallagher, was commissioned by Broken Hill City Council. Committee member, Jenny Cattonar, was the successful artist. • Adult and Children's workshops continue.
5.	**Ongoing Issues**	• Staffing shortages • Loss of 4-year and 2-year Multi-Year funding creates a shortfall of $100,000 for the Broken Hill Gallery and affects the ability to forward plan for community activities, exhibitions and educational programs. • Need for a toilet in the Gallery workshop.
6.	**Completed Maintenance**	• Public Art Restoration works include: Cerussite Crystal; Untitled (Humanoid Forms); The Ant; Sully's Carpark Totems; Story Poles; Two Miners With Dog; Copperplate Canoe; Miner's Kids; Dragonfly and Locusts; Pro Hart Piano; Catching Yabbies. • The Bomber
7.	**Financial Report**	Not applicable

PRIVACY STATEMENT

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

Signature	[redacted]	Date	6.9.25
Printed Name	Maureen Clark		
Position	Secretary		

CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

August 15, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 177/25

SUBJECT: MINUTES OF THE SECTION 355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 6 AUGUST 2025 D25/37385

Recommendation

1. That Broken Hill City Council Report No. 177/25 dated August 15, 2025, be received.
2. That the Minutes of the Section 355 Ageing Well Advisory Committee meeting held 6 August 2025 be received.

Executive Summary:

Council has received the Minutes of the Section 355 Ageing Well Advisory Committee meeting held 6 August 2025 for endorsement by Council.

Report:

As per Council's Section 355 Advisory Committee Framework and the Terms of Reference 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 6 August 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:	4.1.4	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 Section 355 Advisory Committee Framework which includes the Section 355 Advisory Committee Manual and the Ageing Well Advisory Committee Terms of Reference (both adopted October 2024).

Financial Implications:
Nil

Attachments

1. MINUTES OF MEETING - AGEING WELL ADVISORY COMMITTEE - HELD 6 AUGUST 2025_REDACTED

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

MINUTES OF THE SECTION 355 AGEING WELL COMMITTEE MEETING HELD 6 AUGUST 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
Cindy Richards	LiveBetter - Representative
Larni Baird	Southern Cross Care Representative
Marilyn Osborne	Integration Officer for Aged and Palliative Care (PNH NSW)
Chantel Hoskins	LiveBetter - Regional Manager
Alison Howse	Community Development Officer (BHCC)
Angela Hank	Corporate Services (Minute Taker BHCC)
Michelle Rolton	Manager Corporate & Customer Experience (BHCC) Partial attendance – departed at 3.20pm
Lynette Hunt	Corporate Services Officer (BHCC - Presenter) Partial attendance – departed at 3.20pm

2. **Apologies**

Clr Hayley Jewitt	Council Delegate
Razija Numan	Director Corporate and Community (BHCC)
Rachel Merton	Community Development Coordinator (BHCC)
Melanie Chynoweth	Far West LHD
Julua Hamel	Community Representative
Jodie Miller	Acting Chief Executive (FWLHD)

3. **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.

BROKEN HILL
CITY COUNCIL

4. Section 355 Inductions

Michelle Rolton presented the Section 355 Inductions via a PowerPoint presentation.

5. Confirmation of Minutes of Previous Meeting

Confirmation of minutes for meeting held 7 May 2025

Moved: Judy Parr **Seconded:** Clr Elaine Gillett

6. Correspondence

Nil

7. Business arising from previous minutes

8.1 Aged Care Reform Update

Update:
Councillor Algate requested an update regarding the fees charged to recipients. Judy Parr informed the Committee that this remains a common question among clients. There is a level of uncertainty, everyone is awaiting to see the impact.

A loading of 20% to 40% to be applied based on the Modified Monash Model (MMM) rating in additional funding available. Different fees will apply depending on the service, categories such as domestic assistance, gardening, and personal care. Clinical services will remain free of charge. A higher fee is expected for domestic and gardening services with the hourly limits removed being a key requirement for people.

These changes are expected to take effect from 1 November, with the commencement of the new Aged Care Act. Commonwealth Home Support Programme (CHSP) providers are disappearing, and organisations are trying to plan how they will manage in the new environment and how the new higher reporting standards will apply depending on what services organisations provide. At this stage, the situation remains confusing for providers, with many details still to be clarified. It was noted that the Commonwealth Home Support Programme (CHSP) will not transition into the new program until at earliest July 2027.

BROKEN HILL
CITY COUNCIL

8.5 Seniors Information Session

Update:

Funding is now open for the 2026 Seniors Festival. The festival will be held over a two-week period in early to mid-March, celebrating our senior community members.

Community Development Officer is in the final stages of preparing Seniors Festival funding submission. The proposal is for Council to host a Seniors Information Session in an Expo format, bringing together service providers, organisations and community groups to share information, resources and support. The expo will include a morning tea for attendees. Along with the reintroduction of the Seniors Concert. Seniors Festival is specifically for community members aged 60 and over.

Feedback from the Committee is welcomed to help shape and refine these initiatives.

8. Action List

8.4 Western NSW Primary Health Network

Update:
The Community Development team held a meeting in April 2025 and is currently awaiting an update from Scott McDonald regarding the project plan. Stakeholders are still in the process of gathering information and providing feedback. An update will be shared with the Committee once it becomes available.

Maryln Osborne from PHN to make contact with Alison Howse to discuss the follow up.

Moved: Cindy Richards **Seconded:** Chantel Hoskins

9. General Business

9.1 PHN Visit to Broken Hill

Marilyn Osborne, Integration Officer Aged and Palliative Care from the Primary Health Network (PHN) has confirmed that the PHN Aged Care team will be visiting Broken Hill on 23 and 24 September 2025. The PHN oversee the Care Finders Program and the key reporting. Marilyn is sourcing information to assist providers through this difficult period in the Aged Care sector. The purpose of the visit is to engage with providers and organisations in the Far West and surrounding region.

They will be based at the YMCA Hall for several days to facilitate meetings and discussions.

BROKEN HILL
CITY COUNCIL

9.2 Disability Expo

Judy Parr reported that the recent Disability Expo was a great success. Congratulations to Council for the delivery of the Expo. Several organisations approached Judy during the event to discuss registration options for becoming approved providers in the aged care sector.

Feedback for future Expo's being for an all services Expo and suggestions to hold an all-service interagency meeting as opposed to the sector interagency meetings.

Discussions continued for the need for a strategic focus to remain with the 355 Committee and an operational perspective from interagency meeting groups. A focus will bring more people to the table, transport is an issue that affects ageing, disability and the hospital as an example.

9.3 LiveBetter Regional Manager

Chantel Hoskins introduced herself as the new Regional Manager for LiveBetter in Broken Hill primarily disability based managed from Orange. LiveBetter have appointed this position to remain connected with regional and rural communities and to address issues arising in disability and ageing.

Judy Parr elaborated the connection that Chantel will bring to this committee in regard to community transport, aged care services, carer gateway.

9.4 Southern Cross Care Update

Larni Baird raised that Southern Cross Care is the infancy stages of looking to the rebuild of an existing facility, incorporating a dementia daycare, working with Pathways around the hospital and services regarding diagnosis and prognosis.

9.5 Dementia-friendly Café

A dementia-friendly café will be operating in the Seniors Lounge in Lane Street on Thursdays This initiative provides a welcoming and supportive environment for individuals living with dementia and their carers operated by Far West Local Health Service.

Community Development Officer to share further details with Committee Members once provided.

9.6 Admission Pathway Transition

Larni Baird asked for any community feedback regarding the administration changes at Southern Cross Care Broken Hill. Community Development Officer provided feedback that it has been

BROKEN HILL
CITY COUNCIL

difficult to contact the Resident Liaison Officer to assist people with the admission process. Larni Baird reported that each residential aged care home now has a Residential Manager who reports to the Regional Operations Manager and a Clinical Manager. There has been a lot of learning with the changes being new to Southern Cross Care Queensland. The admission pathway is being reviewed and working directly with key players such as the hospital.

9.7 Bed availability at Facilities

Harold Williams is at capacity.

St Annes does have some capacity

Aruma Lodge has approximately 3 vacant beds, there are some planned admissions.

There is a large backlog of ACAT assessments due to staffing and resourcing.

SCCBH is in regular communication with the hospital.

10. Next Meeting

Wednesday, 5 November 2025

11. Meeting Closed

4.18 pm

[redacted]

BROKEN HILL
CITY COUNCIL

ITEM NUMBER	ACTION	RESPONSIBLE	DUE
Meeting held 7 May 2025			
8.4	**Western NSW Primary Health Network update to be provided** Marilyn Osborne to follow up and make contact	**Community Development Officer**	**Ongoing**

CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

August 18, 2025

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 178/25

SUBJECT: MINUTES OF THE SECTION 355 BROKEN HILL CITY ART GALLERY ADVISORY COMMITTEE HELD 31 JULY 2025

D25/37745

Recommendation

1. That Broken Hill City Council Report No. 178/25 dated August 18, 2025, be received.
2. That the Minutes of the Section 355 Broken Hill City Art Gallery Advisory Committee meeting held 31 July 2025 be received.

Executive Summary:

Council has received Minutes from the Section 355 Broken Hill City Art Gallery Advisory Committee meeting held 31 July 2025.

The Council's commission of a portrait of the late David Gallagher APM will reference a photo provided by his family.

Report:

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

Accordingly, the Broken Hill City Art Gallery Advisory Committee has submitted Minutes from its meeting held 31 July 2025, for Council's endorsement.

The Minutes will reference Council's commission of a portrait of the late David Gallagher APM, to hang in Council Chambers, and a photo provided by his family.

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:	4.1.4	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 OF MEETING - BROKEN HILL CITY ART GALLERY ADVISORY
⇩ COMMITTEE - HELD 31 JULY 2025
2. PHOTO PROVIDED BY THE FAMILY OF THE LATE DAVID GALLAGHER APM
⇩

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

ORDINARY MEETING July 31st, 2025

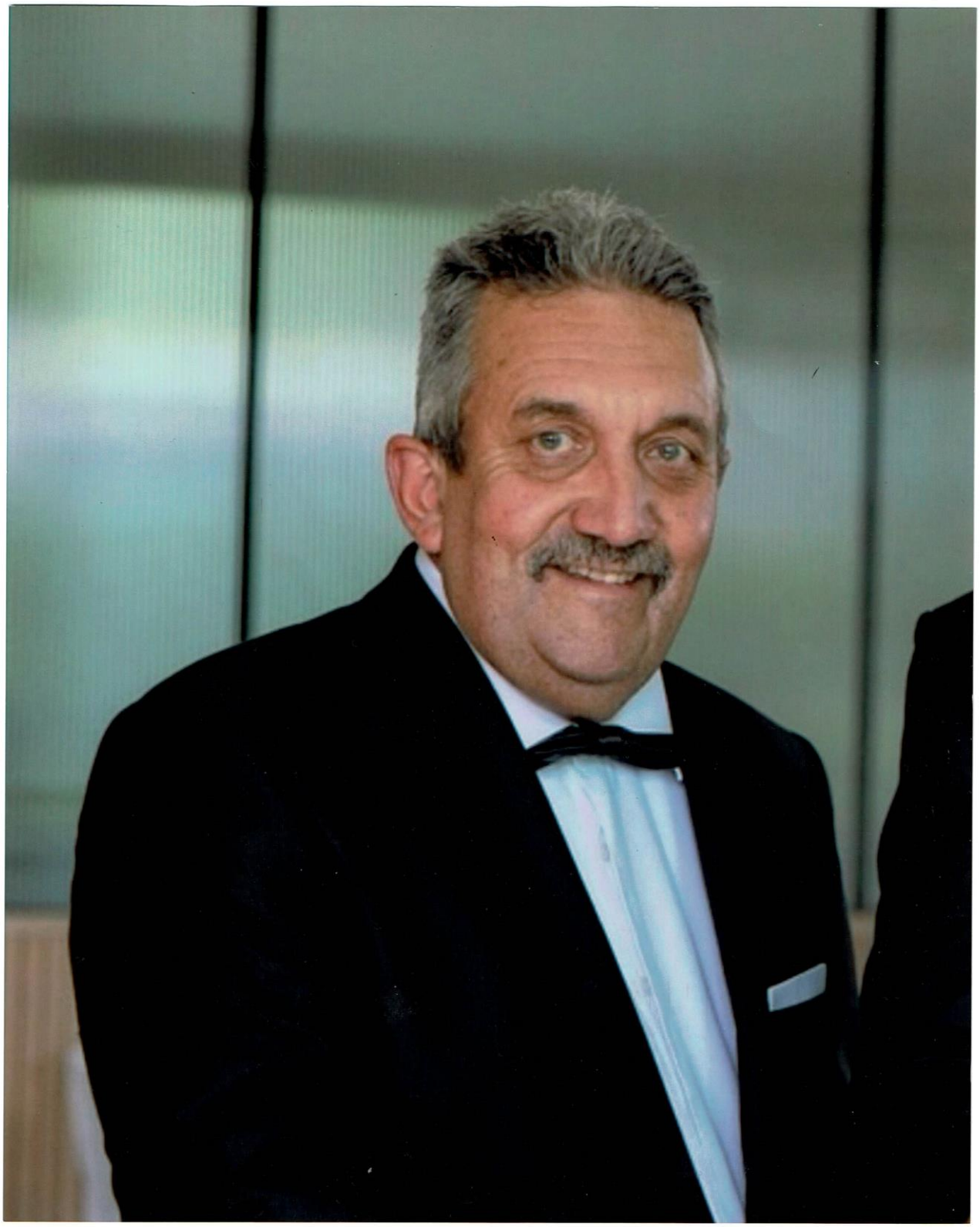
ART GALLERY ADVISORY COMMITTEE MINUTES JULY 2025

Date	31/07/2025	Time Meeting opened: 4.00pm	Time Meeting closed: 4.25pm
Location	Broken Hill City Art Gallery		
Present	Cr Alan Chandler, Cr Elaine Gillett, Kathryn Graham, Maureen Clark, Rick Ball, Jenny Cattonar, Cathy Farry, Julie Horsburgh, Kelly Leonard, Andrew Gosling, Barbara Quayle (Phone)		
Apologies	Clark Barrett		
Absent	Cr Michael Boland		
Next Meeting	September 25th, 2025 TBC		

AGENDA	ACTION
Welcome and Apologies	Apologies: Clark Barrett
Acknowledgement of Country	Kathy Graham
Confirmation of Minutes from previous meeting held May 29th	Andrew Gosling, Sec Rick Bal
Business Arising: • Letters sent to Barwon MP Roy Butler, Fed MP Parkes Jamie Chaffey, Shadow Minister for Arts Kevin Anderson, Minister for Arts John Graham for support for multi-year funding from Create NSW to our Gallery. • The Council's Commission of a painting of late Councillor, David Gallagher will reference a photo chosen by David's family, not the photo provided by Council which was tabled at May 29 meeting. • PHOAP panel 330 entries, 51 chosen	Replies from Roy Butler and Jamie Chaffe Other- can expect longer delays- up to 1 weeks. • Photo chosen by David's family is attached.
Manager's Report: **Staffing:** New position of Gallery Technician filled by Ian Howarth, commenced 1st June 2025. Programs position filled with Priscilla commencing Monday 4th August who will be filling both part time roles – Marketing and Programming. Collection Officer's position – interviews being conducted tomorrow.	The AGAC welcomes Ian Howarth to this position. His knowledge is invaluable. Full time role for Priscilla Undecided at this time.

AGENDA	ACTION
Programming: **Exhibitions** Installation next week for round 3 of the Gallery's exhibition calendar: Pro Hart Outback Art Prize Ann Mitchell Aimee Volkofsky Isabella Seraphima	Brett Adlington, CEO Museums & Gallerie NSW will be the guest judge at PHOAP 2025
Opening on Friday 15th August. Round 4 opening 7th November, consisting of: Dianne Longley Leroy Johnson Maari Ma Indigenous Art Award HSC (possibly move to Geo)	Extra prizes for MMIAA to celebrate 30 years of Maari Ma Health. Congratulatior from the BHAGAC
Workshops Afterschool art classes continuing with good take up in both primary and high school classes Adult workshops a little slower on the uptake. Will revise workshop programs once Program Officer commences. **Tours** Tour Groups continue with Thursday's Indian Pacific plus ad hoc group tours. Have picked up Tuesday train tours when wet (last three Tuesdays) equating to an additional 150 – 200 each day through the Gallery. **Attendance** Visitation – calendar year to date 7,858, financial year to date – 16,667 as at end of June **OTHER:** **Building** New 7 panel racking system getting installed in the Paper Room **Preservation Needs Assessment** Completed in June. Recommendations need to be assessed with a plan of action to be developed. **Strategic Plan** Currently out for 28 days consultation. Hopefully finalised in August's Council Meeting. **Public Art Restoration stage 2** RFQ will go out September for Stage 2 of the Public Art Restoration Project	

AGENDA	ACTION
Acquisitions: Nil	
General Business Suggestion by Elaine to send letter re cuts to multi-year funding to Minister for Local Govt, Ron Hoenig. Members' informal welcome to Brett Adlington prior to PHOAP	 Details TBC
Meeting Close: 4.25pm	
Next Meeting September 25th	



CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

August 21, 2025

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 179/25

SUBJECT: MINUTES OF THE SECTION 355 YOUTH ADVISORY COMMITTEE MEETING HELD 12 AUGUST 2025 D25/38401

Recommendation

1. That Broken Hill City Council Report No. 179/25 dated August 21, 2025, be received.

2. That the Minutes of the Section 355 Youth Advisory Committee meeting held 12 August 2025 be received.

Executive Summary:

Council has received the Minutes of the Section 355 Youth Advisory Committee meeting held 12 August 2025 for endorsement by Council.

Report:

As per Council's Section 355 Advisory Committee Framework 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.

Accordingly, the Youth Advisory Committee has submitted minutes from its meeting held 12 August 2025, for Council's endorsement.

Community Engagement:

Community representatives participate in the Section 355 Youth Advisory Committee.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate within its legal framework

Relevant Legislation:

Section 355 of the *Local Government Act 1993*.

The Youth Advisory Committee operates under Council's Section 355 Advisory Committee Framework which includes the Section 355 Advisory Committee Manual and the Youth Advisory Committee Terms of Reference (both adopted October 2024).

Financial Implications:
Nil

Attachments

1. ⇩ MINUTES OF S355 YOUTH ADVISORY COMMITTEE MEETING HELD 12 AUGUST 2025

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

MINUTES OF THE SECTION 355 YOUTH ADVISORY COMMITTEE MEETING HELD TUESDAY, 12 AUGUST 2025 AT 3PM – GROUND FLOOR MEETING ROOM, COUNCIL ADMINISTRATIVE BUILDING

22/148

1. Present

Councillor Alan Chandler	Council Delegate (Chair)
Councillor Hayley Jewitt	Council Delegate
Alison Howse	Community Development Officer (BHCC)
Rachel Merton	Community Development Coordinator (BHCC)
Angela Hank	Corporate Services (BHCC Minute Taker)
Lynette Hunt	Corporate Services Officer (BHCC - Presenter) - Partial attendance – departed at 3.20pm
Angie Krause	Y Space Broken Hill
Sarah Hinton	Y Space Broken Hill

Present via Teams

Nil

2. Apologies

Clr Darriea Turley	Council Delegate
Razija Numan	Director Corporate and Community (BHCC)
Sophie Durst	Headspace Representative
Larnie Brymer	Flourish Australia

Absent

Melanie Chynoweth	FWLHD Representative
Adam McLean	Department of Regional NSW
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
Linden Cox	PCYC
Jim Richards	FWLHD Representative
Sarah Molloy	Department of Education
Sherree Ferrall	Department of Community Justice
Tegan Hinchey-Gerard	Maari Ma
Matilda Folwell	Catherine Haven/Salvation Army
Lubainah Babuji	Lifeline
Abigail Searle	Youth Advisory Member

2. Section 355 Inductions

Lynette Hunt presented the Section 355 Inductions via a PowerPoint presentation.

3. Acknowledgement of Country

Acknowledgement of Country – Councillor Hayley Jewitt

4. Confirmation of Minutes of Previous Meeting

Confirmation of minutes from meeting held 13 May 2025

Moved: Angie Krause
Seconded: Clr Hayley Jewitt

5. Business arising from Previous Minutes

Nil

6. Action List

6.2 School Exit Survey – 11 February 2025

Linden Cox to provide link to PCYC 10-week program for disengaged youth

Update: 12 August 2025

Linden Cox had become unavailable to attend today's meeting and provide the information regarding the PCYC 10-week program for disengaged youth.
Angie Krause will follow up with Linden Cox.

Ongoing

7.1 School Exit Survey – update - 13 May 2025

Community Development Officer to reach out to Sarah Molloy for further information regarding school leavers and representation on this committee

Update: 12 August 2025

Sarah Molloy was not present at this meeting, no further information obtained.

Action completed and removed from action list

7.1 Committee Representative – 13 May 2025

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.

Update: 12 August 2025

Larni was unable to attend this meeting and submitted an apology. Community Development Officer to reach out to Larni for an update.

Ongoing

7.2 Contact List – 13 May 2025

Community Development Officer to contact the Manager at Plus Community previously known as BH Women's Domestic Violence and Court Advocacy Service (BHWDVCAS) for an alternative contact.

Update: 12 August 2025

Community Development Officer reached out to Plus Community to obtain updated contact details for the Youth Liaison Officer. They have advised that the position is currently vacant.

The former Youth Liaison Officer in 2023-2024 played a valuable role in keeping the committee informed about youth programs and developments in the youth space.

Action completed and removed from action list

7.2 Alternative Suspension Program – 13 August 2024

Angie Krause to distribute Alternative Suspension Program annual report once received and provide an alternative contact person

Ongoing

8.2 Request to Change Meeting Day and/or Time - 13 May 2025

Community Development Officer 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.

Update: 12 August 2025

Community Development Officer initial email sent on 17 June 2025, a follow-up email on 8 July 2025. Willyama High School Principal responded requesting information about the students currently participating in the Youth Advisory Committee. Community Development Officer responded with the requested details, but no further communication has been received since.

It is recommended that future committee meetings continue to be held at the Broken Hill Council Administration Building and meeting invitations continue to go out to the representatives. Committee agreed unanimously.

Action completed and removed from action list

7 General Business

7.1 Alternative Youth Engagement Programs

Discussion on the identified gap of lack of alternative youth engagement program opportunities for young people to be mentored in programs from past success such as Making Tracks. Angie Krause highlighted that education is a key deterrent to youth crime, but Broken Hill currently lacks sufficient alternatives for young people at high risk. There are limited opportunities for work placements and skills-based learning, which restricts young people's access to meaningful pathways and positive outlets.

The YMCA is currently running the Alternative Suspension Program, which is funded under a specific framework with defined guidelines. However, it has been observed that the program is increasingly functioning as an alternative high school, rather than its intended role as a short-term suspension support initiative.

Alison Howse conducted research through the NSW Bureau of Crime Statistics and Research (BOCSAR), focusing on the Broken Hill Local Government Area (LGA). The data

from the March 2024 to March 2025 report indicates a notably higher number of male offenders compared to female offenders across various offences.
Angie Krause highlighted the community's lack of juvenile justice supports and, in her role, has not been able to engage or been approached by any person within the juvenile justice space.

Community Development Coordinator suggested correspondence to the ministers for Youth, Far West, Education and Local Government to the re-establishment of the past successful programs, the schools and programs such as Alternative Suspension have limitations.

7.2 Community Hub

It was suggested that local services collaborate within a shared space, allowing multiple organisations to deliver programs and sessions together. A Community Hub model was identified as a potentially valuable approach to support youth engagement in Broken Hill.

This model has demonstrated success in various regions, offering a coordinated and accessible environment for young people to connect with services, participate in activities, and access support.

Community Development Officer will research existing Community Hub models and provide information to the committee on how such an initiative could be implemented locally.

8 Next Meeting

11 November 2025 at 3pm

9 Meeting Closed

3.50pm

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 13 August 2024			
Item 2.1 **Alternative Suspension Program**	Angie Krause to distribute Alternative Suspension Program annual report once received and provide an alternative contact person	**Angie Krause**	**Ongoing**
Meeting Held 11 February 2025			
Item 6.2 **School Exit update** **Update:** Meeting held 12 August 2025	Linden Cox to provide link to PCYC 10-week program for disengaged youth. Angie to discuss with Lindon Cox about the 10-week program and other programs the PCYC may be running.	**Linden Cox PCYC** **Angie Krause**	**Ongoing**
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. Community Development Officer to contact Larni Brymer for an update.	**Larni Brymer** **Community Development Officer**	**Ongoing**
Meeting held 12 August 2025			
Item 7.2 **Community Hub Model**	Alison Howse will research existing Community Hub models and provide information on the background of the program being run in other similar communities.	**Community Development Officer**	**Ongoing**

RECOMMENDATIONS OF FINANCE AND GOVERNANCE COMMITTEE MEETING HELD WEDNESDAY, 17 SEPTEMBER 2025

1. BROKEN HILL CITY COUNCIL REPORT NO. 180/25 - DATED SEPTEMBER 03, 2025 - OFFICE OF LOCAL GOVERNMENT 2025 MODEL CODE OF MEETING PRACTICE (D25/40973).....124

Recommendation

1. **That Broken Hill City Council Report No. 180/25 dated September 3, 2025, be received.**

2. **That the Office of Local Government Council Circular 25-20 2025 Model Meeting Code, be received and noted.**

3. **That the Office of Local Government 2025 Model Code of Meeting Practice and Council's Draft Code of Meeting Practice Policy be placed on public exhibition for 28 days, and that Council accepts submissions for a period of 42 days.**

4. **That a Councillor Workshop be held during the public exhibition and submission period for Councillors to review Council's Draft Code of Meeting Practice to ensure all of Broken Hill City Council's intricacies are included.**

5. **That a report be presented to Council at the conclusion of the public exhibition and submissions period, outlining submissions received and any recommended amendments arising from the public exhibition or from the Councillor Workshop.**

2. BROKEN HILL CITY COUNCIL REPORT NO. 181/25 - DATED SEPTEMBER 03, 2025 - ADOPTION OF DRAFT SOCIAL MEDIA POLICY AND DRAFT MEDIA RELATIONS POLICY (D25/34902).....228

Recommendation

1. **That Broken Hill City Council Report No. 181/25 dated September 3, 2025, be received.**

2. **That Council notes the Department of Planning, Housing and Infrastructure, Free Speech in Local Government NSW Guidelines issued June 2025.**

3. **That Council notes that nil submissions were received from the public and one (1) submission was received from a member of staff during the public exhibition period of the Draft Social Media Policy and Draft Media Relations Policy.**

4. **That Council adopts the Draft Social Media Policy and Draft Media Relations Policy as Policies of Council.**

3. BROKEN HILL CITY COUNCIL REPORT NO. 182/25 - DATED SEPTEMBER 03, 2025 - DRAFT AUDIT RISK AND IMPROVEMENT COMMITTEE STRATEGIC PLAN (D25/40989).....244

Recommendation

1. **That Broken Hill City Council Report No. 182/25 dated September 3, 2025, be received.**

2. **That the Draft Audit, Risk and Improvement Committee Strategic Plan be adopted.**

4. BROKEN HILL CITY COUNCIL REPORT NO. 183/25 - DATED SEPTEMBER 04, 2025 - INVESTMENT REPORT FOR AUGUST 2025 (D25/41120) 261

Recommendation

1. **That Broken Hill City Council Report No. 183/25 dated September 4, 2025, be received.**

5. BROKEN HILL CITY COUNCIL REPORT NO. 184/25 - DATED SEPTEMBER 05, 2025 - BUDGET CARRYOVER'S 2024/25 (D25/41268) 276

Recommendation

1. **That Broken Hill City Council Broken Hill City Council Report No. 184/25 dated September 5, 2025, be received.**

2. **That Council revote the budget items as listed below in *Table 1* for the amount of $1,632,292.**

3. **That Council note the carryover budget items as listed below in Table 2 for the amount of $20,957,442.**

FINANCE AND GOVERNANCE COMMITTEE

September 3, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 180/25

SUBJECT: OFFICE OF LOCAL GOVERNMENT 2025 MODEL CODE OF MEETING PRACTICE D25/40973

Recommendation

1. That Broken Hill City Council Report No. 180/25 dated September 3, 2025, be received.

2. That the Office of Local Government Council Circular 25-20 2025 Model Meeting Code, be received and noted.

3. That the Office of Local Government 2025 Model Code of Meeting Practice and Council's Draft Code of Meeting Practice Policy be placed on public exhibition for 28 days, and that Council accepts submissions for a period of 42 days.

4. That a Councillor Workshop be held during the public exhibition and submission period for Councillors to review Council's Draft Code of Meeting Practice to ensure all of Broken Hill City Council's intricacies are included.

5. That a report be presented to Council at the conclusion of the public exhibition and submissions period, outlining submissions received and any recommended amendments arising from the public exhibition or from the Councillor Workshop.

Executive Summary:

Pursuant to the *Local Government Act 1993 Chapter 12 Part 2 and Chapter 14 Part 1*, Councils must adopt a Code of Meeting Practice and a Code of Conduct that incorporate the provisions of the OLG Model Code of Meeting Practice and Model Code of Conduct.

The Office of Local Government (OLG) have released Council Circular 25/20 regarding the new 2025 Model Code of Meeting Practice on 29 August 2025.

Council's must adopt a Code of Meeting Practice that incorporates the mandatory provisions (indicated in black font) of the 2025 Model Code of Meeting Practice no later than 31 December 2025.

Transitional provisions in the Regulation will provide that if a Council does not adopt a Code of Meeting Practice that incorporates the mandatory provisions of the 2025 Model Code of Meeting Practice by 31 December 2025, from 1 January 2026, any provision of the Council's Code of Meeting Practice that is inconsistent with a mandatory provision of the 2025 Model Meeting Code, it will be automatically overridden by the relevant mandatory provision of the 2025 Model Meeting Code.

Under section 361 of the *Local Government Act 1993* (the Act), before adopting a new Code of Meeting Practice, Councils must first exhibit a Draft Code of Meeting Practice for at least

28 days and provide members of the community at least 42 days in which to comment on the draft Code.

Report:

Following the Office of Local Government's extensive consultation with Councils, the new 2025 Model Code of Meeting Practice for Local Councils in NSW (2025 Model Meeting Code) has been finalised.

The new 2025 Model Meeting Code has been published in the Government Gazette and is expected to be prescribed under the *Local Government (General) Regulation 2021* (the Regulation) shortly.

Among other changes, the mandatory provisions of the 2025 Model Meeting Code will prohibit pre-Council Meeting briefings.

Councils must also livestream meetings of the Council and Committees comprising wholly of Councillors from 1 January 2026 using an audio-visual recording. Recordings of meetings must be published on the council websites for the balance of the council term or for 12 months, whichever is the later date.

The 2025 Model Meeting Code has two elements:

- mandatory provisions (indicated in black font), and
- non-mandatory provisions (indicated in red font) covering areas of meeting practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions also operate to set a benchmark based on what the Office of Local Government sees as best practice for the relevant area of practice.

The 2025 Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font.

A Draft Code of Meeting Practice Policy is attached which is based on the Office of Local Government's 2025 Model Meeting Code and includes in yellow highlight Broken Hill City Council's intricacies and current meeting practices as last adopted by Council at the commencement of the new Term of Council (December 2024).

Community Engagement:

Council's Draft Code of Meeting Practice Policy will be placed on public exhibition for 28 days and Council will provide members of the community up to 42 days in which to comment.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993, Chapter 12 Part 2 and Chapter 14 Part 1
Local Government (General) Regulation 2021 Part 8 and Part 10

Financial Implications:
Nil

Attachments

1. 25-20 Circular to Councils and FAQ
⇩
2. 2025-Model-Code-of-Meeting-Practice-for-Local-Councils-in-NSW
⇩
3. Draft Code of Meeting Practice Policy based on 2025 Model Code and Council's
⇩ current meeting practices

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

Department of Planning, Housing and Infrastructure

Office of Local Government

Circular to Councils

Subject/title	2025 Model Meeting Code
Circular Details	Circular No 25-20 / 29 August 2025 / A975455
Previous Circular	*Council Circular 24-23 Consultation on reforms to council meeting practices*
Who should read this	Mayors / Councillors / General Managers / Joint Organisation Executive Officers / Council governance staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

What's new or changing?

- Following extensive consultation, the new 2025 Model Code of Meeting Practice for Local Councils in NSW (2025 Model Meeting Code) has been finalised.
- The new 2025 Model Meeting Code has been published in the Government Gazette and is expected to be prescribed under the Local Government (General) Regulation 2021 (the Regulation) shortly.
- The new 2025 Model Meeting Code is available on the Model Code of Meeting Practice for Local Councils in NSW webpage on the Office of Local Government's (OLG) website at www.olg.nsw.gov.au.
- Among other changes, the mandatory provisions of the 2025 Model Meeting Code will prohibit pre-meeting briefings.
- Councils must also livestream meetings of the council and committees comprising wholly of councillors from 1 January 2026 using an audio-visual recording. Recordings of meetings must be published on the council's website for the balance of the council term or for 12 months, whichever is the later date.
- More detailed information about the changes to council meeting practices made by the 2025 Model Meeting Code is provided in the FAQ attached to this circular and available

T 02 4428 4100 TTY 02 4428 4209, E olg@olg.nsw.gov.au
Locked Bag 3015 NOWRA NSW 2541
www.olg.nsw.gov.au

on the Model Code of Meeting Practice for Local Councils in NSW webpage on OLG's website.

What will this mean for council?

- Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025.
- Transitional provisions in the Regulation will provide that if a council does not adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code by 31 December 2025, from 1 January 2026, any provision of the council's code of meeting practice that is inconsistent with a mandatory provision of the 2025 Model Meeting Code will be automatically overridden by the relevant mandatory provision of the 2025 Model Meeting Code.
- Under section 361 of the *Local Government Act 1993* (the Act), before adopting a new code of meeting practice, councils must first exhibit a draft of the code of meeting practice for at least 28 days and provide members of the community at least 42 days in which to comment on the draft code.

Key points

- The 2025 Model Meeting Code has two elements:
  - mandatory provisions (indicated in black font), and
  - non-mandatory provisions (indicated in red font) covering areas of meeting practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions also operate to set a benchmark based on what OLG sees as best practice for the relevant area of practice.
- The 2025 Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font.
- In adopting the 2025 Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".
- In adopting the 2025 Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

Where to go for further information

- The 2025 Model Meeting Code is available on the Model Code of Meeting Practice for Local Councils in NSW webpage of OLG's website at www.olg.nsw.gov.au.
- More information about the 2025 Model Meeting Code and guidance on its adoption is provided in the FAQ attached to this circular and available on the Model Code of Meeting Practice for Local Councils in NSW webpage of OLG's website.
- A webinar will be held in October to support councils in adopting the new Model Code of Meeting Practice. Notice will be provided to enable councils to register.
- For more information, contact the Council Governance Team by telephone on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Brett Whitworth
Deputy Secretary
Office of Local Government

Department of Planning, Housing and Infrastructure

2025 Model Meeting Code - FAQ

Implementation of the 2025 Model Meeting Code

When must the 2025 Model Meeting Code be adopted?

- Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025.

What happens if the 2025 Model Meeting Code is not adopted by 31 December 2025?

- Transitional provisions in the Local Government (General) Regulation 2021 (the Regulation) provide that if a council does not adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code by 31 December 2025, then from 1 January 2026, any provision of the council's code of meeting practice that is inconsistent with a mandatory provision of the 2025 Model Meeting Code will be automatically overridden by the relevant mandatory provision of the 2025 Model Meeting Code.

Are councils required to adopt the non-mandatory provisions of the 2025 Model Meeting Code?

- No. The non-mandatory provisions of the 2025 Model Meeting Code cover areas of meeting practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions also operate to set a benchmark based on what OLG sees as best practice for the relevant area of practice.
- Councils are free to omit the non-mandatory provisions or to adapt them to meet their needs.

Can councils include supplementary provisions in their adopted code of meeting practice?

- Yes. There is nothing to prevent councils from including supplementary provisions in their adopted code of meeting practice to meet their needs, provided the supplementary provisions are not inconsistent with the mandatory provisions of the 2025 Model Meeting Code.

© State of New South Wales through the Department of Planning, Housing and Infrastructure 2025. Information contained in this publication is based on knowledge and understanding at the time of writing, August 2025, and is subject to change. For more information, please visit nsw.gov.au/copyright

Are joint organisations and county councils required to adopt the 2025 Model Meeting Code?

- Yes. The 2025 Model Meeting Code also applies to meetings of the boards of joint organisations and county councils.
- The provisions of the 2025 Model Meeting Code that are specific to meetings of boards of joint organisations are indicated in blue font.
- In adopting the 2025 Model Meeting Code, joint organisations should adapt it to substitute the terms “board” for “council”, “chairperson” for “mayor”, “voting representative” for “councillor” and “executive officer” for “general manager”.
- In adopting the 2025 Model Meeting Code, county councils should adapt it to substitute the term “chairperson” for “mayor” and “member” for “councillor”.

What consultation must councils do before adopting a code of meeting practice?

- Under section 361 of the *Local Government Act 1993* (the Act), before adopting a new code of meeting practice, councils must first exhibit a draft of the code of meeting practice for at least 28 days and provide members of the community at least 42 days in which to comment on the draft code.
- This requirement does not apply to joint organisations.

What are the key changes?

A key focus of the changes made to the 2025 Model Meeting Code is to ensure meetings are conducted in a dignified and orderly way befitting to a chamber of democracy and to promote community confidence in councils and their decisions.

The following is a summary of the key changes. It is not an exhaustive list of all the changes that have been made.

Extraordinary meetings

- The mayor may now call an extraordinary meeting without the need to obtain the signature of two councillors.

Dealing with urgent business at meetings

- The process for dealing with urgent business at both ordinary and extraordinary meetings has been simplified.
- Business may be considered at a meeting at which all councillors are present, even though due notice has not been given of the business, if the council resolves

to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council. The resolution must state the reasons for the urgency.

- If all councillors are not present at the meeting, the chairperson must also rule that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

Prohibition on pre-meeting briefing sessions

- The 2025 Model Meeting Code prohibits briefing sessions being held to brief councillors on business listed on the agenda for meetings of the council or committees of the council.
- The prohibition on briefing sessions does not prevent a councillor from requesting information from the general manager about a matter to be considered at a meeting, provided the information is also available to the public. The information must be provided in a way that does not involve any discussion of the information.

Public forums

- The public forum provisions are now mandatory but leave it to councils to determine whether to hold public forums before council and committee meetings.
- Councils are also free to determine the rules under which public forums are to be conducted and when they are to be held. OLG will be issuing model best practice public forum rules that councils can use if they choose to.
- Public forums must be livestreamed.

Councillors' attendance at meetings by audio-visual link

- The provisions governing attendance by councillors at meetings by audio-visual link have been made mandatory and the option to attend meetings by audio-visual link has been restricted to where councillors are prevented from attending a meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

Absences from council meetings

- Changes have been made to the provisions governing absences from meetings.
- Where councillors are unable to attend one or more meetings of the council or committees of the council, the new provisions encourage them to:
    - submit an apology for the meetings they are unable to attend,
    - state the reasons for their absence from the meetings, and

- request that the council grant them a leave of absence from the relevant meetings.

- Where a councillor makes an apology, the council must determine by resolution whether to grant the councillor a leave of absence for the meeting. Councils are required to act reasonably when deciding whether to grant a leave of absence to a councillor. To ensure accountability, if the council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

Livestreaming meetings

- As of 1 January 2026, councils are required to livestream their meetings using an audio-visual recording.
- Recordings of meetings must be published on the council's website for the balance of the council's term or for 12 months, whichever is the later date.
- OLG will be issuing updated guidance on the livestreaming of meetings.

New rules of etiquette at meetings

- Councils may determine standards of dress for councillors when attending meetings.
- Where physically able to, councillors and staff are encouraged to stand when the mayor enters the chamber and when addressing the meeting.
- The 2025 Model Meeting Code prescribes modes of address.

Mayoral minutes

- The restrictions on mayoral minutes under the previous code have been removed. A mayoral minute may be put to a meeting without notice on any matter or topic that the mayor determines should be considered at the meeting.

Rules of debate

- The rules of debate have been simplified and the rules governing the foreshadowing of motions and amendments have been removed. It remains open to councillors to foreshadow that they intend to move an amendment during the debate, but there are no longer formal rules governing this.
- An amendment has been made to clarify that there is nothing to prevent a further motion from being moved at a meeting on the same item of business where the original motion is lost, provided the motion is not substantially the same as the one that was lost.

- Councils will no longer have the option of reducing the duration of speeches to less than 5 minutes. However, councils continue to have other options to expedite business at meetings such as moving that a motion be put where the necessary conditions have been satisfied and to resolve to deal with items by exception.

Voting on planning decisions

- Consistent with the Independent Commission Against Corruption's (ICAC) recommendations, a council or a council committee must not make a final planning decision at a meeting without receiving a staff report containing an assessment and recommendation in relation to the matter put before the council for a decision.
- Where the council or a council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

Representations by the public on the closure of meetings

- In the interests of simplifying the code, the rules governing representations by the public on the closure of meetings have been removed. However, there is nothing to prevent councils from adopting their own rules on this. OLG will be issuing model best practice rules for public representations that councils can use if they choose to.

Making information considered at closed meetings public

- Consistent with ICAC's recommendation, the general manager must publish business papers for items of business considered during meetings that have been closed to public on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- Before publishing this information, the general manager must consult with the council and any other affected persons and provide reasons for why the information has ceased to be confidential.

Dealing with disorder

- Councils will be required to determine on the adoption of the new code and at the commencement of each council term, whether to authorise the person presiding at a meeting to exercise a power of expulsion.
- The definition of acts of disorder by councillors have changed. The following constitute acts of disorder under the Regulation and the 2025 Model Meeting Code:

- contravening the Act, the Regulation, or the council's code of meeting practice,
- assaulting, or threatening to assault, another councillor or person present at the meeting,
- moving or attempting to move a motion or an amendment that has an unlawful purpose, or deals with a matter that is outside the jurisdiction of the council or committee or addressing or attempting to address the council or committee on or such a motion, amendment or matter,
- using offensive or disorderly words,
- making gestures or otherwise behaving in a way that is sexist, racist, homophobic or otherwise discriminatory, or if the behaviour occurred in the Legislative Assembly, would be considered disorderly,
- imputing improper motives, or unfavourably personally reflecting, on another council official or a person present at the meeting, or
- saying or doing anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

- Where a councillor fails to remedy an act of disorder at the meeting at which it occurs, they can be required to do so at each subsequent meeting until they remedy the act of disorder. On each occasion the councillor fails to comply with a direction by the chairperson to remedy an act of disorder, they can be expelled from the meeting and each subsequent meeting until they comply.
- Members of the public can be expelled from meetings for engaging in disorderly conduct. Disorderly conduct includes:
  - speaking at meetings without being invited to,
  - bringing flags, signs or protest symbols to meetings,
  - disrupting meetings,
  - making unauthorised recordings of meetings.
- The 2025 Model Meeting Code notes that failure by a councillor or members of the public to leave a meeting when expelled is an offence under section 660 of the Act. Section 660 provides that a person who wilfully obstructs a council, councillor, employee of a council or a duly authorised person in the exercise of any function under the Act, or Regulation is guilty of an offence. An offence under section 660 carries a maximum fine of $2,100.

Committees

- Meetings of committees of a council whose membership comprises only of councillors must be conducted in accordance with the council's adopted meeting code. Such committees will no longer have the option of determining that rules under the council's meeting code do not apply to them.

Department of Planning, Housing and Infrastructure

Office of Local Government

The model code of meeting practice for local councils in NSW

August 2025

olg.nsw.gov.au

Contents

1	Introduction	3
2	Meeting principles	4
3	Before the meeting	5
4	Public forums	9
5	Coming together	10
6	The chairperson	15
7	Modes of address	16
8	Order of business for ordinary council meetings	17
9	Consideration of business at council meetings	18
10	Rules of debate	20
11	Voting	23
12	Committee of the whole	25
13	Dealing with items by exception	26
14	Closure of council meetings to the public	27
15	Keeping order at meetings	31
16	Conflicts of interest	35
17	Decisions of the council	36
18	Time limits on council meetings	38
19	After the meeting	39
20	Council committees	41
21	Irregularites	44
22	Definitions	45

1 Introduction

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Model Meeting Code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

The provisions of the Model Meeting Code that are not mandatory are indicated in red font.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

The Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font.

In adopting the Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

In adopting the Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

2 Meeting principles

2.1 **Council and committee meetings should be:**

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to councils on what free speech means in the context of NSW local government, including in relation to council meetings. The Guidelines have been issued under section 23A of the Act meaning councils must consider them when exercising their functions at meetings.

3 Before the meeting

Timing of ordinary council meetings

3.1 **The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.**

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.

Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each time in a different quarter of the year.

Note: Under clause 13 of Schedule 11 of the Act, councils that have been designated as a rural and remote council under the Regulation are required to meet at least four (4) times each year, each time in a different quarter of the year.

Extraordinary meetings

3.2 **If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.**

Note: Clause 3.2 reflects section 366 of the Act.

3.3 **The mayor may call an extraordinary meeting without the need to obtain the signature of two (2) councillors.**

Notice to the public of council meetings

3.4 **The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of committees of the council.**

Note: Clause 3.4 reflects section 9(1) of the Act.

3.5 **For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council must be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.**

3.6 **For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.**

Notice to councillors of ordinary council meetings

3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, unless the council determines otherwise, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted within such reasonable time before the meeting is to be held as determined by the council.

3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

3.12 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.

3.13 A councillor is not permitted to ask a question with notice under clause 3.12 that would constitute an act of disorder.

3.14 The general manager or their nominee may respond to a question with notice submitted under clause 3.12 by way of a report included in the business papers for the relevant meeting of the council.

Agenda and business papers for ordinary meetings

3.15 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.

3.16 The general manager must ensure that the agenda for an ordinary meeting of the council states:

a. all matters to be dealt with arising out of the proceedings of previous meetings of the council, and

b. if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and

c. all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and

d. any business of which due notice has been given under clause 3.10.

3.17 Nothing in clause 3.16 limits the powers of the mayor to put a mayoral minute to a meeting without notice under clause 9.7.

3.18 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

a. identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and

b. states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.19 reflects section 9(2A)(a) of the Act.

3.20 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Availability of the agenda and business papers to the public

3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.21 reflects section 9(2) and (4) of the Act.

3.22 Clause 3.21 does not apply to the business papers for items of business identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.22 reflects section 9(2A)(b) of the Act.

3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.23 reflects section 9(3) of the Act.

3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form unless the council determines otherwise.

Note: Clause 3.24 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

3.25 The council must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.

3.26 Nothing in clause 3.25 limits the powers of the mayor to put a mayoral minute to an extraordinary meeting without notice under clause 9.7.

3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of the council at which all councillors are present, even though due notice has not been given of the business, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council. A resolution adopted under this clause must state the reasons for the urgency.

3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.27, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

3.29 If all councillors are not present at the extraordinary meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29 on whether a matter is urgent.

Prohibition of pre-meeting briefing sessions

3.31 Briefing sessions must not be held to brief councillors on business listed on the agenda for meetings of the council or committees of the council.

Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of the council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of the council.

3.32 Nothing in clause 3.31 prevents a councillor from requesting information from the general manager about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

4 Public forums

4.1 The council may hold a public forum prior to meetings of the council and committees of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other committees of the council.

4.2 The council may determine the rules under which public forums are to be conducted and when they are to be held.

4.3 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

5 Coming together

Attendance by councillors at meetings

5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

5.2 The council may determine standards of dress for councillors when attending meetings.

5.3 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

5.4 The board of the joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any representative who speaks on a matter before the meeting can be heard by the other representatives. For the purposes of a meeting held in accordance with this clause, the chairperson and each other voting representative on the board have the same voting rights as they have at an ordinary meeting of the board.

Note: Clause 5.4 reflects section 397G of the Regulation. Joint organisations may adopt clause 5.4 and omit clause 5.3. Councils must not adopt clause 5.4.

5.5 Where a councillor is unable to attend one or more meetings of the council or committees of the council, the councillor should submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that the council grant them a leave of absence from the relevant meetings.

5.6 The council must not act unreasonably when considering whether to grant a councillor's request for a leave of absence.

5.7 Where a councillor makes an apology under clause 5.5, the council must determine by resolution whether to grant the councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If the council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

5.8 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.8 reflects section 234(1)(d) of the Act.

The quorum for a meeting

5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

Note: Clause 5.9 reflects section 368(1) of the Act.

5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

Note: Clause 5.10 reflects section 368(2) of the Act.

5.11 A meeting of the council must be adjourned if a quorum is not present:

a. at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or

b. within half an hour after the time designated for the holding of the meeting, or

c. at any time during the meeting.

5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:

a. by the chairperson, or

b. in the chairperson's absence, by the majority of the councillors present, or

c. failing that, by the general manager.

5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.

5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called by the mayor under clause 3.3.

Meetings held by audio-visual link

5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.

5.17 Where the mayor determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:

a. give written notice to all councillors that the meeting is to be held by audio-visual link, and

b. take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and

c. cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link

5.19 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

5.20 Clause 5.19 does not apply to meetings at which a mayoral election is to be held.

5.21 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

5.22 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.21.

5.23 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.

5.24 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

5.25 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state the meetings the resolution applies to.

5.26 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

5.27 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link.

5.28 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.

5.29 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

5.30 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.

5.31 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

5.32 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

Note: Clause 5.32 reflects section 10(1) of the Act.

5.33 Clause 5.32 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.34 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

a. by a resolution of the meeting, or

b. by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.34 reflects section 10(2) of the Act.

5.35 On the adoption of this code and at the commencement of each council term, the council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

Note: If adopted, clauses 15.15 and 15.16 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.15 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.16 authorises chairpersons to expel persons other than councillors from a council or committee meeting.

Livestreaming of meetings

5.36 Each meeting of the council or a committee of the council is to be recorded by means of an audio-visual device.

5.37 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:

a. the meeting is being recorded and made publicly available on the council's website, and

b. persons attending the meeting should refrain from making any defamatory statements.

5.38 The recording of a meeting is to be made publicly available on the council's website at the same time as the meeting is taking place.

5.39 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting or for the balance of the council's term, whichever is the longer period.

5.40 Clauses 5.36 - 5.39 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

Note: Clauses 5.36 – 5.40 reflect section 236 of the Regulation.

5.41 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Note: Joint organisations are not required to livestream their meetings but may choose to do so by adopting clauses 5.36–5.40. Joint organisations that choose not to livestream their meetings may omit clauses 5.36–5.40.

Attendance of the general manager and other staff at meetings

5.42 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

Note: Clause 5.42 reflects section 376(1) of the Act.

5.43 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

Note: Clause 5.43 reflects section 376(2) of the Act.

5.44 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.44 reflects section 376(3) of the Act.

5.45 The attendance of other council staff at a meeting, (other than as members of the public) shall be determined by the general manager in consultation with the mayor.

6 The chairperson

The chairperson at meetings

6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

Note: Clause 6.1 reflects section 369(1) of the Act.

6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

6.4 The election of a chairperson must be conducted:

a. by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or

b. by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

6.6 For the purposes of clause 6.5, the person conducting the election must:

a. arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and

b. then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

6.9 When the chairperson rises or speaks during a meeting of the council:

a. any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and

b. every councillor present must be silent to enable the chairperson to be heard without interruption.

7 Modes of address

7.1 Where physically able to, councillors and staff should stand when the mayor enters the chamber and when addressing the meeting.

7.2 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor', 'Madam Mayor' or 'Mayor'.

7.3 If the chairperson is the deputy mayor, they are to be addressed as 'Mr Deputy Mayor', or 'Madam Deputy Mayor' or 'Deputy Mayor'.

7.4 Where the chairperson is not the mayor or deputy mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.

7.5 A councillor is to be addressed as 'Councillor [surname]'.

7.6 A council officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

8 Order of business for ordinary council meetings

8.1 At a meeting of the council, the general order of business is as fixed by resolution of the council.

8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: If adopted, Part 13 allows council to deal with items of business by exception.

8.3 Despite any other provision of this code, only the mover of a motion referred to in clause 8.2 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9 Consideration of business at council meetings

Business that can be dealt with at a council meeting

9.1 The council must not consider business at a meeting of the council:

a. unless a councillor has given notice of the business, as required by clause 3.10, and

b. unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.

9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

a. is already before, or directly relates to, a matter that is already before the council, or

b. is the election of a chairperson to preside at the meeting, or

c. is a matter or topic put to the meeting by way of a mayoral minute, or

d. is a motion for the adoption of recommendations of a committee of the council.

9.3 Despite clause 9.1, business may be considered at a meeting of the council at which all councillors are present even though due notice has not been given of the business to councillors, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.

9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 9.3 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9.5 If all councillors are not present at a meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

9.6 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.5.

Mayoral minutes

9.7 The mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that the mayor determines should be considered at the meeting.

9.8 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The mayor may move the adoption of a mayoral minute without the motion being seconded.

9.9 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.

Staff reports

9.10 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

9.11 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.

9.12 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

Questions

9.13 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.12, unless the council determines otherwise in accordance with this code.

9.14 A councillor may, through the chairperson, ask another councillor about a matter on the agenda.

9.15 A councillor may, through the mayor, ask the general manager about a matter on the agenda. The general manager may request another council employee to answer the question.

9.16 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.

9.17 Councillors must ask questions directly, succinctly, and without argument.

9.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

10 Rules of debate

Motions to be seconded

10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the chairperson is to note the withdrawal of the notice of motion at the meeting unless the council determines to consider the notice of motion at the meeting.

10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:

a. any other councillor may, with the leave of the chairperson, move the motion at the meeting, or

b. the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.

10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

Amendments to motions

10.8 An amendment to a motion must be moved and seconded before it can be debated.

10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.

10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.

10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.

10.14 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Limitations on the number and duration of speeches

10.15 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

10.16 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.

10.17 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.

10.18 Despite clause 10.17, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.

10.19 Despite clauses 10.15 and 10.16, a councillor may move that a motion or an amendment be now put:

a. if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or

b. if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.

10.20 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.19. A seconder is not required for such a motion.

10.21 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.15.

10.22 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.

10.23 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.

10.24 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

Participation by non-voting representatives in joint organisation board meetings

10.26 Non-voting representatives of joint organisation boards may speak on but must not move, second or vote on any motion or an amendment to a motion.

Note: Under section 400T(1)(c) of the Act, non-voting representatives of joint organisation boards may attend but are not entitled to vote at a meeting of the board.

Note: Joint organisations must adopt clause 10.26. Councils must not adopt clause 10.26.

11 Voting

Voting entitlements of councillors

11.1 Each councillor is entitled to one (1) vote.

Note: Clause 11.1 reflects section 370(1) of the Act.

Note: Under section 400T(1) of the Act, voting representatives of joint organisation boards are entitled to one (1) vote each at meetings of the board.

11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 11.2 reflects section 370(2) of the Act.

11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

11.4 A motion at a meeting of the board of a joint organisation is taken to be lost in the event of an equality of votes.

Note: Clause 11.4 reflects section 397E of the Regulation. Joint organisations must adopt clause 11.4 and omit clauses 11.2 and 11.3. Councils must not adopt clause 11.4.

Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 11.4 must be adapted to reflect those requirements.

Voting at council meetings

11.5 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

11.6 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.

11.7 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.

11.8 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.

11.9 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.

11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

11.11 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment (including the use of the casting vote) being recorded.

Note: If clause 11.11 is adopted, clauses 11.6 – 11.9 and clause 11.15 may be omitted.

Voting on planning decisions

11.12 The council or a council committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before the council for a decision.

11.13 Where the council or a council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

11.14 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

11.15 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.

11.16 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.

11.17 Clauses 11.14–11.16 apply also to meetings that are closed to the public.

Note: Clauses 11.14–11.17 reflect section 375A of the Act.

Note: The requirements of clause 11.14 may be satisfied by maintaining a register of the minutes of each planning decision.

12 Committee of the whole

12.1 The council may resolve itself into a committee to consider any matter before the council.

Note: Clause 12.1 reflects section 373 of the Act.

12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging councillors and staff to stand when addressing the meeting.

Note: Clauses 10.15 – 10.25 limit the number and duration of speeches.

Note: Clause 7.1 encourages councillors and staff to stand when addressing the meeting where they can.

12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 Dealing with items by exception

13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.

13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.

13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.

13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.2.

13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.

13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

14 Closure of council meetings to the public

Grounds on which meetings can be closed to the public

14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

a. personnel matters concerning particular individuals (other than councillors),

b. the personal hardship of any resident or ratepayer,

c. information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,

d. 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,

e. information that would, if disclosed, prejudice the maintenance of law,

f. matters affecting the security of the council, councillors, council staff or council property,

g. advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,

h. information concerning the nature and location of a place or an item of Aboriginal significance on community land,

i. alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

a. except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and

b. if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

a. are substantial issues relating to a matter in which the council or committee is involved, and

b. are clearly identified in the advice,

c. are fully discussed in that advice, and

d. are subject to legal professional privilege.

Note: Clause 14.4 reflects section 10B(2) of the Act.

14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

a. a person may misinterpret or misunderstand the discussion, or

b. the discussion of the matter may:

   i. cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or

   ii. cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed, but only if:

a. it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and

b. the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:

i. should not be deferred (because of the urgency of the matter), and

ii. should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

14.11 Despite clauses 14.9 and 14.10, the council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.

14.12 Where the matter has been identified in the agenda of the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in a manner determined by the council.

Expulsion of non-councillors from meetings closed to the public

14.13 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

Obligations of councillors attending meetings by audio-visual link

14.15 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

a. the relevant provision of section 10A(2) of the Act,

b. the matter that is to be discussed during the closed part of the meeting,

c. the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.16 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

14.17 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.

14.19 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

14.20 The general manager must consult with the council and any other affected persons before publishing information on the council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

15 Keeping order at meetings

Points of order

15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

15.3 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.

15.4 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.

15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

15.7 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.10 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

a. contravenes the Act, the Regulation or this code, or

b. assaults or threatens to assault another councillor or person present at the meeting, or

c. moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or

d. uses offensive or disorderly words, or

e. makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or

f. imputes improper motives to or unfavourably personally reflects upon any other council official, or a person present at the meeting, except by a motion, or

g. says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

Note: Clause 15.10 reflects section 182 of the Regulation.

Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".

15.11 **The chairperson may require a councillor:**

a. to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or

b. to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or

c. to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f), or (g).

Note: Clause 15.11 reflects section 233 of the Regulation.

15.12 **A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.**

15.13 **Where a councillor fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the councillor to take that action at each subsequent meeting until such time as the councillor complies with the requirement. If the councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.**

How disorder at a meeting may be dealt with

15.14 **If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.**

Expulsion from meetings

15.15 **All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.**

15.16 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

Note: Councils may use either clause 15.15 or clause 15.16.

15.17 Clause [15.15/15.16] **[delete whichever is not applicable]**, does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.18 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause 15.18 reflects section 233(2) of the Regulation.

15.19 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.20 Members of the public attending a meeting of the council:

a. must remain silent during the meeting unless invited by the chairperson to speak,

b. must not bring flags, signs or protest symbols to the meeting, and

c. must not disrupt the meeting.

15.21 Without limiting clause 15.19, a contravention of clause 15.20 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.20.

15.22 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.23 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

How disorder by councillors attending meetings by audio-visual link may be dealt with

15.24 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.25 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

15.26 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent

during meetings of the council and committees of the council.

15.27 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.

15.28 Without limiting clause 15.19, a contravention of clause 15.27 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Any person who contravenes or attempts to contravene clause 15.27, may, as provided for under section 10(2) of the Act, be expelled from the meeting.

15.29 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

16 Conflicts of interest

16.1 All councillors and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.

16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

17 Decisions of the council

Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

Note: Clause 17.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.

Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 17.1 must be adapted to reflect those requirements.

17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code.

Note: Clause 17.3 reflects section 372(1) of the Act.

17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 17.4 reflects section 372(2) of the Act.

17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this code.

Note: Clause 17.5 reflects section 372(3) of the Act.

17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 17.6 reflects section 372(4) of the Act.

17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 17.7 reflects section 372(5) of the Act.

17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 17.8 reflects section 372(7) of the Act.

17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than 1 day after the meeting at which the resolution was adopted.

17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

Note: Clause 17.11 reflects section 372(6) of the Act.

17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

a. a notice of motion signed by three councillors is submitted to the chairperson at the meeting, and

b. the council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council.

17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.14 A resolution adopted under clause 17.12(b) must state the reasons for the urgency.

Recommitting resolutions to correct an error

17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

a. to correct any error, ambiguity or imprecision in the council's resolution, or

b. to confirm the voting on the resolution.

17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.

17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

17.18 A motion moved under clause 17.15 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.15 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.

17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 Time limits on council meetings

18.1 Meetings of the council and committees of the council are to conclude at a time the council may from time to time determine.

18.2 If the business of the meeting is unfinished at the time the council has determined, and the council does not resolve to extend the meeting, the chairperson must either:

a. defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or

b. adjourn the meeting to a time, date and place fixed by the chairperson.

18.3 Clause 18.2 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

18.4 Where a meeting is adjourned under clause 18.2 or 18.3, the general manager must:

a. individually notify each councillor of the time, date and place at which the meeting will reconvene, and

b. publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

19 After the meeting

Minutes of meetings

19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

Note: Clause 19.1 reflects section 375(1) of the Act.

19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:

a. the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,

b. details of each motion moved at a council meeting and of any amendments moved to it,

c. the names of the mover and seconder of the motion or amendment,

d. whether the motion or amendment was passed or lost, and

e. such other matters specifically required under this code.

19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

Note: Clause 19.3 reflects section 375(2) of the Act.

19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

Note: Clause 19.5 reflects section 375(2) of the Act.

19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 19.8 reflects section 11(1) of the Act.

19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 19.9 reflects section 11(2) of the Act.

19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 19.10 reflects section 11(3) of the Act.

19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20 Council committees

Application of this Part

20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

20.2 The council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.

20.4 The quorum for a meeting of a committee of the council is to be:

a. such number of members as the council decides, or

b. if the council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

20.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

a. the time, date and place of the meeting, and

b. the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Non-members entitled to attend committee meetings

20.8 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

a. to give notice of business for inclusion in the agenda for the meeting, or

b. to move or second a motion at the meeting, or

c. to vote at the meeting.

Chairperson and deputy chairperson of council committees

20.9 The chairperson of each committee of the council must be:

a. the mayor, or

b. if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or

c. if the council does not elect such a member, a member of the committee elected by the committee.

20.10 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

20.11 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

20.12 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting. If neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

20.13 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council.

20.14 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.13.

20.15 A motion at a committee of a joint organisation is taken to be lost in the event of an equality of votes.

Note: Clause 20.15 reflects section 397E of the Regulation. Joint organisations must adopt clause 20.15 and omit clause 20.14. Councils must not adopt clause 20.15.

20.16 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Mayoral minutes

20.17 The provisions of this code relating to mayoral minutes also apply to meetings of committees of the council in the same way they apply to meetings of the council.

Closure of committee meetings to the public

20.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.

20.19 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is livestreamed where practicable.

20.21 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

20.22 The general manager must consult with the committee and any other affected persons before publishing information on the council's website under clause 20.21 and provide reasons for why the information has ceased to be confidential.

Disorder in committee meetings

20.23 The provisions of the Act, the Regulation, and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way they apply to meetings of the council.

Minutes of council committee meetings

20.24 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

a. the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,

b. details of each motion moved at a meeting and of any amendments moved to it,

c. the names of the mover and seconder of the motion or amendment,

d. whether the motion or amendment was passed or lost, and

e. such other matters specifically required under this code.

20.25 All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

20.26 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.

20.27 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

20.28 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

20.29 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

20.30 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 Irregularites

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

a. a vacancy in a civic office, or

b. a failure to give notice of the meeting to any councillor or committee member, or

c. any defect in the election or appointment of a councillor or committee member, or

d. a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or

e. a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 Definitions

the Act	means the *Local Government Act 1993*
act of disorder	means an act of disorder as defined in clause 15.10 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.9 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	includes councillors, members of staff of a council, administrators, council committee members, delegates of council and any other person exercising functions on behalf of the council
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
livestream	a video broadcast of a meeting transmitted across the internet concurrently with the meeting
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the *Environmental Planning and Assessment Act 1979* including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the *Local Government (General) Regulation 2021*
year	means the period beginning 1 July and ending the following 30 June

DRAFT CODE OF MEETING PRACTICE POLICY

QUALITY CONTROL			
EDRMS REFERENCES			
RESPONSIBLE POSITION	General Manager		
APPROVED BY	Council		
REVIEW DATE	Within 12 months after each ordinary election	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	

~~MODEL CODE OF MEETING PRACTICE FOR LOCAL COUNCILS IN NSW~~

~~2025~~

Table of Contents

1 INTRODUCTION ..... 4~~3~~
2 MEETING PRINCIPLES ..... 4~~3~~
3 BEFORE THE MEETING ..... 5~~4~~
4 PUBLIC FORUMS ..... 9~~8~~
5 COMING TOGETHER ..... 12~~9~~
6 THE CHAIRPERSON ..... 18~~14~~
7 MODES OF ADDRESS ..... 19~~15~~
8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS ..... 19~~16~~
9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS ..... 20~~16~~
10 RULES OF DEBATE ..... 22~~18~~
11 VOTING ..... 25~~20~~
12 COMMITTEE OF THE WHOLE ..... 27~~22~~
13 DEALING WITH ITEMS BY EXCEPTION ..... 27~~23~~
14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC ..... 28~~24~~
15 KEEPING ORDER AT MEETINGS ..... 32~~27~~
16 CONFLICTS OF INTEREST ..... 35~~31~~
17 DECISIONS OF THE COUNCIL ..... 36~~32~~
18 TIME LIMITS ON COUNCIL MEETINGS ..... 38~~34~~
19 AFTER THE MEETING ..... 39~~34~~
20 COUNCIL COMMITTEES ..... 40~~36~~
21 IRREGULARITES ..... 44~~39~~
22 DEFINITIONS ..... 45~~40~~

1 INTRODUCTION

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Model Meeting Code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

The provisions of the Model Meeting Code that are not mandatory are indicated in red font.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

The Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font.

In adopting the Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

In adopting the Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act

ethically and make decisions in the interests of the whole community.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to councils on what free speech means in the context of NSW local government, including in relation to council meetings. The Guidelines have been issued under section 23A of the Act meaning councils must consider them when exercising their functions at meetings.

3 BEFORE THE MEETING

Timing of ordinary council meetings

3.1 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

Formatted: Left

Ordinary Council Meetings will be held on the last Wednesday of every month of the year with the exception of the December Council Meeting which will be set by Council Resolution each year. The meeting will commence at 6:30pm and be held in the Council Chambers.

Formatted: Highlight

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.

Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each time in a different quarter of the year.

Note: Under clause 13 of Schedule 11 of the Act, councils that have been designated as a rural and remote council under the Regulation are required to meet at least four (4) times each year, each time in a different quarter of the year.

Extraordinary meetings

3.2 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt

of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.2 reflects section 366 of the Act.

3.3 The mayor may call an extraordinary meeting without the need to obtain the signature of two (2) councillors.

Notice to the public of council meetings

3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of committees of the council.

Note: Clause 3.4 reflects section 9(1) of the Act.

3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council must be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, unless the council determines otherwise, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must

be submitted ~~within such reasonable time before the meeting is to be held as determined by the council~~ to the General Manager's Office by 5:00pm two Friday's prior to the Council Meeting.

Formatted: Highlight

3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

3.12 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.

3.13 A councillor is not permitted to ask a question with notice under clause 3.12 that would constitute an act of disorder.

3.14 The general manager or their nominee may respond to a question with notice submitted under clause 3.12 by way of a report included in the business papers for the relevant meeting of the council.

Agenda and business papers for ordinary meetings

3.15 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.

3.16 The general manager must ensure that the agenda for an ordinary meeting of the council states:

(a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
(b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
(c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
(d) any business of which due notice has been given under clause 3.10.

3.17 Nothing in clause 3.16 limits the powers of the mayor to put a mayoral minute to a meeting without notice under clause 9.7.

3.18 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

(a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
(b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.19 reflects section 9(2A)(a) of the Act.

3.20 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Availability of the agenda and business papers to the public

3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.21 reflects section 9(2) and (4) of the Act.

3.22 Clause 3.21 does not apply to the business papers for items of business identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.22 reflects section 9(2A)(b) of the Act.

3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.23 reflects section 9(3) of the Act.

3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form unless the council determines otherwise.

Note: Clause 3.24 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

3.25 The council must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.

3.26 Nothing in clause 3.25 limits the powers of the mayor to put a mayoral minute to an extraordinary meeting without notice under clause 9.7.

3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of the council at which all councillors are present, even though due notice has not been given of the business, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council. A resolution adopted under this clause must state the reasons for the urgency.

3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.27, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

3.29 If all councillors are not present at the extraordinary meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29 on whether a matter is urgent.

Prohibition of pre-meeting briefing sessions

3.31 Briefing sessions must not be held to brief councillors on business listed on the agenda for meetings of the council or committees of the council.

Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of the council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of the council.

3.32 Nothing in clause 3.31 prevents a councillor from requesting information from the general manager about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

4 PUBLIC FORUMS

4.1 ~~The council may hold a public forum prior to meetings of the council and committees of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other committees of the council.~~

~~4.2 The council may determine the rules under which public forums are to be conducted and when they are to be held.~~

4.1 That Council holds two public forum sessions of 15 minute duration, during ordinary and extraordinary meetings of the council for the purpose of hearing oral submissions from members of the public. The first public forum session held at the commencement of the meeting will be held for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting or on general matters. The second public forum session held prior to the consideration of confidential matters will be held for the purpose of hearing oral submissions from members of the public on items of business only. Public forums will also be held during extraordinary council meetings.

4.2 Public forums are to be chaired by the mayor or their nominee.

4.3 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

4.4 To speak at a public forum, a person is encouraged to make an application to the council in the approved form. Applications to speak at the public forum should be delivered to Council's Administrative Centre, Customer Relations Staff, up to 4:00pm on the day of the meeting or handed to a Council staff member 15 minutes prior to the commencement of the Public Forum Session, and must identify the item of business on the agenda of the council meeting the person wishes to speak upon.

The Chairperson will invite members of the public present at the Public Forum to speak. Members of the public will be asked to state their name and verbally identify the item of business on the agenda of the meeting in which they are speaking, and whether they wish to speak 'for' or 'against' the item.

Members of the public will be invited to speak in the following order:

1. Members of the public who have registered to speak either 'for' or 'against' items listed in the meeting agenda.

2. Members of the public who have registered to speak on general matters.

3. Then if time permits, members of the public who have not registered but wish to speak either 'for' or 'against' items listed in the meeting agenda; or who wish to speak on general matters.

4.5 A person may apply to speak on no more than 2 items of business on the agenda of the council meeting. A person may speak on more than 2 items if approved by the Chairperson.

4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

4.7 The Chairperson may refuse an application to speak at a public forum. The Chairperson must state reasons for a decision to refuse an application.

4.8 No more than 2 speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.

Formatted: Font: Arial, 12 pt, Highlight

Formatted: Font: Arial, 12 pt, Highlight

Formatted: Indent: Left: 0 cm, Hanging: 1.5 cm, Nun + Level: 1 + Numbering Style: 1, 2, 3, … + Start at: 4 + Alignment: Left + Aligned at: 0 cm + Indent at: 0.63 c

Formatted: Indent: Left: 0 cm, Hanging: 1.5 cm, Nun + Level: 1 + Numbering Style: 1, 2, 3, … + Start at: 4 + Alignment: Left + Aligned at: 0 cm + Indent at: 0.63 c

4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the Chairperson may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the Chairperson or their delegate is to determine who will address the council at the public forum.

4.10 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the Chairperson may increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.

4.11 Speakers at the public forum are to register with the council any written material to be presented in support of their address to the council at the public forum no less than one (1) day before the public forum. The general manager or their delegate may refuse to allow such material to be presented.

4.12 The Chairperson is to determine the order of speakers at the public forum.

4.13 Each speaker will be allowed 2 minutes to address the council. This time is to be strictly enforced by the chairperson.

4.14 Speakers at public forums must not digress from the item on the agenda of the council meeting they have requested to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

4.15 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.

4.16 Speakers are under no obligation to answer a question put under clause 4.14. Answers by the speaker, to each question are to be limited to 1 minute.

4.17 Speakers at public forums cannot ask questions of the council, councillors or council staff.

4.18 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to 2 minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.

4.19 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.

4.20 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.

4.21 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.19, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.

4.22 Clause 4.20 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.

4.23 Where a speaker engages in conduct of the type referred to in clause 4.19, the Chairperson may refuse further requests from that person to speak at public forums for such a period as the Chairperson considers appropriate.

4.24 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

5 COMING TOGETHER

Attendance by councillors at meetings

5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

5.2 The council may determine standards of dress for councillors when attending meetings.

5.3 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

~~5.4 The board of the joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any representative who speaks on a matter before the meeting can be heard by the other representatives. For the purposes of a meeting held in accordance with this clause, the chairperson and each other voting representative on the board have the same voting rights as they have at an ordinary meeting of the board.~~

Formatted: Strikethrough

~~**Note: Clause 5.4 reflects section 397G of the Regulation. Joint organisations may adopt clause 5.4 and omit clause 5.3. Councils must not adopt clause 5.4.**~~

5.4~~5~~ Where a councillor is unable to attend one or more meetings of the council or committees of the council, the councillor should submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that the council grant them a leave of absence from the relevant meetings.

5.5~~6~~ The council must not act unreasonably when considering whether to grant a councillor's request for a leave of absence.

5.6~~7~~ Where a councillor makes an apology under clause 5.4~~5~~, the council must determine by resolution whether to grant the councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If the council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

5.7~~8~~ A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.7~~8~~ reflects section 234(1)(d) of the Act.

The quorum for a meeting

5.8~~9~~ The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

Note: Clause 5.8~~9~~ reflects section 368(1) of the Act.

5.~~10~~9 Clause 5.~~9~~ 8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

Note: Clause 5.~~10~~ 9 reflects section 368(2) of the Act.

5.~~11~~10 A meeting of the council must be adjourned if a quorum is not present:

(a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
(b) within half an hour after the time designated for the holding of the meeting, or
(c) at any time during the meeting.

5.~~12~~11 In either case, the meeting must be adjourned to a time, date, and place fixed:

(a) by the chairperson, or

(b) in the chairperson's absence, by the majority of the councillors present, or
(c) failing that, by the general manager.

5.~~13~~12 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.

5.~~14~~13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

5.~~15~~14 Where a meeting is cancelled under clause 5.~~14~~13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called by the mayor under clause 3.3.

Meetings held by audio-visual link

5.~~16~~15 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.

5.~~17~~16 Where the mayor determines under clause 5.~~16~~ 15 that a meeting is to be held by audio-visual link, the general manager must:

(a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
(b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
(c) cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.~~18~~17 This code applies to a meeting held by audio-visual link under clause 5.~~16~~ 15 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.~~16~~15, it is still required under section 10 of the Act to provide a physical

venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link

5.19 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

5.20 Clause 5.19 does not apply to meetings at which a mayoral election is to be held.

5.21 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

5.22 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.21.

5.23 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.

5.24 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

5.25 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state the meetings the resolution applies to.

5.26 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

5.27 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link.

5.28 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more

previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.

5.29 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

5.30 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.

5.31 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

5.32 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

Formatted: Not Strikethrough

Note: Clause 5.32 reflects section 10(1) of the Act.

5.33 Clause 5.32 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.34 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

(a) by a resolution of the meeting, or
(b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.34 reflects section 10(2) of the Act.

5.35 On the adoption of this code and at the commencement of each council term, the council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

Formatted: Not Highlight

Note: If adopted, clauses 15.15 and 15.16 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.15 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.16 authorises chairpersons to expel persons other than councillors from a council or committee meeting.

Livestreaming of meetings

5.36 Each meeting of the council or a committee of the council is to be recorded by means of an audio-visual device.

5.37 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:

(a) the meeting is being recorded and made publicly available on the council's website, and
(b) persons attending the meeting should refrain from making any defamatory statements.

5.38 The recording of a meeting is to be made publicly available on the council's website at the same time as the meeting is taking place.

5.39 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting or for the balance of the council's term, whichever is the longer period.

5.40 Clauses 5.36 - 5.39 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

Note: Clauses 5.36 – 5.40 reflect section 236 of the Regulation.

5.41 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

~~**Note: Joint organisations are not required to livestream their meetings but may choose to do so by adopting clauses 5.36–5.40. Joint organisations that choose not to livestream their meetings may omit clauses 5.36–5.40.**~~

Attendance of the general manager and other staff at meetings

5.42 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

Note: Clause 5.42 reflects section 376(1) of the Act.

5.43 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

Note: Clause 5.43 reflects section 376(2) of the Act.

5.44 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.44 reflects section 376(3) of the Act.

Formatted: Not Highlight

Formatted: Not Highlight

Formatted: Strikethrough, Highlight

Formatted: Strikethrough

5.45 The attendance of other council staff at a meeting, (other than as members of the public) shall be determined by the general manager in consultation with the mayor.

6 THE CHAIRPERSON

The chairperson at meetings

6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

Note: Clause 6.1 reflects section 369(1) of the Act.

6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

6.4 The election of a chairperson must be conducted:

(a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
(b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

6.6 For the purposes of clause 6.5, the person conducting the election must:

(a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
(b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

6.9 When the chairperson rises or speaks during a meeting of the council:

(a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
(b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 MODES OF ADDRESS

7.1 Where physically able to, councillors and staff should stand when the mayor enters the chamber and when addressing the meeting.

7.2 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor', 'Madam Mayor' or 'Mayor'.

7.3 If the chairperson is the deputy mayor, they are to be addressed as 'Mr Deputy Mayor', or 'Madam Deputy Mayor' or 'Deputy Mayor'.

7.4 Where the chairperson is not the mayor or deputy mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.

7.5 A councillor is to be addressed as 'Councillor [surname]'.

7.6 A council officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

8.1 At a meeting of the council, the general order of business ~~is as fixed by resolution of the council~~shall be:

01 Opening Meeting

02 Apologies

03 Leave of Absence Applications

04 Prayer

05 Acknowledgement of Country

06 Acknowledgement of Broken Hill's Mining History

07 Public Forum Session

08 Confirmation of Minutes

09 Disclosures of Interests

10 Mayoral Minute(s)

11 Notices of Motion

12 Notices of Rescission

13 Reports from Delegates

14 Committee Reports

a) Infrastructure and Environment Committee

b) Corporate and Community Development Committee

c) Finance and Governance Committee

15 Further Reports

16 Questions on Notice

17 Questions for Next Meeting

18 Public Forum Session

19 Confidential Matters

20 Conclusion of the meeting

Note: Wording of the Prayer shall be: *"Almighty God, we ask you to invoke your blessing upon this Council. Direct and prosper our deliberations to the advancement and true welfare of the people of the Council area, our State and Australia. AMEN"*

Note: Wording of the Acknowledgement of Country shall be: *"We acknowledge the traditional owners of the land upon which we meet today and pay our respects to their elders; past, present and emerging."*

Note: Wording of the Acknowledgement of Broken Hill's Mining History shall be: *"We take time to reflect, remember and honour the over 800 miners that lost their lives and those that were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-1920 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future."*

8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: If adopted, Part 13 allows council to deal with items of business by exception.

8.3 Despite any other provision of this code, only the mover of a motion referred to in clause 8.2 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a council meeting

9.1 The council must not consider business at a meeting of the council:

(a) unless a councillor has given notice of the business, as required by clause 3.10, and
(b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.

9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

(a) is already before, or directly relates to, a matter that is already before the council, or
(b) is the election of a chairperson to preside at the meeting, or
(c) is a matter or topic put to the meeting by way of a mayoral minute, or
(d) is a motion for the adoption of recommendations of a committee of the council.

9.3 Despite clause 9.1, business may be considered at a meeting of the council at which all councillors are present even though due notice has not been given of the business to councillors, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.

9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 9.3 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9.5 If all councillors are not present at a meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

9.6 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.5.

Mayoral minutes

9.7 The mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that the mayor determines should be considered at the meeting.

9.8 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The mayor may move the adoption of a mayoral minute without the motion being seconded.

9.9 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.

Staff reports

9.10 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

9.11 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.

9.12 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

Questions

9.13 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.12, unless the council determines otherwise in accordance with this code.

9.14 A councillor may, through the chairperson, ask another councillor about a matter on the agenda.

9.15 A councillor may, through the mayor, ask the general manager about a matter on the agenda. The general manager may request another council employee to answer the question.

9.16 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.

9.17 Councillors must ask questions directly, succinctly, and without argument.

9.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

10 RULES OF DEBATE

Motions to be seconded

10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the chairperson is to note the withdrawal of the notice of motion at the meeting unless the council determines to consider the notice of motion at the meeting.

10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:

(a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or

(b) the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.

10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

Amendments to motions

10.8 An amendment to a motion must be moved and seconded before it can be debated.

10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.

10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.

10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.

10.14 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Limitations on the number and duration of speeches

10.15 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

10.16 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.

10.17 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.

10.18 Despite clause 10.17, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.

10.19 Despite clauses 10.15 and 10.16, a councillor may move that a motion or an amendment be now put:

(a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
(b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.

10.20 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.19. A seconder is not required for such a motion.

10.21 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.15.

10.22 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.

10.23 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.

10.24 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

~~Participation by non-voting representatives in joint organisation board meetings~~

Formatted: Strikethrough, Highlight

~~10.26 Non-voting representatives of joint organisation boards may speak on but must not move, second or vote on any motion or an amendment to a motion.~~

~~**Note: Under section 400T(1)(c) of the Act, non-voting representatives of joint organisation boards may attend but are not entitled to vote at a meeting of the board.**~~

~~Note: Joint organisations must adopt clause 10.26. Councils must not adopt clause 10.26.~~

Formatted: Strikethrough

11 VOTING

Voting entitlements of councillors

11.1 Each councillor is entitled to one (1) vote.

Note: Clause 11.1 reflects section 370(1) of the Act.

~~Note: Under section 400T(1) of the Act, voting representatives of joint organisation boards are entitled to one (1) vote each at meetings of the board.~~

Formatted: Strikethrough, Highlight

Formatted: Strikethrough

11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 11.2 reflects section 370(2) of the Act.

11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Formatted: Strikethrough

~~11.4 A motion at a meeting of the board of a joint organisation is taken to be lost in the event of an equality of votes.~~

Formatted: Strikethrough, Highlight

~~Note: Clause 11.4 reflects section 397E of the Regulation. Joint organisations must adopt clause 11.4 and omit clauses 11.2 and 11.3. Councils must not adopt clause 11.4.~~

~~Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 11.4 must be adapted to reflect those requirements.~~

Formatted: Strikethrough

Voting at council meetings

11.~~5~~4 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

Formatted: Highlight

11.~~6~~5 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.

Formatted: Highlight

11.~~7~~6 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.

Formatted: Highlight

11.~~8~~7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the

Formatted: Highlight

names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.

11.98 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 4 of this code.

11.109 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

11.1110 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment (including the use of the casting vote) being recorded.

Note: If clause 11.11 10 is adopted, clauses 11.6 5 – 11.9 8 and clause 11.15 14 may be omitted.

Voting on planning decisions

11.1211 The council or a council committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before the council for a decision.

11.1312 Where the council or a council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

11.1413 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

11.1514 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.

11.1615 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.

11.1716 Clauses 11.1413–11.16 15 apply also to meetings that are closed to the public.

Note: Clauses 11.1413–11.17 16 reflect section 375A of the Act.

Note: The requirements of clause 11.14 13 may be satisfied by maintaining a register of the minutes of each planning decision.

Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight
Formatted: Highlight

12 COMMITTEE OF THE WHOLE

12.1 The council may resolve itself into a committee to consider any matter before the council.

Note: Clause 12.1 reflects section 373 of the Act.

12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging councillors and staff to stand when addressing the meeting.

Note: Clauses 10.15 – 10.25 limit the number and duration of speeches.

Note: Clause 7.1 encourages councillors and staff to stand when addressing the meeting where they can.

12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 DEALING WITH ITEMS BY EXCEPTION

13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.

13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.

13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.

13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.2.

13.5 A motion to adopt multiple items of business together under clause 13.1 must

identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.

13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

(a) personnel matters concerning particular individuals (other than councillors),
(b) the personal hardship of any resident or ratepayer,
(c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
(d) 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,
(e) information that would, if disclosed, prejudice the maintenance of law,
(f) matters affecting the security of the council, councillors, council staff or council property,
(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
(i) alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

(a) except for so much of the discussion as is necessary to preserve the

relevant confidentiality, privilege or security, and

(b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

(a) are substantial issues relating to a matter in which the council or committee is involved, and
(b) are clearly identified in the advice,
(c) are fully discussed in that advice, and
(d) are subject to legal professional privilege.

Note: Clause 14.4 reflects section 10B(2) of the Act.

14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

(a) a person may misinterpret or misunderstand the discussion, or
(b) the discussion of the matter may:
  (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
  (ii) cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

<u>Notice of likelihood of closure not required in urgent cases</u>

14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed, but only if:

(a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
(b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
  (i) should not be deferred (because of the urgency of the matter), and
  (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

14.11 Despite clauses 14.9 and 14.10, the council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.

14.12 Where the matter has been identified in the agenda of the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in ~~a manner determined by the council,~~ the approved form. Applications must be received by 5:00pm no less than three (3) days before the meeting at which the matter is to be considered.

Formatted: Strikethrough, Highlight

Formatted: Highlight

Formatted: Highlight

Expulsion of non-councillors from meetings closed to the public

14.13 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

Obligations of councillors attending meetings by audio-visual link

14.15 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

(a) the relevant provision of section 10A(2) of the Act,
(b) the matter that is to be discussed during the closed part of the meeting,
(c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.16 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

14.17 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.

14.19 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

14.20 The general manager must consult with the council and any other affected persons before publishing information on the council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

15 KEEPING ORDER AT MEETINGS

Points of order

15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

15.3 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.

15.4 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.

15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

15.7 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.10 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

(a) contravenes the Act, the Regulation or this code, or

(b) assaults or threatens to assault another councillor or person present at the meeting, or
(c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
(d) uses offensive or disorderly words, or
(e) makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or
(f) imputes improper motives to or unfavourably personally reflects upon any other council official, or a person present at the meeting, except by a motion, or
(g) says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

Note: Clause 15.10 reflects section 182 of the Regulation.

Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".

15.11 The chairperson may require a councillor:

(a) to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or
(b) to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or
(c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f) or (g).

Note: Clause 15.11 reflects section 233 of the Regulation.

15.12 A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.

15.13 Where a councillor fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the councillor to take that action at each subsequent meeting until such time as the councillor complies with the requirement. If the councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.

<u>How disorder at a meeting may be dealt with</u>

15.14 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not.

This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

~~15.15 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.~~

15.16 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

Note: Councils may use either clause 15.15 or clause 15.16.

15.17 Clause [~~15.15~~/15.16] [~~**delete whichever is not applicable]**~~] does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.18 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause 15.18 reflects section 233(2) of the Regulation.

15.19 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.20 Members of the public attending a meeting of the council:

(a) must remain silent during the meeting unless invited by the chairperson to speak,
(b) must not bring flags, signs or protest symbols to the meeting, and
(c) must not disrupt the meeting.

15.21 Without limiting clause 15.19, a contravention of clause 15.20 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.20.

15.22 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.23 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person

Formatted: Strikethrough, Highlight

Formatted: Strikethrough

Formatted: Strikethrough, Highlight

Formatted: Strikethrough

Formatted: Strikethrough

Formatted: Strikethrough, Highlight

presiding, may, by using such force as is reasonably necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

How disorder by councillors attending meetings by audio-visual link may be dealt with

15.24 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.25 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

15.26 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.

15.27 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.

15.28 Without limiting clause 15.19, a contravention of clause 15.27 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Any person who contravenes or attempts to contravene clause 15.27, may, as provided for under section 10(2) of the Act, be expelled from the meeting.

15.29 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

16 CONFLICTS OF INTEREST

16.1 All councillors and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings

of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.

16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

17 DECISIONS OF THE COUNCIL

Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

Note: Clause 17.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.

~~**Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 17.1 must be adapted to reflect those requirements.**~~

Formatted: Strikethrough, Highlight

Formatted: Strikethrough

17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code.

Note: Clause 17.3 reflects section 372(1) of the Act.

17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 17.4 reflects section 372(2) of the Act.

17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this code.

Note: Clause 17.5 reflects section 372(3) of the Act.

17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 17.6 reflects section 372(4) of the Act.

17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 17.7 reflects section 372(5) of the Act.

17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 17.8 reflects section 372(7) of the Act.

17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than ~~1 day~~5:00pm 2 business days after the meeting at which the resolution was adopted.

17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

Note: Clause 17.11 reflects section 372(6) of the Act.

17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

(a) a notice of motion signed by three councillors is submitted to the chairperson at the meeting, and
(b) the council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council.

17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.14 A resolution adopted under clause 17.12(b) must state the reasons for the urgency.

Recommitting resolutions to correct an error

17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

(a) to correct any error, ambiguity or imprecision in the council's resolution, or
(b) to confirm the voting on the resolution.

17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.

17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

17.18 A motion moved under clause 17.15 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.15 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.

17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 TIME LIMITS ON COUNCIL MEETINGS

18.1 Meetings of the council and committees of the council are to conclude ~~at a time the council may from time to time determine.~~ no later than 10:00pm

Formatted: Highlight

18.2 If the business of the meeting is unfinished at ~~the time the council has determined~~ 10:00pm, and the council does not resolve to extend the meeting, the chairperson must either:

(a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or
(b) adjourn the meeting to a time, date and place fixed by the chairperson.

18.3 Clause 18.2 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

18.4 Where a meeting is adjourned under clause 18.2 or 18.3, the general manager must:

(a) individually notify each councillor of the time, date and place at which the

meeting will reconvene, and

(b) publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

19 AFTER THE MEETING

Minutes of meetings

19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

Note: Clause 19.1 reflects section 375(1) of the Act.

19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:

(a) the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
(b) details of each motion moved at a council meeting and of any amendments moved to it,
(c) the names of the mover and seconder of the motion or amendment,
(d) whether the motion or amendment was passed or lost, and
(e) such other matters specifically required under this code.

19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

Note: Clause 19.3 reflects section 375(2) of the Act.

19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

Note: Clause 19.5 reflects section 375(2) of the Act.

19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable

access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 19.8 reflects section 11(1) of the Act.

19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 19.9 reflects section 11(2) of the Act.

19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 19.10 reflects section 11(3) of the Act.

19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20 COUNCIL COMMITTEES

Application of this Part

20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

20.2 The council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.

20.4 The quorum for a meeting of a committee of the council is to be:

(a) such number of members as the council decides, or
(b) if the council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

a. Council will operate three Standing Committees, with meetings to be held at 5:30pm on the Monday, Tuesday and Wednesday of the week preceding the Monthly Ordinary Council Meeting. The Standing Committees will consider reports on the following matters:

- **Infrastructure and Environment Committee** to consider all matters relating to that Directorate.

- **Corporate and Community Development Committee** to consider all matters relating to that Directorate.

- **Finance and Governance Committee** to consider all matters relating to that Directorate.

b. The order of business for the conduct of Standing Committees will consist of:

01 Opening Meeting

02 Apologies

03 Leave of Absence Applications

04 Prayer

05 Acknowledgement of Country

06 Acknowledgement of Broken Hill's Mining History

07 Confirmation of Minutes

08 Disclosure of Interest

09 Reports

10 Confidential Matters

11 Conclusion of the Meeting

Note: Wording of the Prayer shall be: *"Almighty God, we ask you to invoke your blessing upon this Council. Direct and prosper our deliberations to the advancement and true welfare of the people of the Council area, our State and Australia. AMEN"*

Note: Wording of the Acknowledgement of Country shall be: *"We acknowledge the traditional owners of the land upon which we meet today and pay our respects to their elders; past, present and emerging."*

Note: Wording of the Acknowledgement of Broken Hill's Mining History shall be: *"We take time to reflect, remember and honour the over 800 miners that lost their lives and those that were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-1920 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future."*

Formatted: Highlight

Notice of committee meetings

20.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

(a) the time, date and place of the meeting, and
(b) the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Non-members entitled to attend committee meetings

20.8 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

(a) to give notice of business for inclusion in the agenda for the meeting, or
(b) to move or second a motion at the meeting, or
(c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

20.9 The chairperson of each committee of the council must be:

(a) the mayor, or
(b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
(c) if the council does not elect such a member, a member of the committee elected by the committee.

20.10 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

20.11 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

20.12 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting. If neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

20.13 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council.

20.14 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.13.

~~20.15 A motion at a committee of a joint organisation is taken to be lost in the event of an equality of votes.~~

Formatted: Strikethrough, Highlight

~~**Note: Clause 20.15 reflects section 397E of the Regulation. Joint**~~

~~organisations must adopt clause 20.15 and omit clause 20.14. Councils must not adopt clause 20.15.~~

Formatted: Strikethrough

20.15~~6~~ Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Mayoral minutes

20.16~~7~~ The provisions of this code relating to mayoral minutes also apply to meetings of committees of the council in the same way they apply to meetings of the council.

Closure of committee meetings to the public

20.17~~8~~ The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.

20.18~~9~~ If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

20.19~~20~~ Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.18~~9~~ during a part of the meeting that is livestreamed where practicable.

20.20~~1~~ The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

20.21~~2~~ The general manager must consult with the committee and any other affected persons before publishing information on the council's website under clause 20.20~~1~~ and provide reasons for why the information has ceased to be confidential.

Disorder in committee meetings

20.22~~3~~ The provisions of the Act, the Regulation, and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way they apply to meetings of the council.

Minutes of council committee meetings

20.23~~4~~ Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

(a) the names of councillors attending a meeting and whether they attended

the meeting in person or by audio-visual link,
(b) details of each motion moved at a meeting and of any amendments moved to it,
(c) the names of the mover and seconder of the motion or amendment,
(d) whether the motion or amendment was passed or lost, and
(e) such other matters specifically required under this code.

20.24~~5~~ All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

20.25~~6~~ The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.

20.26~~7~~ Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

20.27~~8~~ When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

20.28~~9~~ The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

20.29~~30~~ The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 IRREGULARITES

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

(a) a vacancy in a civic office, or
(b) a failure to give notice of the meeting to any councillor or committee member, or
(c) any defect in the election or appointment of a councillor or committee member, or
(d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
(e) a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 DEFINITIONS

the Act	means the *Local Government Act 1993*
act of disorder	means an act of disorder as defined in clause 15.10 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.9 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	includes councillors, members of staff of a council, administrators, council committee members, delegates of council and any other person exercising functions on behalf of the council
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
livestream	a video broadcast of a meeting transmitted across the internet concurrently with the meeting
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the *Environmental Planning and Assessment Act 1979* including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act

quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the *Local Government (General) Regulation 2021*
year	means the period beginning 1 July and ending the following 30 June

FINANCE AND GOVERNANCE COMMITTEE

September 3, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 181/25

SUBJECT: ADOPTION OF DRAFT SOCIAL MEDIA POLICY AND DRAFT MEDIA RELATIONS POLICY D25/34902

Recommendation

1. That Broken Hill City Council Report No. 181/25 dated September 3, 2025, be received.
2. That Council notes the Department of Planning, Housing and Infrastructure, Free Speech in Local Government NSW Guidelines issued June 2025.
3. That Council notes that nil submissions were received from the public and one (1) submission was received from a member of staff during the public exhibition period of the Draft Social Media Policy and Draft Media Relations Policy.
4. That Council adopts the Draft Social Media Policy and Draft Media Relations Policy as Policies of Council.

Executive Summary:

Council's Social Media Policy and Media Relations Policy provide guidelines for Councillors, Council Officers, volunteers, consultants and contractors when engaging with media and social media, in both an official and personal capacity.

Council's Social Media Policy has received minor changes to update software titles, staff position titles and staff record keeping procedures.

Council's Media Relations Policy has received no significant alterations, with changes only being made to update staff position titles.

The Department of Planning, Housing and Infrastructure issued their Free Speech in Local Government NSW Guidelines in June 2025, and these Guidelines have been taken into consideration during the review of the two Media Policies.

The Draft Policies were placed on public exhibition as per Council Resolution Minute No. 47934 of the Council Meeting held 30 July 2025.

The public exhibition period closed at midnight on Saturday 30 July 2025 during which time Council received nil submissions from the public and one (1) submission from staff during the public exhibition period. The submission from a staff member requested that the Social Media Policy be amended to include reference to Council's Social Media Governance Procedure under the "Related Documents" section of the draft policy, and this inclusion has been made.

Report:

NSW Councils are required to review and adopt their Code of Conduct Policies (based on the Office of Local Government's (OLG) Model Code of Conduct 2020 (Model Code)) within 12 months after each Ordinary Election.

The Model Code of Conduct is prescribed under section 440 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

Under Section 440 of the Act, each Council in NSW is required to adopt a Code of Conduct based on the Model Code as prescribed under the Regulation. Councils may enhance or strengthen the standards prescribed under the Model Code in their adopted Codes of Conduct to make them more onerous. Councils may also supplement the provisions contained in the Model Code with additional provisions in their adopted Codes of Conduct.

However, Councils cannot weaken the standards prescribed in the Model Code in their adopted Codes of Conduct. Provisions contained in a Council's adopted Code of Conduct that are less onerous than those prescribed under the Model Code will be invalid and the equivalent provisions of the Model Code will override them through the operation of section 440 of the *Local Government Act 1993*.

Sections of the Model Code of Conduct relate to media relations and the use of social media.

Council's Social Media and Media Relations policies provide guidelines for Councillors, Council officers, volunteers, consultants, and contractors when engaging with the media and social media, in both an official and personal capacity.

Council's Social Media Policy has received minor changes to update software titles, staff position titles, and staff record keeping procedures.

Council's Media Relations Policy has received no significant alterations, with changes only being made to update staff position titles.

The Department of Planning, Housing and Infrastructure issued their Free Speech in Local Government NSW Guidelines in June 2025, and these Guidelines have been taken into consideration during the review of the two Media Policies.

The Draft Policies were considered at the Ordinary Council Meeting held 30 July 2025 and endorsed (Minute No. 47934) for the purpose of public exhibition. The Draft Policies were placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public and one (1) submission from a member of staff requesting the inclusion of Council's Social Media Governance Procedure under the Related Documents section of the draft Social Media Policy; and this inclusion has been made.

The Draft Policies are now presented to Council for the consideration of adoption.

Community Engagement:

The draft Policies were placed on public exhibition for submissions to be received for a period of 28 days.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.2	Undertake communication and authentic, open and reciprocal engagement with the community to increase confidence in decision-making
Strategy:	4.1.4	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993, Section 440
Local Government (General) Regulation 2021

Financial Implications:

Nil

Attachments

1. ⇩ Draft Social Media Policy
2. ⇩ Draft Media Relations Policy

DARRIN MANUEL
MANAGER COMMUNICATIONS AND MARKETING

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL CITY COUNCIL

DRAFT SOCIAL MEDIA POLICY

QUALITY CONTROL			
EDRMS REFERENCES	D17/9747		
RESPONSIBLE POSITION	Manager Communications and Marketing		
APPROVED BY	Council Resolution		
REVIEW DATE	July 2028	REVISION NUMBER	3
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
28 February 2018	Public Exhibition	45745	
26 April 2018	Adoption	45800	
30 March 2022	Public Exhibition	46790	
25 May 2022	Adoption	46857	
30 July 2025	Public Exhibition	47934	

1. INTRODUCTION

Australians are among the most active users of social media globally, and local government is increasingly expected to operate with greater transparency, responsiveness, and community engagement. For Council, social media presents a powerful opportunity to inform, connect, and collaborate with the community in real time.

This policy recognises the important role that social media plays in modern governance and outlines how Council will use these platforms to:

- Increase accessibility to services, information, and decision-making
- Strengthen engagement with residents, stakeholders, and partners
- Foster transparency, trust, and timely communication
- Support emergency and crisis communication efforts
- Reach targeted audiences with relevant content
- Gather community insights and feedback to inform planning and service delivery

Through responsible, inclusive, and strategic use of social media, Council aims to create stronger relationships and more responsive local government.

2. POLICY OBJECTIVE

To provide a policy position in respect to the expectations of Council's representatives when engaging in social media, in both an official and personal capacity.

3. POLICY SCOPE

This Policy applies to Councillors, Council officers, volunteers, consultants and contractors.

4. POLICY STATEMENT

The following are the guiding principles and standards that Council must adhere to for the implementation of this policy.

4.1 Authorised user protocols

Authorised users using social media must:

- Only disclose publicly available information, or information intended to be made publicly available at the time of disclosure.
- Publish copyright or trademark material only with permission from the copyright/trademark holder.
- Ensure that information posted on accounts they oversee is not illegal, libellous, discriminatory, defamatory, abusive or obscene.
- Maintain compliance with the Model Code of Conduct, and all other relevant Council policies when publishing content.
- Ensure parental consent has been obtained before posting an image of a minor, except where the minor's identity cannot be determined by a viewer.
- Use the content flowchart (attached) to determine if the content should be posted.
- Respond to genuine enquires within the timeframe outlined in the Customer Service Strategy where possible.
- Only engage in public conversation where relevant and appropriate.
- Not release CCTV footage on Council's social media without authorisation from the General Manager.
- Not communicate on behalf of the Mayor or Councillors without authorisation from the General Manager.

4.2 Content Monitoring

The Manager Communications and Marketing and the Digital and Marketing Officer will monitor content posted on official social media channels to ensure adherence to the social media policy and associated documents.

4.3 Content Moderation

Authorised Users will moderate user content. Any content that the Authorised User believes breaches this policy or associated documents is to be reported to the Digital and Marketing Officer or the Manager Communications and Marketing. Offending content will be documented before being removed.

4.4 Personal Accounts

Council representatives must not use personal accounts in a manner that is likely to breach Council's Code of Conduct.

4.5 Live Streaming

Council may utilise live streaming at Council meetings and events. During meetings, a disclaimer will be published in the business papers informing attendees they are consenting to their 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 will also be advised that they may be subject to legal action if they engage in unlawful behavior or commentary.

Signage will be posted at events to inform the public when live streaming is in process. A print friendly version of appropriate signage can be found at the end of this document.

4.6 Non-compliance

Non-compliance with the Social Media Policy by employees will be managed in line with Council's Disciplinary Policy.

Non-compliance by all other Council Representatives will be managed through the relevant Code of Conduct disciplinary systems.

5. IMPLEMENTATION

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

5.1 Roles and Responsibilities

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

- General Manager
- Manager Communications and Marketing
- Digital and Marketing Officer
- Authorised Users

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.

5.3 Associated Documents

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

- BHCC Model Code of Conduct
- BHCC Communication and Engagement Strategy
- BHCC Disciplinary Policy
- BHCC Email, Internet and Computer Systems Usage Policy
- BHCC Media Relations Policy
- BHCC Social Media Guidelines
- BHCC Customer Service Strategy
- BHCC Social Media Lighthouse Protocol
- BHCC Social Networking and Online Media Policy
- BHCC Records Management Policy
- BHCC Information and Communications Technology Policy
- BHCC Social Media Governance Procedure

6. REVIEW

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

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

The Manager Communications and Marketing is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

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

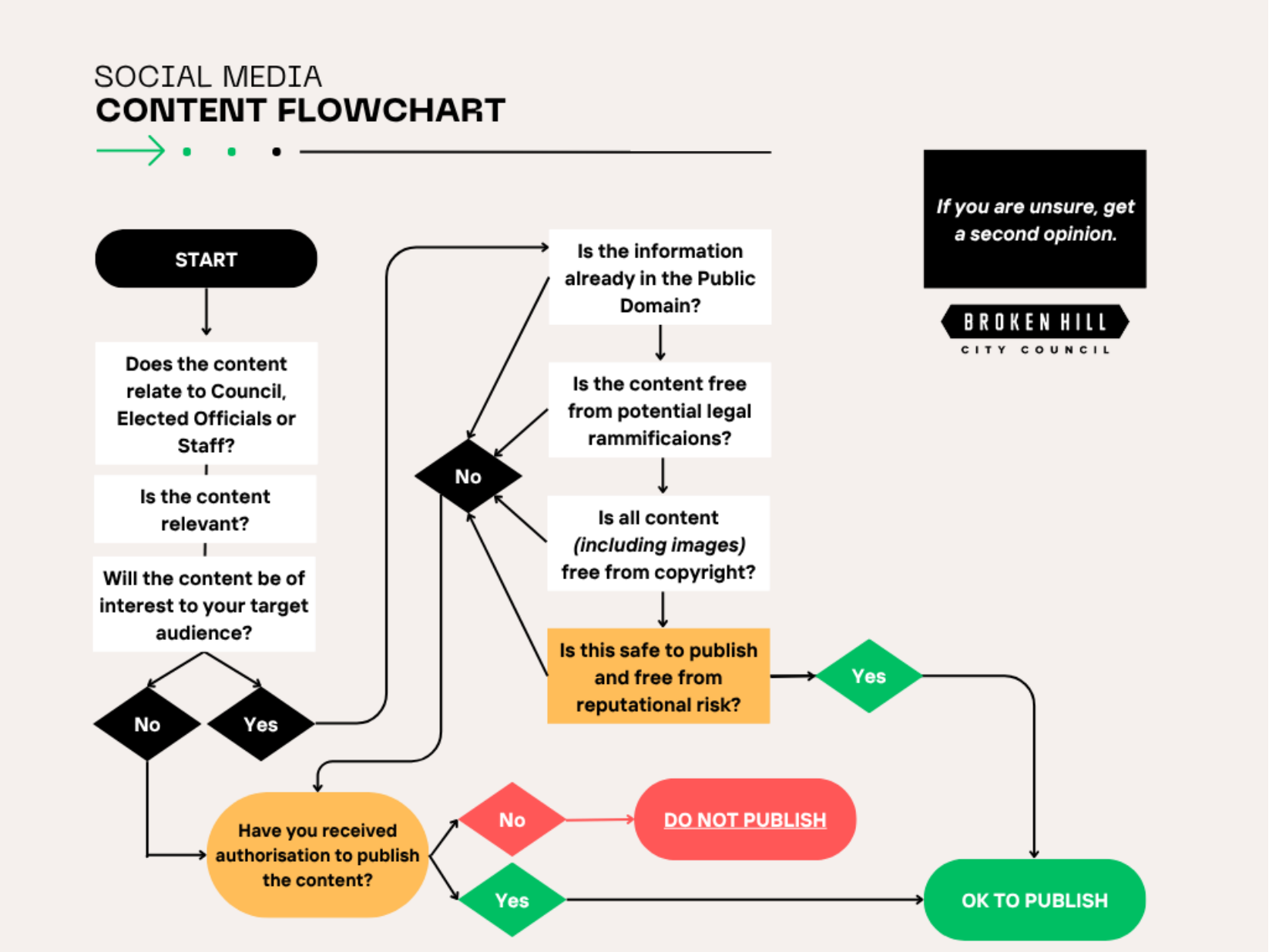
- Anti-Discrimination Act 1977
- Archives Act 1983
- Children and Young Persons (Care and Protection) Act 1998
- Copyright Act 1968
- Copyright Amendment Act 2006
- Copyright Amendment (Disability Access and Other Measures) Act 2017
- Defamation Act 2005
- Free Speech in Local Government in NSW Guideline.
- Government Information (Public Access) Act 2009
- Intellectual Property Laws Amendment Act 2015
- Local Government Act 2020
- Privacy Act 1988
- Privacy and Personal Information Protection Act 1998
- State Records Act 1998
- Trademarks Act 1995

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Social Media Policy.

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

8. DEFINITIONS

Authorised User	is a staff member authorised by the General Manager, Manager Communications and Marketing or the Digital and Marketing Officer to manage, maintain, publish to and operate a Council social media channel
BHCC	is the acronym for Broken Hill City Council
CCTV	is Closed Circuit Television
Content	is any information, opinion, text, video, audio, image, link, or document published to social media
Council Representative	is any employee, elected member, volunteer, consultant or contractor
Minor	is a person under the age of 18 years
Moderate	is the process of assessing content (normally user generated) against predetermined standards and removing content which does not meet those standards
Platform	is a specific Social Media network, website, application or service (for example Facebook, Twitter, Instagram, etc.)
Post/Publish/Comment	are all terms meaning to make information, opinion or content available for others to view on a social media platform
Public Domain	means available to the public
Social Media	is the term for websites and applications that enable users to create and share content or to participate in social networking
User	is any content consumer or creator other than the account owner, operator, publisher or author


SOCIAL MEDIA
CONTENT FLOWCHART
If you are unsure, get a second opinion.
BROKEN HILL
CITY COUNCIL
START
Does the content relate to Council, Elected Officials or Staff?
Is the content relevant?
Will the content be of interest to your target audience?
No
Yes
Is the information already in the Public Domain?
Is the content free from potential legal rammificaions?
Is all content (including images) free from copyright?
Is this safe to publish and free from reputational risk?
No
Yes
Have you received authorisation to publish the content?
No
DO NOT PUBLISH
Yes
OK TO PUBLISH

BROKEN HILL
CITY COUNCIL

Filming in progress.

This event may be filmed, photographed, recorded and broadcast live for Media and Social Media Purposes.

General Manager

BROKEN HILL CITY COUNCIL

DRAFT MEDIA RELATIONS POLICY

QUALITY CONTROL			
TRIM REFERENCES	D25/25651		
RESPONSIBLE POSITION	General Manager		
APPROVED BY	Council		
REVIEW DATE	June 2025	REVISION NUMBER	5
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
29/11/2000	Adoption	38961	
26/11/2003	Adoption	40205	
28/11/2012	Adoption	43236	
29/03/2017	Public Exhibition	45503	
31/05/2017	Adoption	45544	
30/03/2022	Public Exhibition	46790	
25/05/2022	Adoption	46857	
30/07/2025	Public Exhibition	47934	

1. INTRODUCTION

This Policy provides a framework for Councillors and staff to use to promote coverage of Council affairs that is consistent, fair, accurate and reliable.

2. POLICY OBJECTIVE

The Media Relations Policy has the following objectives:

- To ensure consistency by Councillors and staff in dealing with the media.
- To promote open exchange of information between Council and the media.
- To limit the publication of inaccurate information which could cause conflict or embarrassment for employees and Councillors.
- To limit the possibility of miscommunication and reputation risk.
- To promote positive media relationships.
- To clearly indicate Council's authorised spokespersons.
- To ensure appropriate authorisation and responsibility for information provided.

3. POLICY SCOPE

This Policy applies to Councillors, Council officers, volunteers, consultants, and contractors.

4. POLICY STATEMENT

The following guidelines should be observed at all times when interacting with media:

4.1 Staff and Media

- All media enquiries should be directed to the Manager Communications and Marketing.
- Council staff must not speak to the media about matters related to Council unless authorised by the General Manager or Manager Communications and Marketing to do so.
- Council employees may not provide any comment or information to the media with the intention of contesting or undermining Council policy or casting Council, Councillors or Council staff in a negative light.
- Council employees may speak to the media or write Letters to the Editor as private individuals providing they do not comment on Council business or policy, and do not identify themselves as Council employees.
- From time to time it may be necessary for a Letter to the Editor or similar public statement to be written as an official Council communication to inform the community about a particular matter. Such statements must be issued through the Manager Communications and Marketing, subject to the approval of the Mayor and/or General Manager.
- In the event of an industrial dispute (or an incident likely to lead to an industrial dispute), statements on behalf of Council employees should be issued via the relevant union.
- When appropriate, a member of Council staff may be nominated by the General Manager to act as the sole spokesperson on a specific issue, event or initiative within their operational portfolio, to ensure consistency of message.
- Council staff should treat all media outlets equally and avoid giving one outlet preferential treatment. Media releases should be distributed to all media outlets at the same time.
- Council staff should never provide information "off the record" during media interviews. Anything said to a media representative can be used in a news story.
- Contractors, volunteers or service providers employed by Council must refer all media enquiries relating to Council to the Communications and Community Engagement Coordinator.

4.2 Councillors and Media

- Councillors have been elected to represent the community and are free to speak to the media as individuals.
- Councillors may speak on behalf of the Council only when delegated by the Mayor. In such an instance they must completely support Council's position on the issue at hand.

- Councillors may speak with media on behalf of Committees on which they are Chair or Acting Chair on matters that directly relate to their Committee.

- Councillors are welcome to contact the Manager Communications and Marketing or General Manager before speaking to media to ensure they can provide the most up to date information from Council on the matter at hand.

4.3 Media Releases

- Staff are encouraged prepare draft media releases, but they must be forwarded to the Manager Communications and Marketing for editing, formatting and distribution to ensure consistency in communication with media.

- Media releases should never be issued without the Manager Communications and Marketing's knowledge, and the prior approval of the General Manager, the Mayor, or a delegated authority.

- A media release should never be issued quoting a Councillor or member of staff without that person's permission.

- Staff with specialist knowledge may be quoted in media releases with the permission of the relevant delegated authority.

- Media releases must be approved by the General Manager or the delegated authority before posting on the Council website or social media.

4.4 Media Alerts

Any Councillor or staff member who is aware of a Council matter that may be of interest to the media should immediately contact the General Manager's Office.

4.5 Complaints about the Media

Staff complaints about incorrect or unfair media content regarding Council matters should be forwarded to the Manager Communications and Marketing. Official complaints about media, or requests for a correction can only be made with the authorisation of the General Manager.

4.6 Emergency Communication

Council recognises that ill-considered and uninformed comments can cause dire consequences and have legal implications in the event of an emergency, disaster, crisis or other sensitive issue.

In the event of an emergency in the Council area involving serious injury to and/or death of residents, the Mayor/Councillors or Council employees, or involving significant damage to Council assets or private property, or involving significant law enforcement activity on Council property, the following procedures will apply:

- The General Manager's Office must be notified immediately of details of the incident or activity.

- Details of the incident or activity must not be discussed with any media representatives unless approved in advance by the General Manager.

- Requests by the media to film, photograph or interview Council employees or Council assets involved in the emergency situation must be referred to the General Manager's Office.

4.7 Crisis Management

In communications planning, a crisis is regarded as an emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or war like action) which creates an emergency that requires a significant and coordinated response.

A crisis is defined as a situation that:

(a) endangers, or threatens to endanger, the safety or health of persons or animals in the Local Government Area and;

(b) destroys or damages, or threatens to destroy or damage, any property in the Local Government Area.

If the District Emergency Management Committee enacts the District DISPLAN, requests must be referred to the General Manager's Office. The General Manager will be guided by the advice of the District and Local Emergency Operations Controllers.

4.8 Non-compliance with this Policy

Failure to comply with this policy may be dealt with in accordance with Council's Code of Conduct.

5. IMPLEMENTATION

5.1. Roles and Responsibilities

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

Authorised Officer	Roles and Responsibilities
Mayor	Council's official spokesperson on all strategic and policy matters. Authorised signatory for Letters to the Editor on policy issues.
Deputy Mayor	To act as the Mayor's delegated spokesperson if the Mayor is unavailable.
General Manager	Council's official spokesperson on all policy, operations, strategic, and administrative issues. Authorised signatory for Letters to the Editor on these issues.
Councillors	Provide the media with comment, identifying that it is provided as their own personal opinion, and not the official position of Council.
Department Managers	May make statements on behalf of Council as a designated spokesperson if authorised by the General Manager.
Manager Communications and marketing	Responsible for coordinating responses, and providing information and press releases to the media.
General Staff	No media role unless authorised by the General Manager or Manager Communications and Marketing to act as a designated spokesperson.

- The Mayor and the General Manager are Council's official spokespersons on all matters.
- The General Manager or Manager Communications and Marketing may nominate other staff to act as spokespersons for the Council.
- The Mayor may delegate another Councillor to speak on a particular matter.
- The Manager Communications and Marketing is responsible for co- ordinating media liaison and issuing press releases, and is delegated to respond to media enquiries on behalf of Council.
- No staff member, other than those authorised by the General Manager, are to handle an enquiry from the media without prior approval.
- Information given to the media of a controversial, legal, or ethical nature requires the approval of the General Manager and/or the Mayor.
- All staff, Councillors, volunteers and contractors must abide by Council's Code Of Conduct when speaking with the media.

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, and also directly supplied to local media outlets.

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 Communication and Community Engagement Coordinator 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
- Local Government (General) Regulation 2005
- 2015 Model Code of Conduct for Councils in NSW
- Free Speech Guidelines 2025

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

8. DEFINITIONS

"DISPLAN" – The Broken Hill City Council Local Disaster Plan

FINANCE AND GOVERNANCE COMMITTEE

September 3, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 182/25

SUBJECT: DRAFT AUDIT RISK AND IMPROVEMENT COMMITTEE STRATEGIC PLAN D25/40989

Recommendation

1. That Broken Hill City Council Report No. 182/25 dated September 3, 2025, be received.

2. That the Draft Audit, Risk and Improvement Committee Strategic Plan be adopted.

Executive Summary:

From 4 June 2022 all councils and joint organisations were required under the *Local Government Act 1993* to have an Audit, Risk and Improvement Committee. Councils and joint organisations can share Audit, Risk and Improvement Committees. Council has been operating an Audit, Risk and Improvement Committee since 2012, well before its legislated mandate.

There is also now a requirement for The Audit Risk and Improvement Committee (ARIC) to develop a strategic workplan every four years to ensure that all matters listed in *Section 428A* of the *Local Government Act 1993* are reviewed by the Committee and considered by Council's internal audit function when developing their risk-based program of internal audits.

Report:

It is essential that the work of the Audit, Risk and Improvement Committee is thoroughly planned and executed to ensure that no Council activity or function is missed by the Committee and that Council receives value for money from their assurance investment.

Council's Audit, Risk and Improvement Committee must develop a strategic work plan every four years to ensure that all the matters listed in *Section 428A* of the *Local Government Act 1993* are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits. The plan must be developed by the Audit, Risk and Improvement Committee in consultation with the governing body, General Manager, the internal audit coordinator and senior managers (where appropriate) and adopted by the governing body of the Council at the start of the Council term.

To maintain the independence of the Audit, Risk and Improvement Committee, the governing body of the Council must be careful when adopting the strategic work plan not to direct the Committee's work over the Council term.

The nature of the strategic work plan will be commensurate with the size and operational complexity of the Council and its risk profile, and consistent with the requirements of the International Professional Practices Framework.

At a minimum, it should document:

1. The goals and expected outcomes of the Audit, Risk and Improvement Committee for the Council term
2. Key organisational issues and risks faced by the Council and how the Committee will review these, and
3. Key performance indicators to measure progress across the Council term.

When developing the Council's strategic work plan, the Audit, Risk and Improvement Committee should consider at a minimum:

- The Council's strategic objectives
- Risks facing the Council
- The work of other review activities or functions (for example, external and performance audits, and reviews or audits by other government agencies)
- An assurance map of the Council's assurance activities which may assist to determine where the Committee's and internal audit function's work should focus, and
- Stakeholder expectations.

There should also be sufficient flexibility in the strategic work plan to accommodate the need for additional audits on emerging risks from time to time.

The Audit, Risk and Improvement Committee may, in consultation with the Council's governing body, vary the strategic work plan at any time to address new or emerging risks.

The governing body of the Council may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan will rest with the Committee.

When considering whether to vary the strategic work plan, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the strategic work plan

The Audit, Risk and Improvement Committee must review the four-year strategic plan at least annually to ensure that it is dynamic, relevant and aligns with the Council's risk profile. This will also ensure that the Council remains on track with its audits and any delay in progress can be quickly addressed.

Annual work plan

Council's Audit, Risk and Improvement Committee must develop an annual work plan to guide its work over the forward year.

The annual work plan must be developed by the Audit, Risk and Improvement Committee in consultation with the governing body, General Manager, the internal audit coordinator and senior managers (where appropriate).

The annual work plan must be consistent with the requirements of the International Professional Practices Framework and identify:

- The internal audits that will be carried out during the year to support the work of the Audit, Risk and Improvement Committee
- The key goals, objectives and scope of the proposed audits
- The resources needed for each audit (for example, staffing, budget, technology), and
- Key performance indicators to measure annual progress against.

The annual work plan must be flexible enough to allow it to be reviewed and adjusted as necessary throughout the year in response to any changes to the Council's risks or operations.

The Audit, Risk and Improvement Committee may, in consultation with the Council's governing body vary the annual work plan to address new or emerging risks.

The governing body of the Council may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan will rest with the Committee.

When considering whether to vary the annual work plan, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the annual work plan.

Performance measurement

The performance of each Council's Audit, Risk and Improvement Committee and internal audit function must be able to be assessed to measure progress and improvement.

The Audit, Risk and Improvement Committee must establish key performance indicators for the Council's four-year strategic work plan and annual work plan to allow the Council to gauge the:

- Performance of the Committee and internal audit function and the value they are providing to the Council, and
- Council's performance regarding the matters listed in S428A so that the Council can assess whether it is improving each Council term in these areas.

These key performance indicators are to be reviewed and refreshed by the Audit, Risk and Improvement Committee for each annual work plan and four-year strategic work plan to ensure they reflect the changing needs of the Council and the increased capacity of the Committee and internal audit function as they mature.

The General Manager, in consultation with the Audit, Risk and Improvement Committee, must ensure that a data collection or performance management system is established and maintained to collect the data needed to measure progress against these key performance indicators.

Community Engagement:

Not applicable.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993

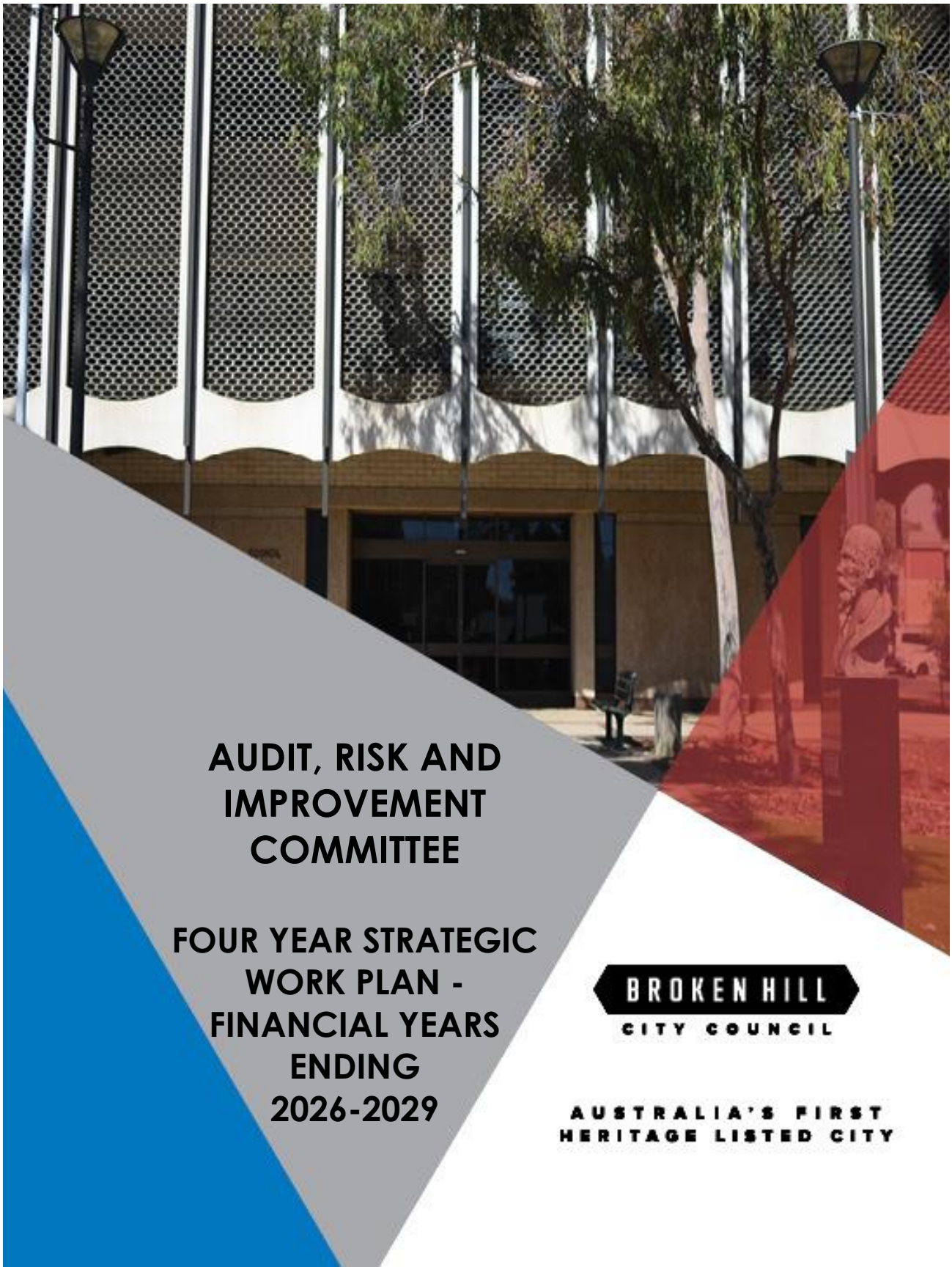
Financial Implications:
Nil

Attachments

1. ⇩ Draft ARIC Strategic Work Plan

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER



AUDIT, RISK AND IMPROVEMENT COMMITTEE

FOUR YEAR STRATEGIC WORK PLAN - FINANCIAL YEARS ENDING 2026-2029

BROKEN HILL
CITY COUNCIL

AUSTRALIA'S FIRST HERITAGE LISTED CITY

BROKEN HILL CITY COUNCIL

QUALITY CONTROL			
KEY DIRECTION	4. Our Leadership		
OBJECTIVE	4.1 Openness and transparency in decision making		
STRATEGY	4.1.4 Support the organisation to operate its legal framework		
FUNCTION	Leadership and Governance		
FILE REFERENCE	13/19	EDRMS NUMBER	XXXXXXXXX
RESPONSIBLE OFFICER	General Manager		
REVIEW DATE	October 2028		
DATE	ACTION		MINUTE No.
NOTES			
ASSOCIATED DOCUMENTS			

Contents

SUBJECT	PAGE
1. Introduction	4
2. Background	4
3. Community Strategic Objectives	4
4. Objectives	4
5. Committee Responsibilities	4
6. Audit, Risk and Improvement Committee Meetings	5
7. Secretariat Support	5
8. Council Strategic Risks – 2025	5
9. Meeting Planner	6
10. Reporting and Performance Review	6
11. Key Performance Indicators	7
12. Detailed Annual Work Plan	8
13. Annual Work Plan 2025-2026 Timelines	14

1. Introduction

Broken Hill City Council ("Council") has established an Audit Risk and Improvement Committee ("Committee") in compliance with section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW* (November 2023).

2. Background

The work of the Audit, Risk and Improvement Committee is to be thoroughly planned and executed to ensure that no council activity or function is missed by the committee and that council receive value for money from their assurance investment through independent assurance to Council by monitoring, reviewing and providing advice about Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

3. Community Strategic Objectives

Our CSP Themes

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

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

4. Objective

The Committee must develop a strategic workplan every four years to ensure that all matters listed in section 428A of the Local Government Act are reviewed by the Committee and considered by internal audit function when developing their risk-based program of internal audits.

5. Committee Responsibilities

The Committee is required under section 428A of the Act to fulfil the following responsibilities:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- performance measurement data, and
- internal audit.

6. Audit Risk and Improvement Committee Meetings

The Committee meets at least four (4) times per year on a quarterly basis with one (1) additional special meeting to review the Council's financial statements.

7. Secretariat Support

The Committee is supported by the Executive Officer.

8. Council Strategic Risks

The 6 strategic risks identified by the Executive Leadership Team (ELT) are listed below:

- Financial - Changes to community demographic and loss of major industry
- Service Delivery - Inability to attract and retain key staff
- Safety - Injury, illness of fatality to staff, volunteers contractors or public
- Service Delivery – Ability to manage built environment and projects
- Reputation – Ability to deliver key infrastructure projects within budget constraints and within availability of skilled labour

9. Meeting Planner

July	August	September	October	November	December	January	February	March	April	May	June

Meeting 1: Q1	Meeting 2: Q2	Meeting 3: Q3	Meeting 4: Q4
Standing Agenda Items ○ Update from: • General Manager • Internal Audit • Enterprise Risk Management Report • Improvement/Service reviews • Quarterly Budget Review • Governance – as required • Cyber Security • Other/General Business **Special Agenda Items** ○ **Internal Audit:** Review of Annual Internal Audit Plan ○ **Internal Audit:** Review of Internal Audit Charter	**Standard Agenda Items** ▪ Update from: • General Manager • Internal Audit • Enterprise Risk Management Report • Improvement/Service reviews • Quarterly Budget Review • Governance – as required • Cyber Security • Other/General Business **Special Agenda Items** ▪ **Financial Management** - Presentation and review of Financial Statements ▪ **External Audit:** Audit Management Letter	**Standard Agenda Items** ▪ Update from: • General Manager • Internal Audit • Enterprise Risk Management Report • Improvement/Service reviews • Quarterly Budget Review • Governance – as required • Cyber Security • Other/General Business **Special Agenda Items** ▪ **External Audit:** AONSW – Annual Engagement Plan for year ended 30 June	**Standard Agenda Items** ▪ Update from: • General Manager • Internal Audit • Enterprise Risk Management Report • Improvement/Service reviews • Quarterly Budget Review • Governance – as required • Cyber Security • Other/General Business **Special Agenda Items** ▪ **External Audit:** Auditor-General's Report on Local Government

10. Reporting and Performance Review

Quarterly	Annual	End of Term	Performance Review
ARIC: - Quarterly reporting to Council (minutes)	**ARIC:** - Annual Report to Council **GM:** - Annual attestation - ARIC - Risk management - Internal Audit	**ARIC:** - comprehensive independent assessment of all the matters listed in section 428A of the Local Government Act that have been reviewed during the council term. - review of the effectiveness of the ARIC in conformance with the International Professional Practice Framework.	**Quality Assessment Internal Audit** - Independent external assessments performed at least once every **term** by a qualified, independent assessor or assessment team from outside the organisation.

11. Key Performance Indicators

Details of the key performance indicators for the Audit Risk and Improvement Committee are as follows:

No.	Key Performance Indicator	Measures and Descriptions	Frequency
1.	**Committee Arrangements**	- Composition – minimum 3 independent, maximum one councillor - Experience and capability - Meetings held - Meetings attended by each independent member - Charter (current, adopted, annual review).	Annually End of Term (generally 4- years)
2.	**Committee Planning**	- Annual Work Plan (current, approved) - 4-Year Strategic Work Plan (current, approved, reviewed annually	Annually End of Term (generally 4- years)
3.	**Committee Performance**	As per schedule 1 of the ARIC Charter: - Audit - Risk - Improvement - Other	Annually End of Term (generally 4- years)
4.	**Committee Reporting**	- Quarterly report to Council - Annual report to Council	Annually End of Term (generally 4- years)

12. Detailed Annual Work Plan

As ***per Schedule 1*** of the Committee Charter to ensure the Committee meets its responsibilities under legislation:

ARIC Responsibility	Task	Frequency (Minimum)	Financial Year – Due By			
			Q1 Aug	Q2 Nov	Q3 Feb	Q4 May
AUDIT (Schedule 1)						
Internal audit ▪ Provide overall strategic oversight of internal audit activities: ▪ Act as a forum for communication between the governing body, General Manager, ELT, the internal audit function and external audit. ▪ Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions. and ▪ Review and advise the council: ○ on whether the council is providing the resources necessary to successfully deliver the internal audit function. ○ if the council is complying with internal audit requirements. ○ if the council 's Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by council are suitable ○ of the strategic four-year plan and annual work plan of internal audits to be undertaken by council 's internal audit function. ○ if council 's internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function. ○ of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised. ○ of the implementation by the council of these corrective actions. ○ on the appointment of the head of the internal audit function and external providers. and ○ if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities.	Quarterly Internal Audit Report	Quarterly	X	X	X	X
	Annual Internal Audit Plan	Annually			X	
	Annual Internal Audit Plan	Annually			X	
	Review Internal Audit Charter	Annually				X
	Quality Assurance and Improvement Program					
External Audit ▪ Act as a forum for communication between the governing body, General Manager, ELT, the internal audit function and external audit. ▪ Coordinate as far as is practicable, the work programs of internal audit and external audit.	Review Annual Financial Statements	Annually	X			
	Annual Engagement Plan	Annually			X	

▪ Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.	Interim Management Letter	Annually				X
▪ Review all external plans and reports in respect of planned or completed audits and monitor council 's implementation of audit recommendations. and	Engagement Closing Report	Annually		X		
▪ Provide advice to the governing body and/or General Manager on action taken on significant issues raised in relevant external audit reports and better practice guides.	Final Management Letter	Annually		X		
RISK (Schedule 1)						
Risk Management Review and advise the council: ▪ if the council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard. ▪ whether council is providing the resources necessary to successfully implement its risk management framework. ▪ whether the council 's risk management framework is adequate and effective for identifying and managing the risks Council faces, including those associated individual projects, programs and other activities. ▪ if risk management is integrated across all levels of Council and across all processes, operations, services, decision-making, functions and reporting.	Enterprise Risk Management Update	Quarterly	X	X	X	X
▪ of the adequacy of risk reports and documentation, for example, Council's risk register and risk profile. ▪ whether a sound approach has been followed in developing risk	Risk Registers	Annually	X			

management plans for major projects or undertakings. ▪ whether appropriate policies and procedures are in place for the management and exercise of delegations. ▪ if council has taken steps to embed a culture which is committed to ethical and lawful behaviour. ▪ if there is a positive risk culture within the council and strong leadership that supports effective risk management. ▪ of the adequacy of staff training and induction in risk management. ▪ how the council 's risk management approach impacts on council 's insurance arrangements. ▪ of the effectiveness of the council 's management of its assets, and ▪ of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.	Business Continuity Management and Disaster Recovery Planning	Annually		X		
Internal Controls Review and advise the Council: ▪ whether the council 's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective. ▪ whether the council has in place relevant policies and procedures and that these are periodically reviewed and updated. ▪ whether appropriate policies and procedures are in place for the management and exercise of delegations.	Internal Audit Policies and Procedures Manual	Annually				X
	Internal Audit Performance Review (Self-Assessment)	Annually	X			
▪ whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with. ▪ if the council 's monitoring and review of controls is sufficient, and ▪ if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.	Internal Audit Reviews	Quarterly	X	X	X	X
	Internal Audit Follow Ups	Quarterly	X	X	X	X
Compliance Review and advise the council of the adequacy and effectiveness of council 's compliance framework, including: ▪ if the council has appropriately considered legal and compliance risks as part of the council 's risk management framework. ▪ how the council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and	Legal Services Report	Annually				X

▪ whether appropriate processes are in place to assess compliance.						
Fraud and corruption Review and advise the council of the adequacy and effectiveness of the council 's fraud and corruption prevention framework and activities, including whether the council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.	Fraud Control and Corruption Prevention Framework	Quarterly	X	X	X	X
Financial Management Review and advise the council: ▪ if the council is complying with accounting standards and external accountability requirements. ▪ of the appropriateness of the council 's accounting policies and disclosures. ▪ of the implications for the council of the findings of external audits and performance audits and the council 's responses and implementation of recommendations. ▪ whether the council 's financial statement preparation procedures and timelines are sound. ▪ the accuracy of the council 's annual financial statements prior to external audit, including: ○ management compliance/representations. ○ significant accounting and reporting issues. ○ the methods used by the council to account for significant or unusual transactions and areas of significant estimates or judgements. and ○ appropriate management sign off on the statements. ▪ if effective processes are in place to ensure financial information included in the council annual report is consistent with signed financial statements. ▪ if the council 's financial management processes are adequate. ▪ the adequacy of cash management policies and procedures. ▪ if there are adequate controls over financial processes, for example: ○ appropriate authorisation and approval of payments and transactions. ○ adequate segregation of duties. ○ timely reconciliation of accounts and balances. ○ review of unusual and high value purchases. ○ if policies and procedures for management review and consideration of the financial position and performance of the council are adequate. and ○ if the council 's grants and tied funding policies and procedures are sound.	Finance policies and accounting positions	Annually			X	
	Review Draft Financial Statements	Annually	X			
	Quarterly Budget Review	Quarterly		X	X	X

Governance Review and advise the council regarding the council's governance framework, including the council's: ▪ decision-making processes. ▪ implementation of governance policies and procedures. ▪ reporting lines and accountability. ▪ assignment of key role and responsibilities. ▪ committee structure. ▪ management oversight responsibilities. ▪ human resources and performance management activities. ▪ reporting and communication activities. ▪ information and communications technology (ICT) governance, and ▪ management and governance of the use of data, information and knowledge.	Governance	Quarterly	X	X	X	X
IMPROVEMENT (Schedule 1)						
Strategic Planning Review and advise the council: ▪ of the adequacy and effectiveness of the council 's IP&R processes. ▪ if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives. and ▪ whether the council is successfully implementing and achieving its IP&R objectives and strategies.	Integrated Planning and Reporting Annual report	Annually				X
Service Reviews and Business Improvement Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies). and ▪ Review and advise the council: ○ if the council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance. ○ if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance. and ▪ how the council can improve its service delivery and the council 's performance of its business and functions generally	Service Reviews	Quarterly	X	X	X	X
Performance Data and Measurement Review and advise the council: ▪ if the council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives. ▪ if the performance indicators the council uses are effective. and ▪ of the adequacy of performance data collection and reporting.	Performance Review	Annually	X			

Other ▪ The ARIC Charter must be reviewed annually by the committee (ARIC) and once each council term by the governing body. ▪ The Chair will initiate a review of the committee's performance annually ▪ The committee will provide an annual assessment to the governing body and the General Manager on the committee's work and its opinion on how the council is performing ▪ The committee's annual report will be presented to council ▪ The committee must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits. ▪ The strategic work plan must be reviewed at least annually to ensure it remains appropriate and takes into account the council's emerging risks. ▪ The committee must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.	In-Camera Session	Annually		X		
	Annual Report to Council	Annually	X			
	Review of ARIC Charter	Annually				X
	Annual Self-assessment	Annually	X			
	ARIC Strategic Work Plan	Annually				X
	ARIC Annual Work Plan	Annually				X

13. Audit Risk and Improvement Committee - Annual Work Plan: 2025-26

TIMELINES					
Activity	**Task**	**Aug**	**Nov**	**Feb**	**May**
INTERNAL AUDIT	- Internal Audit updates				
	- Internal Audit reports				
	- Outstanding Management Actions updates				
	- Review of Charter				
	- 2025/26 Annual Audit plan				
EXTERNAL AUDIT	- External audit updates				
	- Annual Engagement Plan for audit of the financial statements for the year ending 30 June 2025				
	- 2025 Auditor- General's Report on Local Government				
	- 2025/26 Interim Audit Management Letter				
	- 2025/26 Presentation of Draft Financial Statements				
	- 2025/26 Full Year Audited Financial Statements Management Letter				
RISK MANAGEMENT	- ERM updates				
OTHER	- General Manager updates				
	- 2024/25 ARIC Annual Self- Assessment				
	- 2025/26 ARIC Annual Report to Council				
	- Review of ARIC Charter				
	- Annual Legal Services Report				

FINANCE AND GOVERNANCE COMMITTEE

September 4, 2025

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 183/25

SUBJECT: INVESTMENT REPORT FOR AUGUST 2025 D25/41120

Recommendation

1. That Broken Hill City Council Report No. 183/25 dated September 4, 2025, be received.

Executive Summary:

The *Local Government (General) Regulation 2021* (Part 9, Division 5, Clause 212), effective from 1 September 2021, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the *Local Government Act 1993*, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 31 August 2025, Council's Investment Portfolio had a current market valuation of $20,599,288 or principal value (face value) of $20,519,595 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 August 2025 are detailed in Attachment 1.

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

Market Review

Global issues:

- In the US, latest economic data was overall positive in August. US consumer conference dipped a little but is still running close to historical averages despite all the political chaos of this year.
- The June quarter US GDP was revised up to 3.3% (from 3.0% previously). While this reverses the weakness in March quarter (GDP fell by 0.5%), imports increased providing another sign that the US economy is still holding up. Third quarter GDP estimates are running at over 2% annualised.

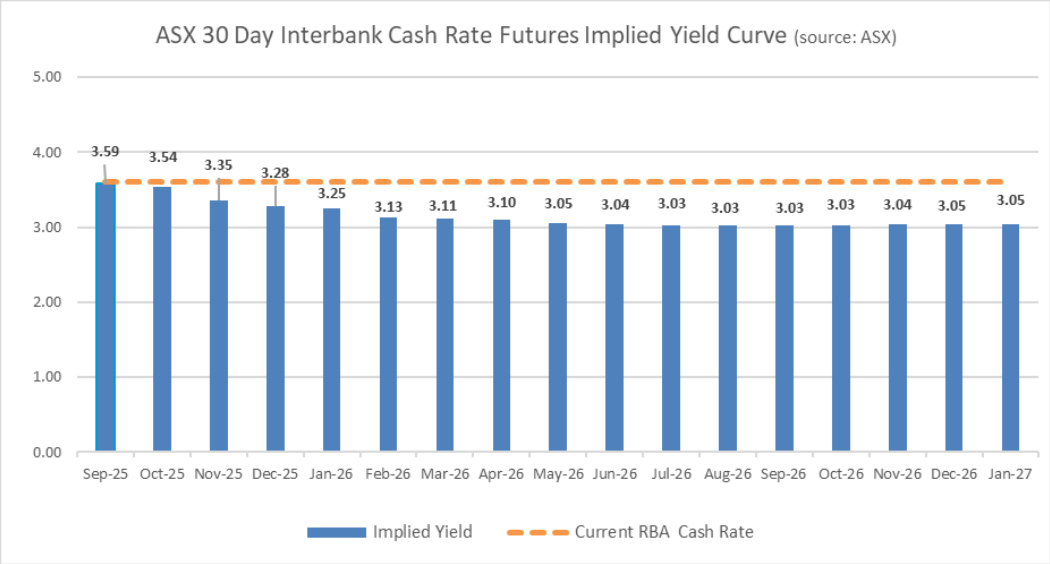
- Despite the positive signs about the US economy, investors are still pricing in an 84% chance of a rate cut in September and another 4 cuts after that, with rates expected to be at 3% by late 2026.
- The Reserve Bank of New Zealand cut its cash rate by 25bps to just 3%, the lowest level in three years. New Zealand continued to see multiple headwinds that support further rate cuts, including slow population growth, an unemployment rate that equals the peak during the pandemic, declining house prices, and a stalling economic recovery.
- With no pressure to change rates now, the European Central Bank postponed any rate decision to September. The ECB has already cut by 200 basis points, with interest rates there at 2%.
- Global shares had another solid month in August despite global tensions and US tariffs dominating the news. Good corporate results coming out of the US and expectations that the Federal Reserve will start cutting rates soon, helped US shares gain 2%. Housing stimulus measures in in China helped its share market to surge 11% for the month. Australian shares had a strong month (+3.2%), led by the Mining/Materials sector, pushing the 12 month return close to +15%.

Domestic issues

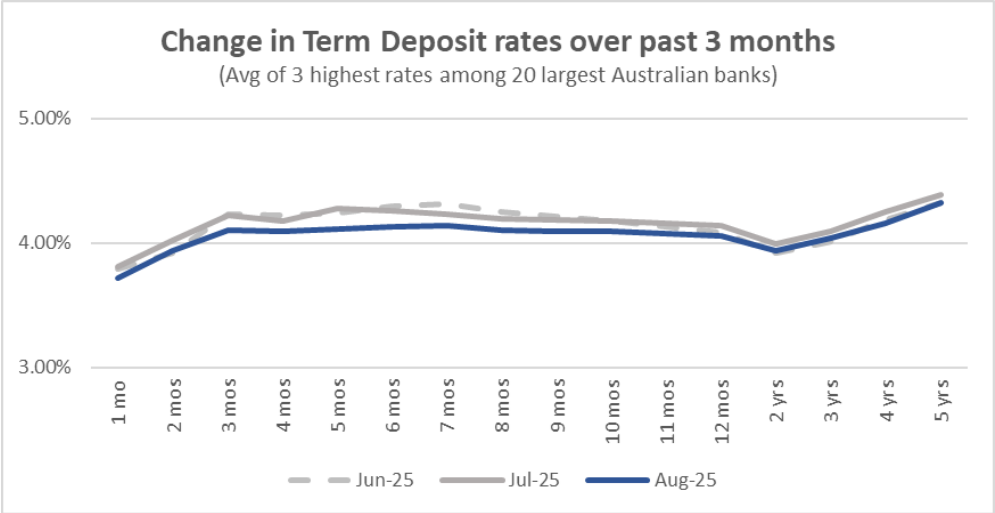
- The July monthly consumer price indicator was stronger than expected, up by 2.8% over the year (expectations were for a 2.3% rise). The upside surprise came from a stronger than expected lift in electricity prices. The monthly CPI release is regarded as more volatile than the more comprehensive quarterly release.
- The rise in inflation was not wholly unexpected. As the RBA noted at its August meeting: "*headline inflation is expected to increase temporarily over the second half of 2025 to around 3 per cent, before returning close to the midpoint of the target range over the latter part of the forecast period. This volatility reflects the legislated unwinding of electricity rebates, which would boost headline inflation over 2025 and 2026*."
  Latest consumer sentiment surveys showed more Australians are feeling optimistic about their family finances, economic outlook, and purchasing intentions. Households are also turning bullish on property prices, with house price expectations survey hovering around record highs and the "time to buy a dwelling" index reaching a 4-year record

Interest rates

- As was widely expected, the RBA cut the official cash rate to 3.60% at its August meeting. The central bank noted that the information received since the previous meeting had provided further evidence that inflation was heading sustainably towards the midpoint of the 2-3% target range.
- The market is pricing in another 25 basis point cut by the end November and a further 25 basis point cut in the first quarter of 2026, taking the cash rate to 3.10%:



- Term deposit rates across the 1 – 12 month range declined by 10 basis points on average from last month. The 3 - 7 month area is offering the best rates, currently in the 4.10% to 4.15% area. Long dated rates fell slightly as well, down an average of 7 basis points and now ranging from 3.93% to 4.32%:



Investment Portfolio Commentary

Council's investment portfolio returned 4.24%pa (0.35% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 3.84%pa (0.32% actual) return. Over the past 12 months, the investment portfolio has returned 5.00% versus the bank bill index benchmark's 4.25%.

The NSW TCorp Medium Term Growth Fund recorded another strong result during the month with a gain of 1.07% (actual). The return was reflective of the gains in the domestic and international share markets as well as improved valuations on fixed rate bonds and floating rate notes due to interest rates declining.

During August, Council's portfolio had no maturities and no new investments were made.

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 – August 2025

As at 31 August 2025, Council's Investment Portfolio had a current market valuation of $20,599,288 or principal value (face value) of $20,519,595 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL Fund	Operating Capital & Internal Restrictions	$5,554,597
	Royalties Reserve	$615,905
	Domestic Waste Management Reserve	$5,163,065
	Grants	$9,186,028
	TOTAL PORTFOLIO	**$20,519,595**

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. ⇩ August 2025 Investment Report

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

Investment Summary Report
August 2025

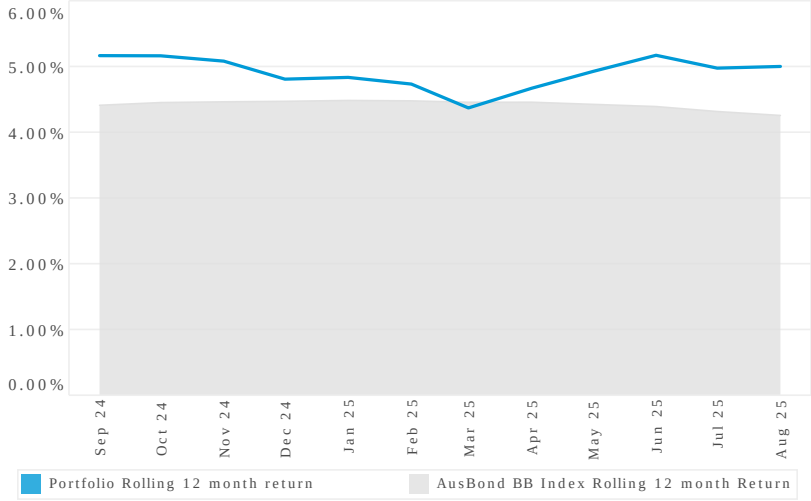
PRUDENTIAL

Broken Hill City Council
Executive Summary - August 2025

Investment Holdings

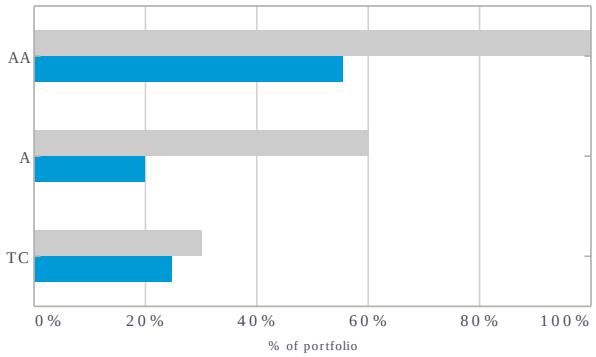
	Face Value ($)	Current Value ($)
Cash	11,970,063	11,970,063
Managed Funds	5,049,532	5,049,532
Term Deposit	3,500,000	3,579,693
	20,519,595	20,599,288

Investment Performance

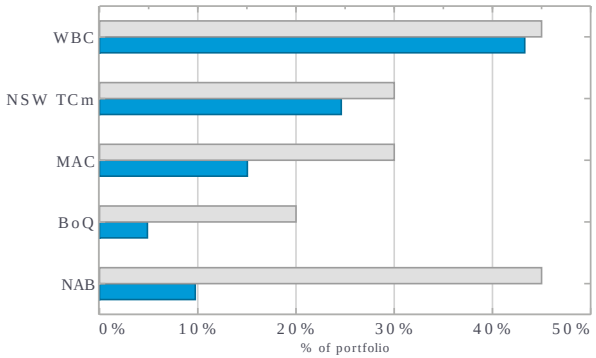


Investment Policy Compliance

Total Credit Exposure



Individual Institutional Exposures



Term to Maturities

	Face Value ($)		Policy Max	
Between 0 and 1 years	20,519,595	100%	100%	a
	20,519,595			

Specific Sub Limits				
Between 5 and 10 year	*0*	*0%*	*30%*	a

g Portfolio Exposure | g Investment Policy Limit

PRUDENTIAL

Broken Hill City Council
Investment Holdings Report - August 2025

Cash Accounts

Face Value ($)	Current Rate (%)	Institution	Credit Rating	Current Value ($)	Deal No.	Reference
0.00	2.9000%	Westpac Group	AA-	0.00	535442	90d Notice
3,088,021.19	3.5974%	Macquarie Bank	A+	3,088,021.19	540354	Accelerator
8,882,041.74	0.0000%	Westpac Group	AA-	8,882,041.74	473409	Cheque
11,970,062.93	0.9281%			11,970,062.93		

Managed Funds

Face Value ($)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value ($)	Deal No.	Reference
5,049,531.88	1.0683%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	5,049,531.88	536441	
5,049,531.88	1.0683%				5,049,531.88		

Term Deposits

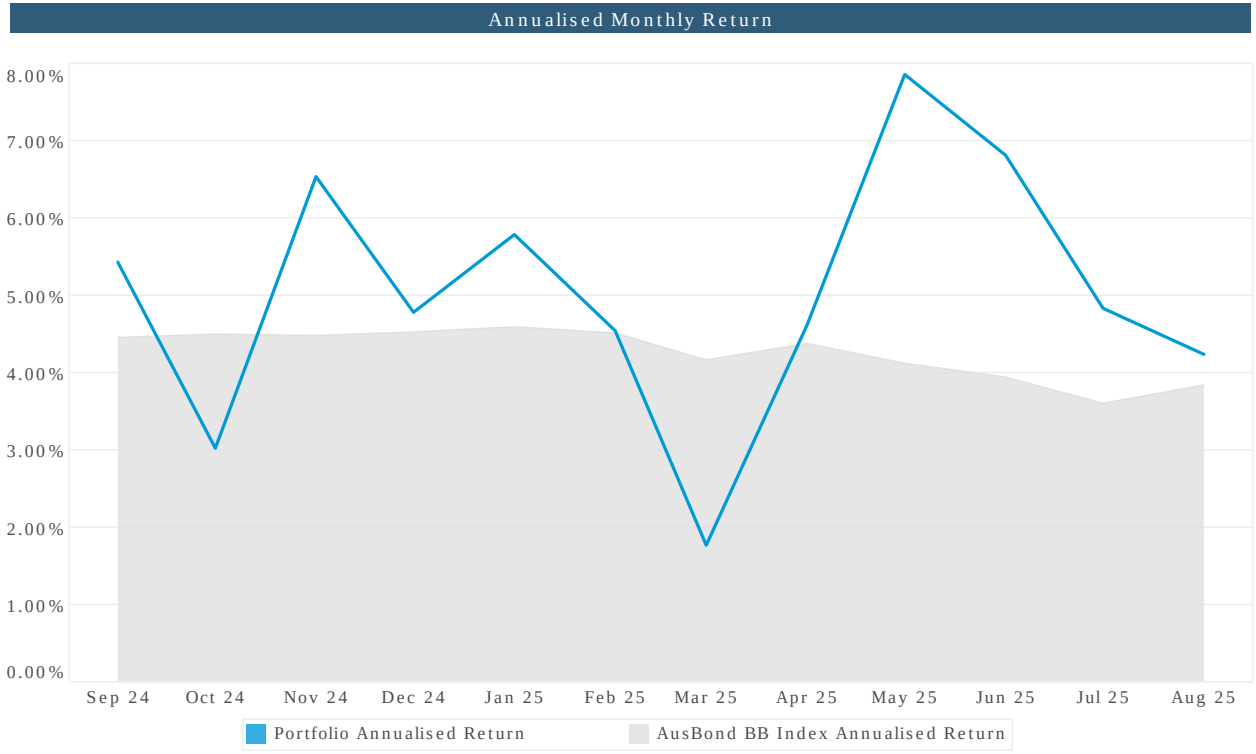
Maturity Date	Face Value ($)	Current Rate (%)	Institution	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Next Interest Date	Reference
10-Sep-25	1,000,000.00	4.7500%	Bank of Queensland	A-	1,000,000.00	5-Mar-25	1,023,424.66	545848	23,424.66	At Maturity	
23-Sep-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00	11-Mar-25	1,022,643.84	545898	22,643.84	At Maturity	
7-Oct-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00	11-Mar-25	1,022,643.84	545899	22,643.84	At Maturity	
21-Oct-25	500,000.00	4.8000%	Suncorp Bank	AA-	500,000.00	18-Mar-25	510,980.82	545933	10,980.82	At Maturity	
	3,500,000.00	4.7571%			3,500,000.00		3,579,693.16		79,693.16		

PRUDENTIAL

Broken Hill City Council
Accrued Interest Report - August 2025

Investment	Deal No.	Comments	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days	Interest Accrued ($)	Yield (% pa)
Cash									
Macquarie Bank	540354					9,406.19	0	9,406.19	3.60%
Westpac Group	473409					0.00	0	0.00	0.00%
Westpac Group	535442					9,424.75	0	9,424.75	2.90%
						18,830.94		18,830.94	1.40%
Managed Funds									
NSW T-Corp Medium Term Growth Fund	536441				4-Jun-26	0.00	0	53,373.98	13.33%
						0.00		53,373.98	13.33%
Term Deposits									
Bank of Queensland	545848		1,000,000.00	5-Mar-25	10-Sep-25	0.00	31	4,034.25	4.75%
National Australia Bank	545898		1,000,000.00	11-Mar-25	23-Sep-25	0.00	31	4,034.25	4.75%
National Australia Bank	545899		1,000,000.00	11-Mar-25	7-Oct-25	0.00	31	4,034.25	4.75%
Suncorp Bank	545933		500,000.00	18-Mar-25	21-Oct-25	0.00	31	2,038.35	4.80%
						0.00		14,141.10	4.76%
Grand Totals						18,830.94		86,346.02	4.24%

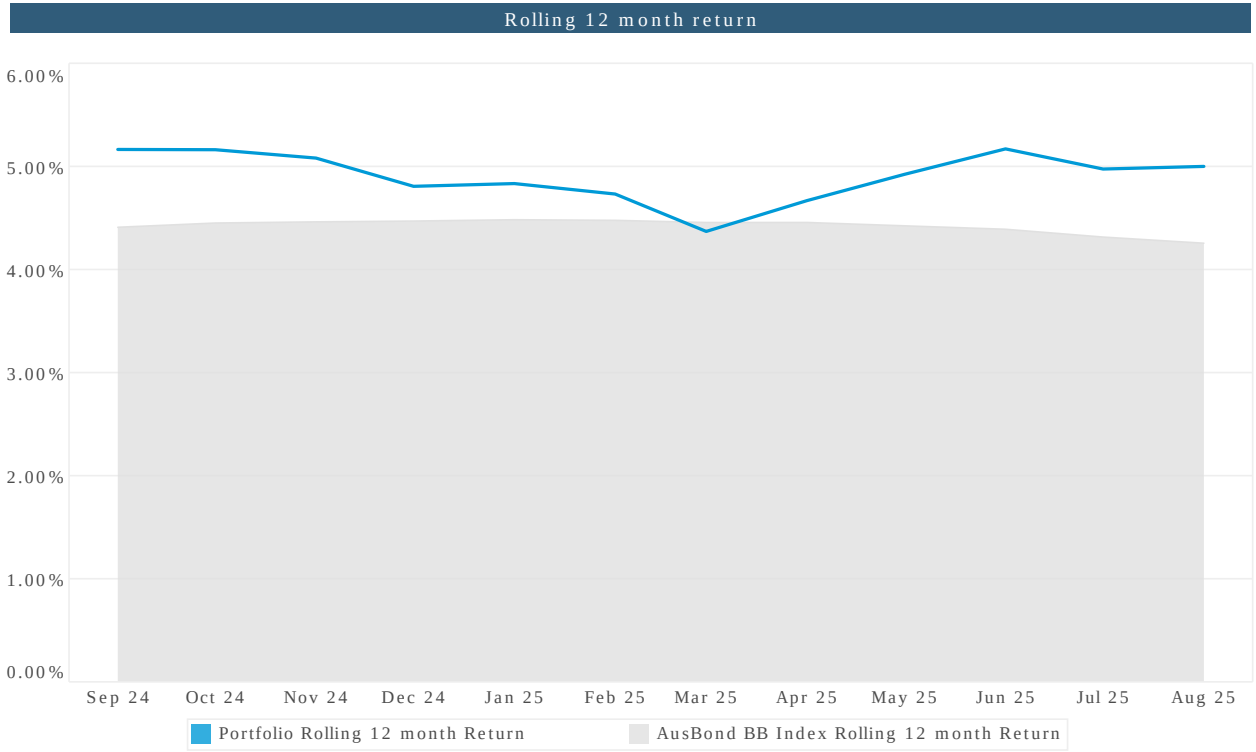
Broken Hill City Council
Investment Performance Report - August 2025



Historical Performance Summary (%pa)			
	Portfolio	Annualised BB Index	Outperformance
Aug 2025	4.24%	3.84%	0.40%
Last 3 months	5.27%	3.79%	1.48%
Last 6 months	4.99%	4.00%	0.99%
Financial Year to Date	4.53%	3.72%	0.81%
Last 12 months	5.00%	4.25%	0.75%

PRUDENTIAL

Broken Hill City Council
Investment Performance Report - August 2025

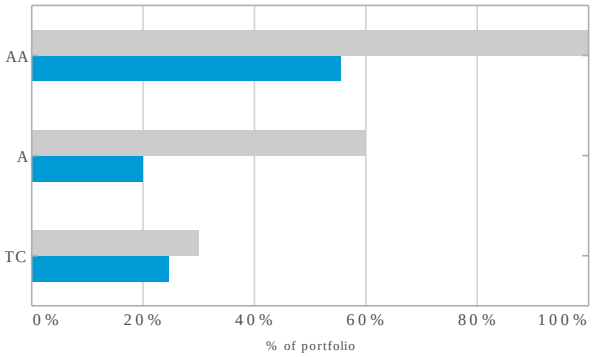


Historical Performance Summary (% actual)			
	Portfolio	Annualised BB Index	Outperformance
Aug 2025	0.35%	0.32%	0.03%
Last 3 months	1.30%	0.94%	0.36%
Last 6 months	2.49%	2.00%	0.49%
Financial Year to Date	0.76%	0.62%	0.14%
Last 12 months	5.00%	4.25%	0.75%

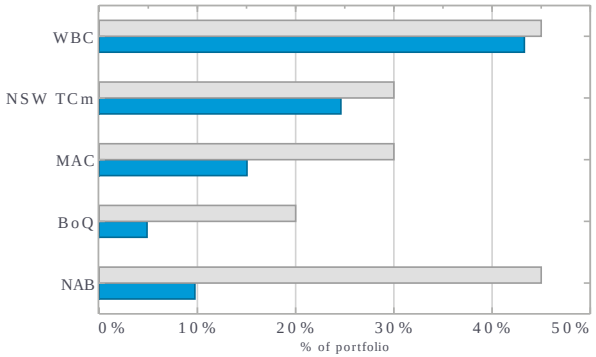
PRUDENTIAL

Broken Hill City Council
Investment Policy Compliance Report - August 2025

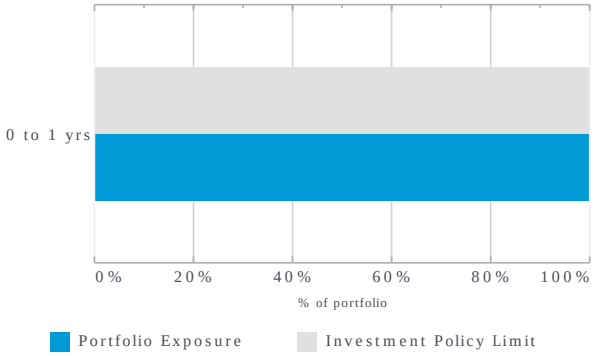
Total Credit Exposure



Individual Institutional Exposures



Term to Maturities



Credit Rating Group	Face Value ($)		Policy Max	
AA	11,382,042	55%	100%	a
A	4,088,021	20%	60%	a
TC	5,049,532	25%	30%	a
	20,519,595			

Institution	% of portfolio	Investment Policy Limit	
Westpac Group (AA-)	43%	45%	a
NSW T-Corp (TCm)	25%	30%	a
Macquarie Bank (A+)	15%	30%	a
Bank of Queensland (A-)	5%	20%	a
National Australia Bank (AA-)	10%	45%	a
Suncorp Bank (AA-)	2%	45%	a

	Face Value ($)		Policy Max	
Between 0 and 1 years	20,519,595	100%	100%	a
	20,519,595			

Specific Sub Limits				
A-	*1,000,000*	*5%*	*40%*	a

Specific Sub Limits				
Between 5 and 10 years	*0*	*0%*	*30%*	a

Credit Rating	Current Longest Maturity (years)	Policy Max	
AA+, AA, AA-	*0.14*	*5.00*	a
A+, A, A-	*0.03*	*3.00*	a

a = compliant
r = non-compliant

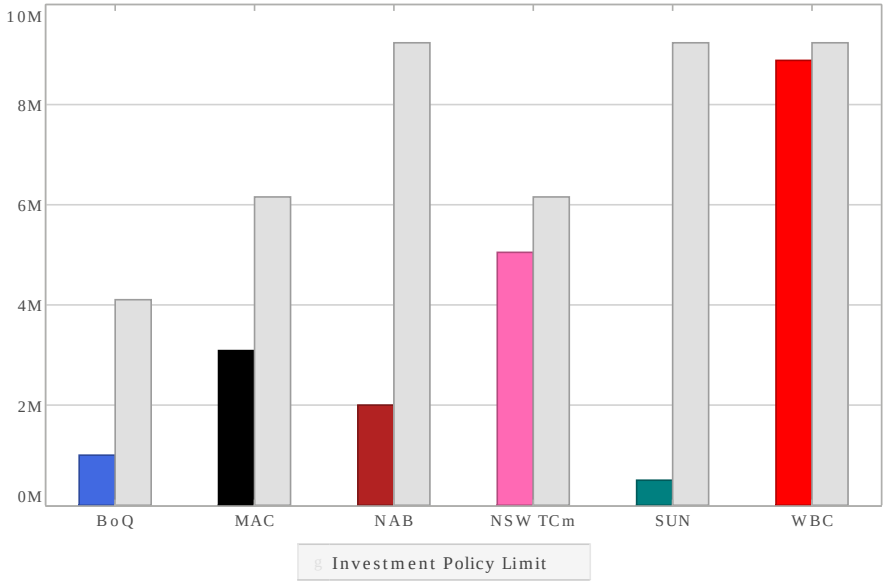
PRUDENTIAL

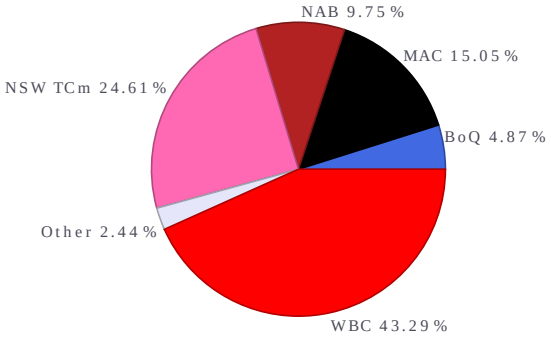
Broken Hill City Council
Individual Institutional Exposures Report - August 2025

Individual Institutional Exposures

	Current Exposures		Policy Limit		Capacity
Bank of Queensland (A-)	1,000,000	5%	4,103,919	20%	3,103,919
Macquarie Bank (A+)	3,088,021	15%	6,155,878	30%	3,067,857
National Australia Bank (AA-)	2,000,000	10%	9,233,818	45%	7,233,818
NSW T-Corp (TCm)	5,049,532	25%	6,155,878	30%	1,106,346
Suncorp Bank (AA-)	500,000	2%	9,233,818	45%	8,733,818
Westpac Group (AA-)	8,882,042	43%	9,233,818	45%	351,776
	20,519,595				

Individual Institutional Exposure Charts





PRUDENTIAL

Broken Hill City Council
Cashflows Report - August 2025

Actual Cashflows for August 2025

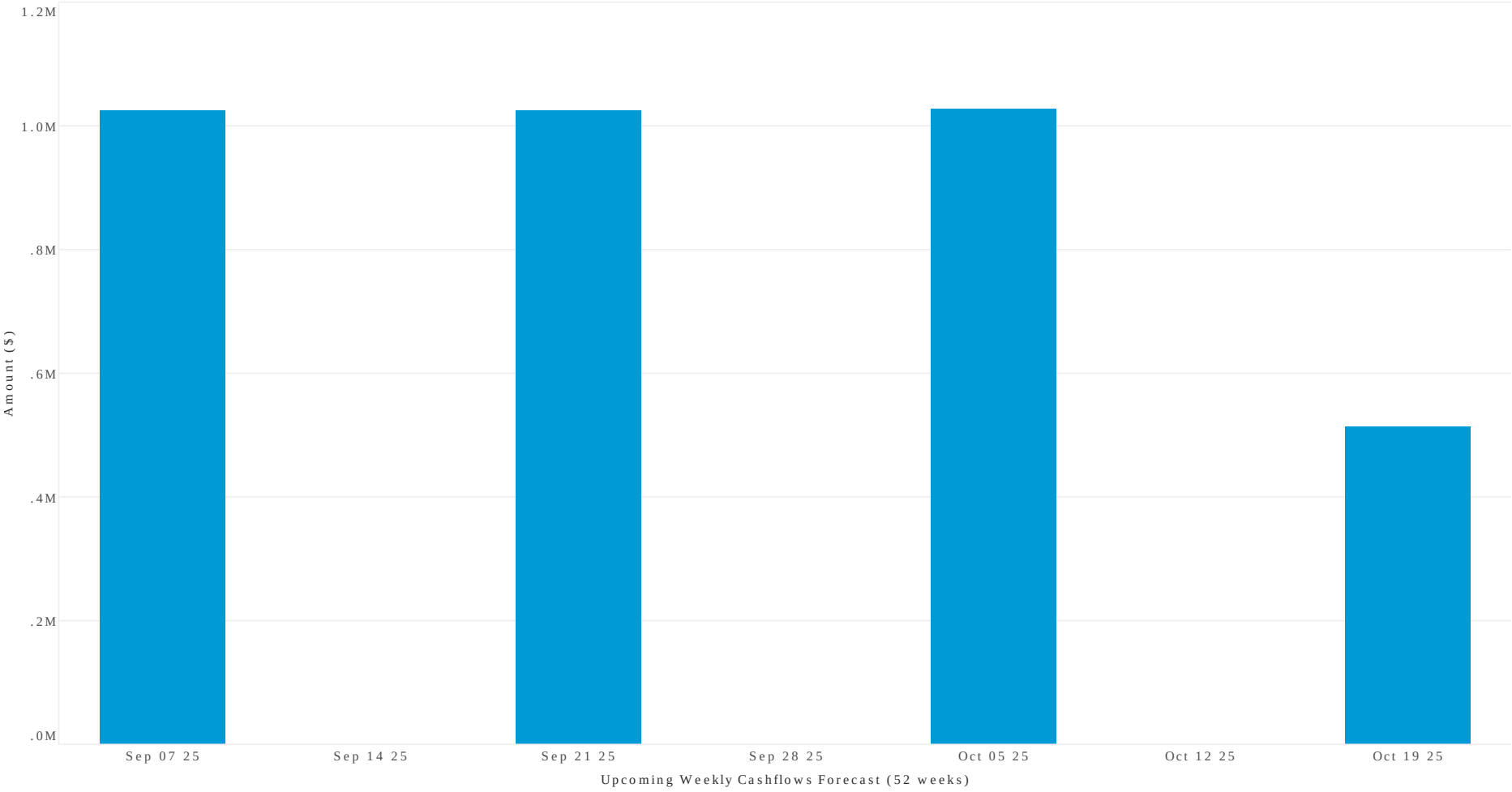
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount

Forecast Cashflows for September 2025

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
10-Sep-25	545848	Bank of Queensland	Term Deposit	Maturity: Face Value	1,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	24,595.89
				Deal Total	1,024,595.89
				Day Total	1,024,595.89
23-Sep-25	545898	National Australia Bank	Term Deposit	Maturity: Face Value	1,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	25,506.85
				Deal Total	1,025,506.85
				Day Total	1,025,506.85
				Total for Month	2,050,102.74

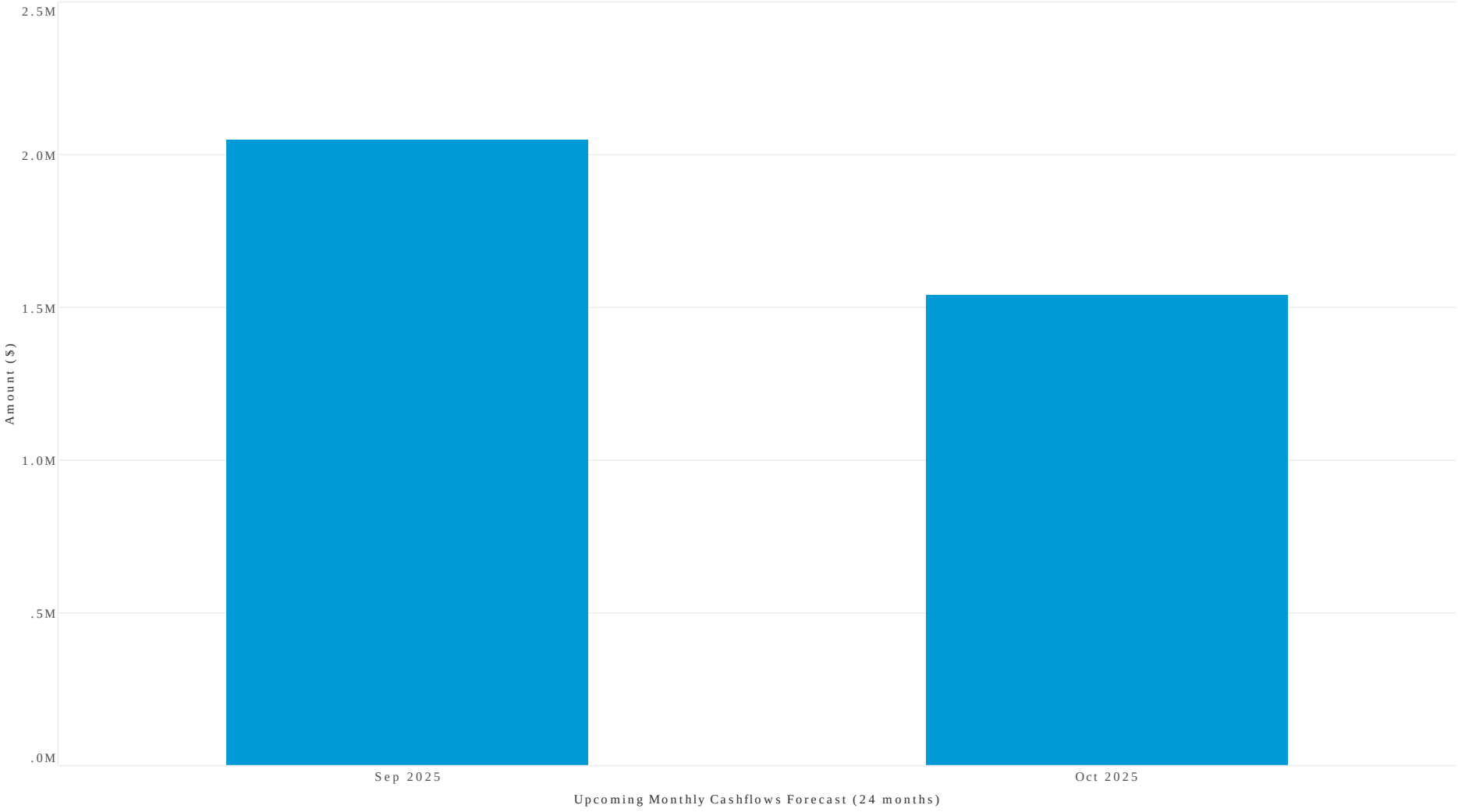
PRUDENTIAL

Broken Hill City Council
Cashflows Report - August 2025



PRUDENTIAL

Broken Hill City Council
Cashflows Report - August 2025



PRUDENTIAL

FINANCE AND GOVERNANCE COMMITTEE

September 5, 2025

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 184/25

SUBJECT: BUDGET CARRYOVER'S 2024/25 D25/41268

Recommendation

1. That Broken Hill City Council Broken Hill City Council Report No. 184/25 dated September 5, 2025, be received.
2. That Council revote the budget items as listed below in *Table 1* for the amount of $1,632,292.
3. That Council note the carryover budget items as listed below in Table 2 for the amount of $20,957,442.

Executive Summary:

At the conclusion of each financial year some works remain either not commenced or not completed. Under *Local Government (General) Regulation (2005)* Division 5, Section 211 (Authorisation of Expenditure) it is necessary for Council each year to revote funds for those works that are not commenced in order that the works can be carried out during the following financial year. It is not a requirement for Council to revote funds for works that have commenced or are/have been contracted to be carried out.

The 2024-25 capital projects programme was again disrupted by ongoing delays to supply chains for equipment and materials and shortage of skilled trades people in Broken Hill. As a result, there are several projects that are not completed at the end of the financial year including some plant items ordered in the 2023-24 financial year that are still to be delivered by our suppliers.

As at 30 June 2025, thirteen capital projects budgeted for $1,632,292 as listed below in *Table 1* require Council's revote and 31 capital projects budgeted for $20,957,442 as listed below in *Table 2* have been included for Council's notation.

The total capital expenditure budget to be carried over to the 2025/26 financial year is $22,589,734. Ten of the carryover projects are partly or fully grant funded and the total grant funding still to be received for these projects is $4,135,165.

Report:

A reconciliation of all budgeted capital project items for the 2024/25 financial year has been completed. As a result of this reconciliation, fourteen capital projects have been identified that are yet to be commenced. For these works to be carried out in the 2025/26 financial year Council is required to revote these funds.

In addition, there are 31 capital projects that have been started in the 2024/25 financial year or prior years but are incomplete. These are included in this report for Council notation.

Below is a summary of the capital works that are required to be carried forward into the 2025/26 financial year.

For Council's re-vote:

The capital projects that have yet to be started with their matching unspent funds and Council contribution are listed below and require Council to formally re-vote them as part of the 2025/26 budget:

Table 1

No.	Project Name	Budgeted Expenditure
1	Aquatic Centre – Replace Sand Filters	84,000
2	Aquatic Centre - Refurbish Starting Blocks	84,500
3	Point of Sale Software Replacement	30,000
4	BIU Band Hall Roof Replacement	120,000
5	Replace UPS for Admin Centre Server Core	10,000
6	Extend Fibre Run to Waste Facility	10,000
7	Annual Reseal Program 24-25	800,000
8	Crack Sealing and Linemarking Program 24-25	200,000
9	LRCIP Ph4 B - Zebina St- Thomas St to Fisher St	186,578
10	Electronic Community Notice Board	50,000
11	Bus Shelter -266 Wills Street (CPTIGS 24-25)	19,214
12	Upgrade Smart Lighting Controllers for 4g	30,000
13	Memorial Oval Driveway Upgrade	8,000
	Total capital expenditure required for re-vote	**$1,632,292**

1. <u>Aquatic Centre – Replace Sand Filters</u>

   This project has been delayed due to the unavailability of contractors willing and able to provide quotes.

2. <u>Aquatic Centre - Refurbish Starting Blocks</u>

   This project has been delayed due to the unavailability of contractors willing and able to provide quotes.

3. Point of Sale Replacement

   This project has been delayed due to other information technology projects taking priority.

4. BIU Band Hall Roof Replacement

   This project was delayed after investigation revealed the roof damage was related to evaporative air conditioning units which required the project to be rescoped and requoted to replace the air conditioners.

5. Replace UPS for Admin Centre Server Core

   This project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. There was insufficient time to commence the project prior to 30 June 2025.

6. Extend Fibre Run to Waste Facility

   This project has been delayed due to other information technology projects taking priority.

7. Annual Reseal Program 24-25

   The 2024-25 reseal program was postponed until 2025-26 pending delivery of the replacement bitumen wagon. This project is planned to commence in October 2025.

8. Crack Sealing and Line Marking Program 24-25

   The 2024-25 crack sealing and line marking program was postponed until 2025-26 pending delivery of the replacement bitumen wagon as it is done in conjunction with the annual reseal program. This project is planned to commence in October 2025.

9. LRCIP Ph4 B - Zebina St- Thomas St to Fisher St

   This grant funded project was delayed pending the funding body's approval of a scope variation and availability of the roads team. This project is planned to be completed in September 2025.

10. Electronic Community Notice Board

    This project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. There was insufficient time to commence the project prior to 30 June 2025.

11. Bus Shelter -266 Wills Street (CPTIGS 24-25)

    This grant funded project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. There was insufficient time to commence the project prior to 30 June 2025.

12. Upgrade Smart Lighting Controllers for 4g

    This project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. There was insufficient time to commence the project prior to 30 June 2025.

13. Upgrade Smart Lighting Controllers for 4g

    This project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. It was a component of Council's in kind support for the Mundi Mundi Bash and was completed in August 2025.

For Council's notation:

The following is a list of commenced but incomplete projects as at 30 June 2025 and is for Council's notation. All unspent funds on these projects were placed in reserves at the year end and will be brought forward to cover the cost of these projects. These works with their matching reserves and/or unspent grant funds will be added to this year's budget.

Table 2

No.	Project Name	Budgeted Expenditure
1	Library, Archive & Cultural Precinct - Construction	2,480,708
2	Housing Subdivision Development	694,659
3	CBD Redevelopment	156,000
4	Changeroom Redevelopment - Alma Oval and Norm Fox Oval	904,333
5	Upgrade airport taxiways and apron	9,400,166
6	Wolfram St - Oxide St to Iodide Ln Reconstruction	613,981
7	Warnock Depot Garage and Utilities Construction	2,525,689
8	Memorial Oval Lighting Renewal	532,113
9	IT Asset Replacement 2023-24	1,120
10	Plant & Equipment Renewal 2023-24	66,726
11	Airport Carpark Upgrade	566,763
12	Skate Rink Roof Replacement	349,220
13	Library Furniture	237,307
14	Library Audio Visual Equipment	101,492
15	Library Carpark	783,039
16	ICT and AV Budget 2024-25	10,986
17	Telephone Coverage Living Desert	29,245
18	Riddiford Arboretum Irrigation System Replacement	3,717
19	Airport Rental Carpark Footpaths & Solar Lights	53,264
20	Public Art Preservation	13,249

21	Plant & Equipment Renewal 2024-25	397,516
22	E.T. Lamb Memorial Oval - Cricket Pitch and Net Upgrades	3,495
23	Aquatic Centre - Replace Chemical Pumps	27,000
24	CBD Redevelopment - Town Square CCTV	35,000
25	CBD Redevelopment - Town Square Auto Timer for Mister	21,000
26	Duff St Park - Cricket Pitch and Net Upgrades	7,890
27	Bitumen Pontoon	34,345
28	Queen Elizabeth Park Accessible Water Fountain	10,910
29	South Sport and Recreation Centre - Mould Repair and Refurbishment	29,472
30	Aquatic Centre -Replace Air Exchange Unit	88,220
31	Regional Emergency Road Repair Fund Projects	778,820
	Total capital expenditure carry forward that does not require a re-vote:	**$20,957,443**

1. Library, Archive & Cultural Precinct - Construction

   This is a multi-year project that is planned to be completed by December 2025. Construction has commenced and project is currently on schedule.

2. Housing Subdivision and Duke of Cornwall Redevelopment

   The housing component of this project was delayed by the need to rezone land for the housing subdivision contractor availability. This component is expected to completed in July 2026.
   Replacement of the amenities building and refurbishment of the tennis courts at Duke of Cornwall Park was completed in financial 2024.

3. CBD Redevelopment

   This project was commenced in the 2022 financial year and currently has five components:
   - Erection of banner poles – Complete
   - Banner pole lighting – Complete
   - Installation of wayfinding signs and structures – Complete
   - Town Square redevelopment – Complete
   - Argent Street paving replacement – Under construction
   - Town Square CCTV – Under Construction
   - Town Square Auto timer and Mister – Under construction

4. Changeroom Redevelopment - Alma Oval and Norm Fox Oval

   This project is being rescoped and retendered after all tenders received for a prefabricated buildings exceeded the approved budget.

5. Upgrade Airport Taxiways and Apron

   This project was delayed after the initial tenders exceeded the budget causing the project to be rescoped and retendered. Negotiations with the preferred tenderer are continuing.

6. Wolfram St - Oxide St to Iodide Ln Reconstruction

   This project is partly funded by a grant under the Commonwealth Roads to Recovery program. Completion has been delayed due to an extension of the scope and also several rain events at critical stages of the project. It is expected to be completed in September 2025.

7. Warnock Street Depot Garage and Utilities

   Construction has commenced is planned to be completed by November 2025.

8. Memorial Oval Lighting

   This project was delayed to enable Council to seek engineering reports on existing light towers for reuse, to reduce overall costs. The engineering reports have been received, and Council has sought revised quotes from suppliers revised

9. IT Asset Replacement 2023-24

   One piece of ordered equipment had not been delivered as at 30 June 2025.

10. Plant and Equipment Replacement – 2023-24

    Completion of this project was delayed because one piece of equipment was delivered but had to be returned to the supplier due to unacceptable manufacturing defects. Alternative quotes have been requested other suppliers.

11. Airport Carpark Upgrade

    Technical design phase is complete and the tender for the project will be issued in October 2025.

12. Memorial Oval – Skate Rink Roof Replacement

    The tenders phase of this project are complete and the preferred contractor selected. Construction is expected to be completed by November 2025.

13. Library Furniture

    Some items have been delivered and are in storage pending completion of the library construction. The remainder are due to be delivered in September 2025.

14. Library Audio Visual Equipment

    Some items have been delivered and are in storage pending completion of the library construction. The remainder are due to be delivered in September 2025.

15. Library Carpark

    Design phase has been completed and materials ordered. Construction of this component of the library project is planned to commence in September 2025.

16. ICT and AV Budget 2024-25

    Equipment has been ordered awaiting delivery and availability of technicians to instal.

17. Improvement of Telephone Coverage in the Living Desert

    Awaiting technical information from suppliers to determine the most technically feasible and cost effective solution.

18. Riddiford Arboretum Irrigation System Replacement

    Construction and installation is complete with only commissioning and handover to caretakers required to complete the project.

19. Airport Rental Carpark Footpaths and Solar Lights
    Footpath construction is complete and tenders have been evaluated for the supply and installation of solar lights. Works are expected to be completed by October 2025.

20. Public Art Preservation

    This project had one component to complete at 30 June 2025 which was restoration of the Pro Hart mural in the airport terminal.

21. Plant and Equipment Renewal 2024-25

    Two of the four pieces of equipment have been delivered with the other two expected by December 2025.

22. E.T. Lamb Memorial Oval - Cricket Pitch and Net Upgrades

    Majority of work is complete with adjustment to the bowler run up required.

23. Aquatic Centre - Replace Chemical Pumps

    This was delayed awaiting availability of a technician and was completed in August 2025.

24. CBD Redevelopment - Town Square CCTV
    This project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. The project was completed in August 2025.

25. CBD Redevelopment - Town Square auto timer for Mister
    This project was in included in the 3rd Quarterly Budget Review for 2024-25 approved in the May 2025 Council meeting. The project was completed in August 2025.

26. Duff Street Park - Cricket Pitch and Net Upgrades

    Majority of work is complete with adjustment to the bowler run up required.

27. Bitumen Pontoon

    The pontoon has been delivered and installed awaiting final commissioning. It is expected to be operational in October 2025.

28. Queen Elizabeth Park Accessible Water Fountain

    Site preparation is complete awaiting availability of a plumber to install. Planned to be completed in September 2025.

29. South Sport and Recreation Centre - Mould Repair and Refurbishment Photocopier Refresh

    Works were commenced at 30 June 2025 and are expected to be completed by October 2025.

30. Aquatic Centre -Replace Air Exchange Unit

    This project was delayed because the replacement unit has to be manufactured. Expected project completion date is November 2025.

31. Regional Emergency Road Repair Fund Projects

    This project is fully funded by Transport for NSW and consists of 26 separate local and regional road projects. Five projects were completed in 2024 with whole project scheduled to be completed by 30 June 2027.

In summary, $1,632,292 requires a Council re-vote and $20,957,442 will be carried forward into the 2025/26 financial year which does not require a Council re-vote.

The total carryover expenditure budget for 2025/26 is $22,589,734. Ten of the carryover projects are partly or fully grant funded and the total grant funding still to be received for these projects is $4,135,165.

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:

Local Government Act 1993

Local Government (General) Regulation 2021 Division 5, Section 211

Financial Implications:
The recommendation will have an impact on the representation of the cash flow in the 2025/26 year as the carry forward expenditure of $22,589,734 less related grant income of $4,135,165 was not forecast to be expended in this year.

However, it will not influence Council's budgeted cash position as this revenue and expenditure were forecasted for 2025/26 based on the projects being completed in the 2024/25 financial year.

An updated capital budget inclusive of the approved carryovers will form part of the September 2025 Quarterly Budget Review report.

Attachments

There are no attachments for this report

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER

FURTHER REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 185/25 - DATED SEPTEMBER 16, 2025 - ELECTION OF DEPUTY MAYOR (D25/38595) 286

2. BROKEN HILL CITY COUNCIL REPORT NO. 186/25 - DATED SEPTEMBER 16, 2025 - CORRESPONDENCE REPORT - UPGRADE OF BROKEN HILL AIRPORT TO ACCEPT LARGER AIRCRAFT DURING EMERGENCIES (D25/42960) 290

3. BROKEN HILL CITY COUNCIL REPORT NO. 187/25 - DATED SEPTEMBER 16, 2025 - APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2025 TO SEPTEMBER 2026 (D25/38574) 293

4. BROKEN HILL CITY COUNCIL REPORT NO. 188/25 - DATED JULY 10, 2025 - ADOPTION OF THE DRAFT BROKEN HLL ASSET OPTIMISATION REPORT (D25/26947) 300

5. BROKEN HILL CITY COUNCIL REPORT NO. 189/25 - DATED SEPTEMBER 03, 2025 - ACTION LIST REPORT (D25/40934) 595

ORDINARY MEETING OF THE COUNCIL

September 16, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 185/25

SUBJECT: ELECTION OF DEPUTY MAYOR D25/38595

Recommendation

1. That Broken Hill City Council Report No. 185/25 dated September 16, 2025, be received.

2. That Council elect the Deputy Mayor at this meeting in accordance with *Section 231 of the Local Government Act 1993.*

3. That the election of Deputy Mayor be conducted in accordance with *Schedule 7 of the Local Government (General) Regulation 2021*; and that voting be by open voting, i.e. “show of hands”.

4. That the Deputy Mayor be elected for the period from this Council Meeting until the September 2026 Council Meeting scheduled to be held on 30 September 2026.

5. That the result of the election of Deputy Mayor be forwarded to the Office of Local Government.

6. That Council approves the issuing of the Deputy Mayor’s Delegations of Authority to the newly elected Deputy Mayor pursuant to *Sections 231 and 377 of the Local Government Act 1993* and as per Minute No. XXX of the Extraordinary Council Meeting held 9 October 2024 (where delegations were issued for the new Term of Council) in order that the Deputy Mayor can act in the position of Mayor at the Mayor’s request; if the Mayor is prevented by illness, absence or otherwise from exercising the functions of Mayor; or if there is a casual vacancy in the office of Mayor.

7. That the Deputy Mayor elect be entitled to be paid an additional fee, being the daily fee based on the annual additional Mayoral fee; with daily fee being calculated dependent on the number of days in the month, with the fee so payable deducted from the Mayor’s fee.

Executive Summary:

Councillors may elect one Councillor to be Deputy Mayor in accordance with the *Local Government Act 1993 Section 231*. This person may be elected for the Mayoral term or for a shorter term.

Council has historically elected a Deputy Mayor for a twelve-month period from September to September each year, this period would also align with the Local Government Elections every four years in September.

Report:

As per the *Local Government Act 1993 Section 231* the Deputy Mayor's role is to exercise any function of the Mayor:

- At the request of the Mayor, or
- If the Mayor is prevented by illness, absence, or otherwise from exercising the function; or
- If there is a casual vacancy in the Office of Mayor.

If no Deputy Mayor is elected or if the Deputy Mayor is unable to act, the Councillors may elect one of their number to act as Deputy Mayor.

The Deputy Mayor will be appointed for the period 24 September 2025 until the Council Meeting scheduled to be held 30 September 2026.

The election of Deputy Mayor is to be conducted in accordance with the *Local Government (General) Regulations Schedule 7*, which provides:

- The General Manager (or person appointed by the General Manager) is the Returning Officer.

- Nominations are to be made in writing by two or more Councillors (one of whom may be the nominee) and given to the Returning Officer. The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

- Nominations may be made without notice but must be in writing signed by two or more Councillors one of whom may be the nominee. Nominations are not valid unless the Councillors nominated give consent to the nomination in writing.

- Nominations are to be announced and elections conducted at the same Council meeting at which Council resolves on the method of voting.

- If only one Councillor is nominated, that Councillor is elected.

- If more than one Councillor is nominated Council must decide by resolution whether the election will proceed by preferential ballot, ordinary ballot or open voting. Preferential ballots and Ordinary Ballots are to be secret ballots. Open voting means a show of hands or similar means.

Councillors also have the option of submitting a nomination form without notice prior to the election of Deputy Mayor. Councillors attending in person who wish to submit a nomination without notice, must hand their nomination form to the Returning Office prior to the election of Deputy Mayor, **providing the formalities concerning signatures and consent are observed**.

A blank nomination form for the Deputy Mayor position is attached to this report.

Upon election of the Deputy Mayor, the Deputy Mayor will be issued delegations of functions in accordance with *Section 377 of the Local Government Act 1993* in order to be able to perform the functions of the Mayor if:

a) At the request of the Mayor

b) If the Mayor is prevented by illness, absence or otherwise from exercising these functions, or

c) If there is a casual vacancy in the office of Mayor.

During periods of performing the role of the Mayor, the Deputy Mayor will be paid the Mayoral allowance.

Community Engagement:

Nil.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993, Section 231, Section 377
Local Government (General) Regulations 2021, Schedule 7

Financial Implications:

The Deputy Mayor is entitled to an additional fee when acting in the role of Mayor.

This additional fee is a daily fee based on the annual additional Mayoral fee; with daily fee being calculated dependent on the number of days in the month, with the fee so payable deducted from the Mayor's fee.

Attachments

1. ⇩ Nomination Form for Deputy Mayor

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

To the Returning Officer/General Manager
Broken Hill City Council
PO Box 448
BROKEN HILL NSW 2880

NOMINATION FOR DEPUTY MAYOR

We, the undersigned Councillors of the City of Broken Hill hereby nominate the following Councillor for the position of Deputy Mayor:

Councillor_____

Nominated by:

Councillor	Signature

I, the undersigned Councillor of the City of Broken Hill, hereby accept the above nomination for the position of Deputy Mayor.

Councillor	Signature

DATE:_____/_____/ 2021

ORDINARY MEETING OF THE COUNCIL

September 16, 2025

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 186/25

SUBJECT: CORRESPONDENCE REPORT - UPGRADE OF BROKEN HILL AIRPORT TO ACCEPT LARGER AIRCRAFT DURING EMERGENCIES D25/42960

Recommendation

1. That Broken Hill City Council Report No. 186/25 dated September 16, 2025, be received.

2. That correspondence dated 5 September 2025 from the Minister for National Disability Insurance Scheme, Senator The Hon Jenny McAllister, thanking the Mayor for acknowledging her work whilst Minister for Emergency Management in supporting Broken Hill during the power outages in October 2024.

Executive Summary:

At the May 2025 Council Meeting, Council considered correspondence from the NSW Minister for Regional Transport and Roads, The Hon Jenny Aitchison MP providing advice to Council regarding future funding opportunities for a grant to upgrade the Broken Hill Regional Airport runway and taxiways; the ACCC monitoring of domestic airfares until the end of 2026; and the Productivity Commission Inquiry to review regional airfares.

During consideration of this matter, Council resolved to write 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 her advocacy for Broken Hill and for providing Council with information regarding various funding opportunities for upgrades to the Broken Hill Regional Airport. See below Council resolution:

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

RESOLUTION		**Resolved**
Minute No. 47864		
Councillor M Boland moved	)	1. That Broken Hill City Council Report No. 87/25 dated May 12, 2025, be received.
Councillor H Jewitt seconded	)	
		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 her 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

Council has now received reply correspondence from Senator The Hon Jenny McAllister MP dated 5 September 2025 which is attached to this report and presented to Council for noting.

Attachments

1. ⇩ Correspondence from Senator The Hon Jenny McAllister

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

OFFICIAL

Senator the Hon Jenny McAllister
Minister for the National Disability Insurance Scheme

Ref No: MC25-014819

Broken Hill City Council
The Office of the Mayor
240 Blende Street
PO Box 448
BROKEN HILL NSW 2880
council@brokenhill.nsw.gov.au

Dear Mayor ~~Kennedy~~ Tom

Thank you for your letter of 4 June 2025, acknowledging my work while I was the Minister for Emergency Management. It was a privilege to serve in this role, and it was my pleasure to support the Broken Hill and surrounding regions.

It is my honour to be recently appointed as Minister for the National Disability Insurance Scheme in the current Government. In this role, I inherit the hard work and progress my predecessors have made since our Government was elected. More broadly, over many years, I have observed the value that the public derives when parliamentarians work closely and respectfully with stakeholders such as Broken Hill City Council on complex policy questions. I look forward to bringing that approach to this portfolio to continue this work.

You may be aware that in the current Government, the Minister for Emergency Management is the Hon Kristy McBain MP. For future matters relating to this portfolio, you may wish to contact Minister McBain's office via the below contact details:

The Hon Kristy McBain MP
Minister for Emergency Management
Parliament House
CANBERRA ACT 2600
Kristy.McBain.MP@aph.gov.au

I look forward to working with local government to build an Australia where people with disability are valued, included and empowered to thrive.

Yours sincerely

[redacted]

Jenny McAllister

5 / 9 / 2025

Thankyou for all you do for your community, and the constructive leadership you offered during the event. I genuinely appreciated your collaborative approach

cc: The Hon Kristy McBain MP, Minister for Emergency Management

Parliament House Canberra ACT 2600

ORDINARY MEETING OF THE COUNCIL

September 16, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 187/25

SUBJECT: APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2025 TO SEPTEMBER 2026 D25/38574

Recommendation

1. That Broken Hill City Council Report No. 187/25 dated September 16, 2025, be received.

2. That Council appoints its Councillor representatives on Standing Committees, Section 355 Committee and various other Committees and Working Groups as per the attached current Schedule, for the period September 2025 until the September 2026 Ordinary Council Meeting, to ensure continuity in the operation of Council's Committees and Working Groups.

3. That, as a result of Councillor Ashley Byrne's resignation, Councillors nominate to fill vacancies on the following Committees and Working Groups:

   a) Infrastructure and Environment Standing Committee
   b) Finance and Governance Standing Committee
   c) Australia Day Advisory Group
   d) General Manager's Performance Review Committee
   e) Project Steering Group for the Project Consultative Group

   or alternatively, Council may wish to appoint (at this meeting) the newly elected Councillor to the vacant positions.

4. That Council's resolution to appoint Councillor delegates to the various Committees and Working Groups allows Councillors to travel to attend meetings/conferences, that relate to the core function of the Committees/Working Groups, throughout the 12-month period as required.

Executive Summary:

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

Due to the resignation of Ashley Byrne on 17 August 2025, vacancies exist on various Committees and Working Groups.

At the Council Meeting, time will be taken to go through the current schedule to ensure that full membership is achieved for the effective operation of each Committee/Working Group for the ensuing 12-month period from 24 September 2025 until the September 2026 Ordinary Council Meeting.

Report:

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

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

(b) by a committee of the council, or

(c) partly or jointly by the council and another person or persons, or

(d) jointly by the council and another council or councils, or

(e) by a delegate of the council.

Council currently has five (5) Section 355 Asset Committees and four (4) Section 355 Advisory Committees, as follows:

- Alma Oval Community Committee
- ET Lamb Memorial Oval Community Committee
- Memorial Oval Community Committee
- Norm Fox Sportsground Community Committee
- Picton Sportsground Community Committee
- Ageing Well Advisory Committee
- Broken Hill City Art Gallery Advisory Committee
- Broken Hill Heritage Advisory Committee
- Youth Advisory Committee

Attachment 1 to this report is the schedule of S355 Committees and other Committees and internal/external Working Groups of which have Councillor Delegate representation.

The schedule also shows that there are currently vacancies for Council delegates on the following Committees/Working Groups due to the resignation of Councillor Ashley Byrne on 17 August 2025:

- Infrastructure and Environment Standing Committee
- Finance and Governance Standing Committee
- Alma Oval Community Committee
- Australia Day Advisory Group
- General Manager’s Performance Review Committee
- Project Steering Group for the Project Consultative Group

Councillors are invited to nominate for the above vacant positions during the Council Meeting and it is suggested that Councillors remain on their respective Committee and Working Groups to ensure continuity of the operation of the Committees and Working Groups, but should Councillors wish to change any of their membership they are welcome to do so.

Should any Councillors wishing to nominate for a position not be present at the 24 September 2025 Council Meeting, please ask another Councillor to nominate on your behalf.

It is important to obtain full representation on all Committees and Working Groups to ensure they can operate effectively and efficiently.

Reconciliation Action Plan (RAP) Working Group (RAP)

Based on the most recent Reconciliation Action Plan (RAP) Working Group, being the first meeting held in the current term of Council, it is recommended that this committee be put on hold whilst a new pathway is formed. At this meeting, it was discussed that a partnership model be developed with the local Indigenous Community as opposed to the previous RAP that has expired. The purpose of the temporary pause on the committee is to allow initial meetings to be held with key stakeholders of the current RAP Working Group to establish key objectives, tangible outcomes and new terms of reference for Council to consider along with a renaming of the working group aligned to the proposed new pathway.

Community Engagement:
Nil.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993 (Section 355)

Financial Implications:

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

Attachments

1. ⇩ Schedule of Councillor Delegates to Committees and Working Groups

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

BROKEN HILL
CITY COUNCIL

COUNCIL DELEGATES TO SECTION 355 COMMITTEES AND OTHER COMMITTEES

SEPTEMBER 2025 TO SEPTEMBER 2026

STANDING COMMITTEES	
Infrastructure and Environment Committee Mayor 5 x Councillors	Mayor Kennedy Deputy Mayor Hickey (Chairperson) Councillor Algate Councillor Chandler Councillor Page **vacant**
Corporate and Community Development Committee Mayor 5 x Councillors	Mayor Kennedy Deputy Mayor Hickey Councillor Jewitt Councillor Algate Councillor Boland (Chairperson) Councillor Gillett
Finance and Governance Committee Mayor 5 x Councillors	Mayor Kennedy Councillor Algate (Chairperson) Councillor Chandler Councillor Boland Councillor Turley **vacant**

COUNCIL S355 COMMITTEES	
Committee Name	**Delegates**
Ageing Well Advisory Committee 3 x Councillors	Councillor Gillett Councillor Jewitt Councillor Algate
Alma Oval Community Committee At least 1 x Councillor	Councillor Boland
Broken Hill City Art Gallery Advisory Committee 3 x Councillors	Councillor Chandler Councillor Gillett Councillor Boland
Broken Hill Heritage Advisory Committee 3 x Councillors	Councillor Chandler Councillor Gillett Councillor Turley
ET Lamb Memorial Oval Community Committee At least 1 x Councillor	Councillor Page

Memorial Oval Community Committee At least 1 x Councillor	Councillor Boland
Norm Fox Sportsground Community Committee At least 1 x Councillor	Councillor Algate
Picton Sportsground Community Committee At least 1 x Councillor	Councillor Page
Youth Advisory Committee 3 x Councillors	Councillor Jewitt Councillor Chandler Councillor Turley
OTHER COMMITTEES	
Committee Name	**Delegates Required**
Association of Mining & Energy Related Councils 1 x Councillor	Deputy Mayor Hickey
Australia Day Advisory Group 4 x Councillors	Councillor Turley Councillor Jewitt Councillor Boland **vacant**
Australian Floodplains Association Mayor + Alternate	Mayor Kennedy Deputy Mayor Hickey (Alternate)
Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor(Alternate)	Mayor Kennedy Deputy Mayor Hickey (Alternate)
Audit, Risk & Improvement Committee Mayor +all Councillors invited as Observers	Mayor Kennedy Councillor Algate (Observer) All Councillors invited to meetings
Asset Naming Committee 4 x Councillors	Councillor Algate Councillor Chandler Councillor Jewitt Councillor Boland
Broken Hill ClubGRANTS Committee 2 x Councillors	Deputy Mayor Hickey Councillor Page
Broken Hill Education Working Group Mayor, Deputy Mayor + 1 Councillor	Mayor Kennedy Deputy Mayor Hickey Councillor Chandler
Broken Hill Lead Reference Group 1 x Councillor	Councillor Boland
Broken Hill Liquor Accord 1 x Councillor	Councillor Turley
Broken Hill Manufacturing Reference Committee	Deputy Mayor Hickey
Broken Hill Traffic Committee 1 x Councillor (Observer only)	Councillor Algate (Observer)

Community Assistance Grants Panel Mayor + 2 Councillors	Mayor Kennedy Councillor Boland Councillor Algate
Companion Animals Management Working Group 3 x Councillors	Mayor Kennedy Councillor Gillett Councillor Jewitt
Country Mayor's Association Mayor + Deputy Mayor (Alternate)	Mayor Kennedy Deputy Mayor (Alternate)
Disability Inclusion Action Plan Working Group 2 x Councillors	Councillor Chandler Councillor Gillett
EP O'Neill Memorial Precinct Project Steering Group Mayor, Deputy Mayor plus 1 x Councillor	Mayor Kennedy Deputy Mayor Hickey Councillor Algate
Far West Joint Organisation Mayor and Deputy Mayor	Mayor Kennedy Deputy Mayor Hickey
Fruit Fly Control Awareness Working Group 3 x Councillors	Deputy Mayor Hickey Councillor Chandler Councillor Gillett
Gateway Signage Advisory Committee Mayor, Deputy Mayor plus at least 1 Councillor	Mayor Kennedy Deputy Mayor Hickey Councillor Algate
General Manager's Performance Review Committee Mayor, Deputy Mayor and 3x Councillors	Mayor Kennedy Deputy Mayor Hickey Councillor Algate Councillor Boland **vacant**
Menindee Lakes Stakeholder Group 1 x Councillor	Deputy Mayor Hickey
Murray Darling Association Region 4 2 x Councillors	Deputy Mayor Hickey Councillor Page
NSW Public Libraries Association 1 Councillor	Councillor Chandler
Perilya North Mine Community Consultative Committee 1 x Councillor	Deputy Mayor Hickey
Project Steering Group for the Project Consultative Group Mayor, Deputy Mayor and 1 Councillor	Mayor Kennedy Deputy Mayor Hickey **vacant**
Regional Capitals Australia Mayor and Deputy Mayor	Mayor Kennedy Deputy Mayor Hickey
Regional Cities NSW Mayor and Deputy Mayor	Mayor Kennedy Deputy Mayor Hickey

Silverton Wind Farm Community Consultative Committee 1 x Councillor	Deputy Mayor Hickey
Tidy Towns Working Group 2 x Councillors	Councillor Jewitt Councillor Chandler
Western NSW Mining and Resource Development Taskforce Mayor	Mayor Kennedy
Western Regional Planning Panel **3-year term from 27/11/2024 to 27/11/2027** 2 x Delegates and 2 x Alternate Delegates	Delegates: Mayor Kennedy Jay Nankivell Alternate Delegates: Councillor Algate Razija Nu'man
Willyama High School Project Reference Group	Deputy Mayor Hickey
Volunteer Working Group 4 x Councillors	Deputy Mayor Hickey Councillor Jewitt Councillor Chandler Councillor Boland

QUALITY CONTROL TABLE		
Minute No.	**Date**	**Resolution**
	24/09/2025	Appointment of Delegates to Committees September 2025 to September 2026

ORDINARY MEETING OF THE COUNCIL

July 10, 2025

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 188/25

SUBJECT: ADOPTION OF THE DRAFT BROKEN HLL ASSET OPTIMISATION REPORT D25/26947

Recommendation

1. That Broken Hill City Council Report No. 188/25 dated July 10, 2025, be received.
2. That Council adopts the draft Broken Hill Asset Optimisation Report.
3. That Council notes that implementation of recommendations or other outcomes regarding asset optimisation will be subject to Council resolution and decisions considered in future reports.

Executive Summary:

GHD were engaged in 2021 to undertake an asset optimisation assessment for 27 of Council's buildings. This assessment was undertaken using a data driven approach while also incorporating qualitative data collected through extensive consultation with user groups and stakeholders for the assets reviewed. A multi criteria assessment framework was developed for rating the assets considering the buildings ratings for physical condition, functionality, utilisation, financial value and community value. Consultation was conducted to ascertain user groups views on the assets they occupy including the assets current strengths, weaknesses, fit for purpose, opportunities for co-location and changing needs for those groups.

The Asset optimisation report contains the results of this data collection, along with recommendations from GHD for these buildings as well as a proposed timeline for implementation.

Report:

GHD were engaged in 2021 to undertake an asset optimisation assessment for 27 of Council's buildings. The assessment aims to assess whether assets remain relevant to the community and opportunities to optimise performance of these assets by various means including co-location, upgrade or potential transfer of management of the assets. This assessment was undertaken using a data driven approach while also incorporating qualitative data collected through extensive consultation with user groups and stakeholders for the assets reviewed. A multi criteria assessment framework was developed for rating the assets considering the buildings ratings for physical condition, functionality, utilisation, financial value and community value. Consultation was conducted to ascertain user groups views on the assets they occupy including the assets current strengths, weaknesses, fit for purpose, opportunities for co-location and changing needs for those groups.

The Asset optimisation report contains the results of this data collection, along with recommendations from GHD for these buildings as well as a proposed timeline for implementation.

A program of stakeholder engagement activities was undertaken between May and July 2022 to support Stage 1 of the optimisation review process. Key stakeholders for each asset were interviewed to understand stakeholder perceptions around the five performance measures, as well as aspirations for the asset and community use. The outcomes of this engagement supported the detailed assessment of each asset and helped to inform recommendations for optimisation.

Phase 2 of the project included the creation of a draft implementation roadmap as well as round 2 of stakeholder consultation to discuss outcomes from the initial assessments. GHD and Council staff reengaged with stakeholders from February to March 2025. A Councillor briefing was held on 16th April 2025.

Implementation of any of the recommendations of this report will be subject to ongoing discussion with user groups as well as by resolution of Council through future council reports.

Community Engagement:

Extensive stakeholder consultation has occurred during this project including a review of the final recommendations and results of the multicriteria framework assessment.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.4	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993

Attachments

1. ⇩ Asset Optimisation Report

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER

Broken Hill Asset Optimisation

Outcomes Report

Broken Hill City Council

GHD Pty Ltd | ABN 39 008 488 373
133 Castlereagh Street, Level 15
Sydney, New South Wales 2000, Australia
T +61 2 9239 7100 | **F** +61 2 9239 7199 | **E** sydmail@ghd.com | **ghd.com**

Printed date	21/05/2025 11:00:00 AM
Last saved date	21 May 2025
File name	https://projectsportal.ghd.com/sites/pp17_05/brokenhillassetratio/ProjectDocs/12569026_Broken Hill Asset Rationilisation_Outcomes Report_Final_Rev0.docx
Author	Ben Fraser and Kathryn Oaten
Project manager	Jahni Harris
Client name	Broken Hill City Council City Council
Project name	Broken Hill Asset Optimisation
Document title	Broken Hill Asset Optimisation | Outcomes Report
Revision version	0
Project number	12569026

Document status

Status Code	Revision	Author	Reviewer		Approved for issue		
			Name	Signature	Name	Signature	Date
S3	A	B. Fraser K. Oaten	J. Glasby	On file	R. Cavallo	On file	20/12/2023
S3	B	B. Fraser K. Oaten	J. Harris	On file	R. Cavallo	On file	18/03/2025
S4	0	B. Fraser K. Oaten	J. Harris		R. Cavallo		13/05/2025

© GHD 2025

This document is and shall remain the property of GHD. The document may only be used for the purpose for which it was commissioned and in accordance with the Terms of Engagement for the commission. Unauthorised use of this document in any form whatsoever is prohibited.

The Power of Commitment

Acknowledgement of Country

GHD acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land, water and sky throughout Australia on which we do business. We recognise their strength, diversity, resilience and deep connections to Country.

We pay our respects to the Wilyakali people of the Broken Hill region and their Elders of the past, present and future, as they hold the memories, knowledges and spirit of Australia. GHD is committed to learning from Aboriginal and Torres Strait Islander peoples in the work we do.

Contents

Introduction **1**
Project Background 1
Purpose of this report 4
Scope and limitations 4
Part 1 – Methodology **15**
Asset Optimisation Review 15
Multi–criteria Assessment Framework 15
Overall Performance Index 15
Performance Measures 16
Physical condition 16
Deferral Risk Assessment 17
Functionality 17
Utilisation 19
Financial value 19
Consultation 22
Caveat 22
Part 1 – Asset Optimisation Review **24**
1. Airport Terminal Building **24**
1.1 Overview 24
1.2 Overall Performance Index 25
1.3 Detailed assessment 26
1.3.1 Physical condition 26
1.3.2 Financial value 26
1.3.3 Functionality 27
1.3.4 Utilisation 28
1.3.5 Community value 29
1.4 Optimisation Recommendations 30
2. Administrative Centre **32**
2.1 Overview 32
2.2 Overall Performance Index 32
2.3 Detailed assessment 33
2.3.1 Physical condition 33
2.3.2 Financial value 34
2.3.3 Functionality 34
2.3.4 Utilisation 35
2.3.5 Community value 35
2.4 Optimisation Recommendations 36
3. Aged Person Rest Centre **38**
3.1 Overview 38
3.2 Overall Performance Index 38
3.3 Detailed Assessment 39
3.3.1 Physical condition 39
3.3.2 Financial value 40
3.3.3 Functionality 40

3.3.4 Utilisation 41
3.3.5 Community value 42
3.4 Optimisation Recommendations 43
4. Alma Mechanics Institute 45
4.1 Overview 45
4.2 Overall Performance Index 45
4.3 Detailed Assessment 46
4.3.1 Physical condition 46
4.3.2 Financial value 47
4.3.3 Functionality 47
4.3.4 Utilisation 48
4.3.5 Community value 48
4.4 Optimisation Recommendations 49
5. Aquatic Centre 50
5.1 Overview 50
5.2 Overall Performance Index 50
5.3 Detailed Assessment 51
5.3.1 Physical condition 51
5.3.2 Financial value 51
5.3.3 Functionality 52
5.3.4 Utilisation 53
5.3.5 Community value 55
5.4 Optimisation Recommendations 56
6. BIU Band Hall 57
6.1 Overview 57
6.2 Overall Performance Index 57
6.3 Detailed Assessment 58
6.3.1 Physical condition 58
6.3.2 Financial value 59
6.3.3 Functionality 59
6.3.4 Utilisation 60
6.3.5 Community value 60
6.4 Optimisation Recommendations 62
7. Broken Hill Regional Art Gallery 63
7.1 Overview 63
7.2 Overall Performance Index 63
7.3 Detailed Assessment 64
7.3.1 Physical condition 64
7.3.2 Financial value 65
7.3.3 Functionality 65
7.3.4 Utilisation 66
7.3.5 Community value 67
7.4 Optimisation Recommendations 68
8. Charles Rasp Library 70
8.1 Overview 70
8.2 Overall Performance Index 71
8.3 Detailed Assessment 71

8.3.1 Physical condition 71
8.3.2 Financial value 72
8.3.3 Functionality 72
8.3.4 Utilisation 73
8.3.5 Community value 75
8.4 Optimisation Recommendations 76
9. Civic Centre 78
9.1 Overview 78
9.2 Overall Performance Index 78
9.3 Detailed Assessment 79
9.3.1 Physical condition 79
9.3.2 Financial value 80
9.3.3 Functionality 80
9.3.4 Utilisation 81
9.3.5 Community value 82
9.4 Optimisation Recommendations 83
10. Council Chambers 85
10.1 Overview 85
10.2 Overall Performance Index 85
10.3 Detailed Assessment 86
10.3.1 Physical condition 86
10.3.2 Financial value 87
10.3.3 Functionality 87
10.3.4 Utilisation 88
10.3.5 Community value 89
10.4 Optimisation Recommendations 90
11. The Geo Centre 91
11.1 Overview 91
11.2 Overall Performance Index 92
11.3 Optimisation review outcomes 92
11.3.1 Physical condition 92
11.3.2 Financial value 93
11.3.3 Functionality 93
11.3.4 Utilisation 94
11.3.5 Community value 95
11.4 Optimisation recommendations 96
12. HACC Centre 98
12.1 Overview 98
12.2 Overall Performance Index 98
12.3 Detailed Assessment 99
12.3.1 Physical condition 99
12.3.2 Financial value 100
12.3.3 Functionality 100
12.3.4 Utilisation 101
12.3.5 Community value 102
12.4 Optimisation recommendations 103
13. Newmarket Raceway 105

13.1 Overview 105
13.2 Overall Performance Index 105
13.3 Detailed Assessment 106
13.3.1 Physical condition 106
13.3.2 Financial value 108
13.3.3 Functionality 108
13.3.4 Utilisation 109
13.3.5 Community value 110
13.4 Optimisation recommendations 111
14. North Mine Hall (Queen Elizabeth Park) 113
14.1 Overview 113
14.2 Overall Performance Index 113
14.3 Detailed Assessment 114
14.3.1 Physical condition 114
14.3.2 Financial value 115
14.3.3 Functionality 115
14.3.4 Utilisation 116
14.3.5 Community value 117
14.4 Optimisation Recommendations 118
15. South Community Centre 119
15.1 Overview 119
15.2 Overall Performance Index 119
15.3 Detailed Assessment 120
15.3.1 Physical Condition 120
15.3.2 Financial value 121
15.3.3 Functionality 121
15.3.4 Utilisation 122
15.3.5 Community value 124
15.4 Optimisation recommendations 125
16. State Emergency Services (SES) Building 127
16.1 Overview 127
16.2 Overall Performance Index 127
16.3 Detailed Assessment 128
16.3.1 Physical condition 128
16.3.2 Financial value 129
16.3.3 Functionality 129
16.3.4 Utilisation 130
16.3.5 Community value 131
16.4 Optimisation Recommendations 132
17. South Sports and Recreation Centre 134
17.1 Overview 134
17.2 Overall Performance Index 134
17.3 Detailed Assessment 135
17.3.1 Physical Condition 135
17.3.2 Financial value 136
17.3.3 Functionality 136
17.3.4 Utilisation 137
17.3.5 Community value 138

17.4 Optimisation Recommendations 139

18. Town Hall Façade 141

18.1 Overview 141
18.2 Overall Performance Index 141
18.3 Detailed Assessment 142
18.3.1 Physical condition 142
18.3.2 Financial value 143
18.3.3 Functionality 143
18.3.4 Utilisation 145
18.3.5 Community value 145
18.4 Optimisation Recommendations 147

19. Visitor Information Centre 148

19.1 Overview 148
19.2 Overall Performance Index 148
19.3 Detailed Assessment 149
19.3.1 Physical condition 149
19.3.2 Financial value 150
19.3.3 Functionality 150
19.3.4 Utilisation 152
19.3.5 Community value 153
19.4 Optimisation Recommendations 155

20. Youth Services Building 156

20.1 Overview 156
20.2 Overall Performance Index 156
20.3 Detailed Assessment 157
20.3.1 Physical condition 157
20.3.2 Financial value 158
20.3.3 Functionality 158
20.3.4 Utilisation 160
20.3.5 Community value 160
20.4 Optimisation Recommendations 162

21. Mosque 163

21.1 Overview 163
21.2 Overall Performance Index 163
21.3 Detailed Assessment 164
21.3.1 Physical condition 164
21.3.2 Financial value 165
21.3.3 Functionality 165
21.3.4 Utilisation 166
21.3.5 Community value 166
21.4 Optimisation Recommendations 168

22. Bridge Club in Sturt Park 169

22.1 Overview 169
22.2 Overall Performance Index 169
22.3 Detailed Assessment 170
22.3.1 Physical condition 170
22.3.2 Financial value 171

22.3.3 Functionality 171
22.3.4 Utilisation 172
22.3.5 Community value 173
22.4 Optimisation Recommendations 174
23. Swimming Club in Sturt Park 175
23.1 Overview 175
23.2 Overall Performance Index 175
23.3 Detailed Assessment 176
23.3.1 Physical condition 176
23.3.2 Financial value 177
23.3.3 Functionality 177
23.3.4 Utilisation 178
23.3.5 Community value 179
23.4 Optimisation Recommendations 181
24. Memorial Oval 182
24.1 Overview 182
24.2 Overall Performance Index 182
24.3 Detailed Assessment 183
24.3.1 Physical condition 183
24.3.2 Financial value 185
24.3.3 Functionality 185
24.3.4 Utilisation 187
24.3.5 Community value 189
24.4 Optimisation Recommendations 191
25. Living Desert Campsite Buildings 192
25.1 Overview 192
25.2 Overall Performance Index 192
25.3 Detailed Assessment 193
25.3.1 Physical condition 193
25.3.2 Financial value 193
25.3.3 Functionality 194
25.3.4 Utilisation 195
25.3.5 Community value 195
25.4 Optimisation Recommendations 196
26. Alma Swimming Club Building 198
26.1 Overview 198
26.2 Overall Performance Index 198
26.3 Detailed Assessment 199
26.3.1 Physical condition 199
26.3.2 Financial value 200
26.3.3 Functionality 200
26.3.4 Utilisation 201
26.3.5 Community value 202
26.4 Optimisation Recommendations 204
27. Airport Hangar 13 205
27.1 Overview 205
27.2 Overall Performance Index 205

27.3 Detailed Assessment 206
27.3.1 Physical condition 206
27.3.2 Financial value 207
27.3.3 Functionality 207
27.3.4 Utilisation 208
27.3.5 Community value 209
27.4 Optimisation Recommendations 210
28. Summary 211
Part 2 - Methodology 214
Implementation Roadmap Overview 214
Part 2 – Approach to implementation 215
1. Online Council Steering Committee workshop 215
2. Draft Implementation Roadmap 215
3. Second round stakeholder engagement 215
4. Final outcomes report and presentation 215
Part 2 - Community Engagement Outcomes 216
Implementation plan 234
Asset groupings 234
Asset precincts 235
Implementation roadmap 236
Implementation Roadmap Short-term (2 Years) 237
Implementation Roadmap Medium-term (5 Years) 241
Implementation Roadmap Long-term (10 Years) 244
Implementation details 247
Broken Hill Airport Masterplan Precinct (Confirmed) 248
Broken Hill CBD Masterplan Precinct (Confirmed) 251
Living Desert Precinct (Masterplan Confirmed) 262
Broken Hill Heritage Precinct (Proposed) 263
Administrative Precinct (Proposed) 267
South Broken Hill Precinct Redevelopment (Proposed): Sports Precinct 269
Memorial Oval Sporting Precinct Redevelopment (Proposed) 272
Outliers/individual assets 273
References 284

Table index

Part 1

Table 1.1 List of Council assets 1
Table 1.2 Performance measure weightings 16
Table 1.1 Airport Terminal Buildings – Overall Performance Index 25
Table 1.2 Airport Terminal Building – Statutory compliance status 26
Table 1.3 Airport Terminal Building – Optimisation recommendations 31
Table 2.1 Administrative Centre – Overall Performance Index 33
Table 2.2 Administrative Centre – Statutory compliance status 33
Table 2.3 Administrative Centre – Optimisation recommendations 36
Table 3.1 Aged Person Rest Centre – User groups 38
Table 3.2 Aged Person Rest Centre – Overall Performance Index 39
Table 3.3 Aged Person Rest Centre – Statutory compliance status 39

Table 3.4	Aged Person Rest Centre – Optimisation recommendations	44
Table 4.1	Alma Mechanics Institute – Overall Performance Index	46
Table 4.2	Alma Mechanics Institute – Statutory compliance status	46
Table 4.3	Alma Mechanics Institute– Optimisation recommendations	49
Table 5.1	Aquatic Centre – Overall Performance Index	50
Table 5.2	Aquatic Centre – Statutory compliance status	51
Table 5.3	Aquatic Centre – Depreciation Value Percentage and Financial Value Rating	52
Table 5.4	Aquatic Centre – Optimisation recommendations	56
Table 6.1	BIU Band Hall – Overall Performance Index	58
Table 6.2	BIU Band Hall – Statutory compliance table	58
Table 6.3	BIU Band Hall – Optimisation recommendations	62
Table 7.1	Broken Hill Regional Art Gallery – Overall Performance Index	64
Table 7.2	Broken Hill Regional Art Gallery – Statutory compliance status	65
Table 7.3	Broken Hill Regional Art Gallery –Adjacent Workshop Shed User Groups	67
Table 7.4	Broken Hill Regional Art Gallery – Optimisation recommendations	68
Table 8.1	Charles Rasp Library – Overall Performance Index	71
Table 8.2	Charles Rasp Library – Statutory compliance status	72
Table 8.3	Broken Hill City Library – Usage in April 2020	74
Table 8.4	Charles Rasp Library – List of activities and times	74
Table 8.5	Charles Rasp Library – Optimisation recommendations	76
Table 9.1	Civic Centre – Overall Performance Index	79
Table 9.2	Civic Centre – Statutory compliance status	79
Table 9.3	Civic Centre– Optimisation recommendations	83
Table 10.1	Council Chambers – Overall Performance Index	86
Table 10.2	Council Chambers – Statutory compliance status	86
Table 10.3	Council Chambers – Optimisation recommendations	90
Table 11.1	The Geo Centre – Overall Performance Index	92
Table 11.2	The Geo Centre – Statutory compliance status	93
Table 11.3	The Geo Centre – Optimisation recommendations	97
Table 12.1	HACC Centre – Overall Performance Index	98
Table 12.2	HACC Centre – Deferral Risk Assessment	99
Table 12.3	HACC Centre – Statutory compliance status	99
Table 12.4	HACC Centre – Depreciation Value Percentage and Financial Value Rating	100
Table 12.5	HACC Centre – Optimisation recommendations	104
Table 13.1	Newmarket Raceway – Overall Performance Index	106
Table 13.2	Newmarket Raceway – Deferral Risk Assessment	107
Table 13.3	Statutory compliance status – Newmarket Raceway	107
Table 13.4	Newmarket Raceway – Depreciation Value Percentage and Financial Value Rating	108
Table 13.5	Newmarket Raceway – Optimisation recommendations	112
Table 14.1	North Mine Hall – Overall Performance Index	114
Table 14.2	North Mine Hall – Statutory compliance status	114
Table 14.3	North Mine Hall – Optimisation recommendations	118
Table 15.1	South Community Centre – Overall Performance Index	120
Table 15.2	South Community Centre – Statutory compliance status	120
Table 15.3	South Community Centre – Optimisation recommendations	126
Table 16.1	SES building – Overall Performance Index	128
Table 16.2	SES building – Statutory Compliance Status	128

Table 16.3	SES building – Optimisation recommendations	132
Table 17.1	South Sports and Recreation Centre – Overall Performance Index	135
Table 17.2	South Sports and Recreation Centre –Statutory Compliance Status	135
Table 17.3	South Sports and Recreation Centre – Optimisation recommendations	140
Table 18.1	Overall Performance Index – Town Hall Façade	142
Table 18.2	Town Hall Façade – Statutory compliance status	143
Table 18.3	Town Hall Façade– Optimisation recommendations	147
Table 19.1	Visitors Information Centre – Overall Performance Index	149
Table 19.2	Statutory Compliance Table – Visitor Information Centre	149
Table 19.3	Visitor Information Centre – Optimisation recommendations	155
Table 20.1	Overall Performance Index – Youth Services Building	157
Table 20.2	Youth Services Building – Statutory compliance status	158
Table 20.3	Youth Services Building – Optimisation recommendations	162
Table 21.1	Mosque – Overall Performance Index	164
Table 21.2	Mosque – Statutory compliance status	164
Table 21.3	Mosque – Optimisation recommendations	168
Table 22.1	Bridge Club in Sturt Park –Overall Performance Index	170
Table 22.2	Bridge Club in Sturt Park – Statutory compliance status	170
Table 22.3	Bridge Club in Sturt Park – Optimisation recommendations	174
Table 23.1	Swimming Club in Sturt Park – Overall Performance Index	176
Table 23.2	Swimming Club in Sturt Park –Statutory compliance status	176
Table 23.3	Optimisation recommendations – Swimming Club in Sturt Park	181
Table 24.1	Memorial Oval – Overall Performance Index	183
Table 24.2	Memorial Oval – Estimated Deferral Risk period and estimated replacement cost	184
Table 24.3	Memorial Oval –Statutory Compliance Status	184
Table 24.4	Memorial Oval – Depreciation Value Percentage and Financial Value Rating	185
Table 24.5	Optimisation recommendations – Memorial Oval	191
Table 25.1	Living Desert Campsite Building – Overall Performance Index	192
Table 25.2	Living Desert Campsite Buildings – Statutory Compliance Status	193
Table 25.3	Optimisation recommendations – Living Desert Campsite Buildings	196
Table 26.1	Overall Performance Index – Alma Swimming Club	199
Table 26.2	Statutory Compliance Status	199
Table 26.3	Optimisation recommendations – Alma Swimming Club Building	204
Table 27.1	Overall Performance Index – Hangar 13	206
Table 27.2	Hangar 13 – Statutory compliance status	206
Table 27.3	Optimisation recommendations – Hangar 13	210
Table 28.1	Summary of overall performance index and recommendations	211

Part 2

Table 2.1	Part 2 engagement: Monday 3 February – Friday 28 February 2025	216
Table 3.1	Asset groupings	234
Table 3.2	Asset Precincts	235
Table 5.1	Broken Hill Airport Masterplan Precinct detailed implementation plan – Airport Terminal Building	248
Table 5.2	Broken Hill Airport Masterplan Precinct detailed implementation plan – Hangar 13	250
Table 5.3	Broken Hill CBD Masterplan Precinct (confirmed) – Aged Person Rest Centre	251

Table 5.4	Broken Hill CBD Masterplan Precinct (confirmed) – Alma Mechanics Institute	253
Table 5.5	Broken Hill CBD Precinct (confirmed) – Charles Rasp Library (Masterplan)	255
Table 5.6	Broken Hill CBD Masterplan Precinct (confirmed) – Civic Centre	256
Table 5.7	Broken Hill CBD Masterplan Precinct (confirmed) – South Community Centre	257
Table 5.8	Broken Hill CBD Masterplan Precinct (confirmed) – Town Hall Façade	259
Table 5.9	Broken Hill CBD Masterplan Precinct (confirmed) – Bridge Club in Sturt Park	260
Table 5.10	Broken Hill CBD Masterplan Precinct (confirmed) – Swimming Club in Sturt Park	261
Table 5.11	Living Desert Master Plan Precinct (Confirmed) – Living Desert Campsite Buildings	262
Table 5.12	Broken Hill Heritage Precinct (Proposed) – Broken Hill Regional Art Gallery	263
Table 5.13	Museum Masterplan (Confirmed) – Geo Centre	264
Table 5.14	Broken Hill Heritage Precinct (Proposed) – Visitors Information Centre	266
Table 5.15	Administrative Precinct (Proposed) – Administrative Centre	267
Table 5.16	Administrative Precinct (Proposed) – Council Chambers	268
Table 5.17	South Broken Hill Precinct Redevelopment (Proposed): Sports Precinct – South Sports and Recreational Centre	269
Table 5.18	South Broken Hill Precinct Redevelopment (Proposed): Sports Precinct – Old Alma Swimming Club	271
Table 5.19	Memorial Oval Sporting Precinct Redevelopment (Proposed) – Memorial Oval	272
Table 5.20	Individual assets – Aquatic Centre	273
Table 5.21	Individual assets – BIU Band Hall	275
Table 5.22	Individual assets – HACC Centre	276
Table 5.23	Individual assets – Newmarket Raceway	277
Table 5.24	Individual assets – North Mine Hall (Queen Elizabeth Park)	278
Table 5.25	Individual assets – SES building	279
Table 5.26	Individual assets – Youth Services Building	281
Table 5.27	Individual assets – Mosque	283

Figure index

Part 1

Figure 1.1	Location of Council assets	3
Figure 1.2	Multi–criteria Assessment Framework overview	15
Figure 1.3	Physical condition assessment criteria	16
Figure 1.4	Deferral risk assessment criteria	17
Figure 1.5	Comfort assessment criteria	18
Figure 1.6	Amenity assessment criteria	18
Figure 1.7	Effectiveness assessment criteria	18
Figure 1.8	Utilisation assessment criteria	19
Figure 1.9	Financial value assessment criteria	20
Figure 1.10	Location assessment criteria	21
Figure 1.11	Social and cultural significance assessment criteria	21
Figure 1.12	Local empowerment assessment criteria	22
Figure 1.13	Health and wellbeing assessment criteria	22
Figure 1.1	Airport Terminal Building	25
Figure 2.1	Administrative Centre	32

Figure 3.1	Aged Person Rest Centre	38
Figure 4.1	Alma Mechanics Institute	45
Figure 5.1	Aquatic Centre	50
Figure 6.1	BIU Band Hall	57
Figure 7.1	Broken Hill Regional Art Gallery	63
Figure 8.1	Charles Rasp Library	70
Figure 9.1	Civic Centre – photo provided by BHCC	78
Figure 10.1	Council Chambers	85
Figure 11.1	The Geo Centre	91
Figure 12.1	HACC Centre	98
Figure 13.1	Newmarket Raceway	105
Figure 14.1	North Mine Hall	113
Figure 15.1	South Community Centre	119
Figure 16.1	SES building	127
Figure 17.1	South Sports and Recreation Centre	134
Figure 18.1	Town Hall Façade	141
Figure 19.1	Broken Hill Visitor Information Centre	148
Figure 20.1	Youth Services Building	156
Figure 21.1	Mosque	163
Figure 22.1	Sturt Park Bridge Club	169
Figure 23.1	Swimming Club in Sturt Park	175
Figure 24.1	Memorial Oval	182
Figure 25.1	Living desert campsite	192
Figure 26.1	Alma Swimming Club Building	198
Figure 27.1	Airport Hangar 13	205

Introduction

Project Background

GHD have been engaged by Broken Hill City Council (Council) to carry out an Asset Optimisation Review (the review) and Implementation program ('the program'). The purpose of the review and program is to provide and deliver subsequent recommendations for 27 assets located across the Broken Hill Local Government Area (LGA) (see Figure 1.1). Many of Council's well–known assets were built decades ago to service a community that was once thriving with mining opportunities and served a population of approximately 30,000 people. However, over time, feedback from the community and a changing population has indicated the city is in transition, identifying a need to reinvent itself to remain relevant as a place to live, work, and invest (Broken Hill City Council, 2017). As such, Council's assets and facilities should serve to benefit the new direction of the community and their city.

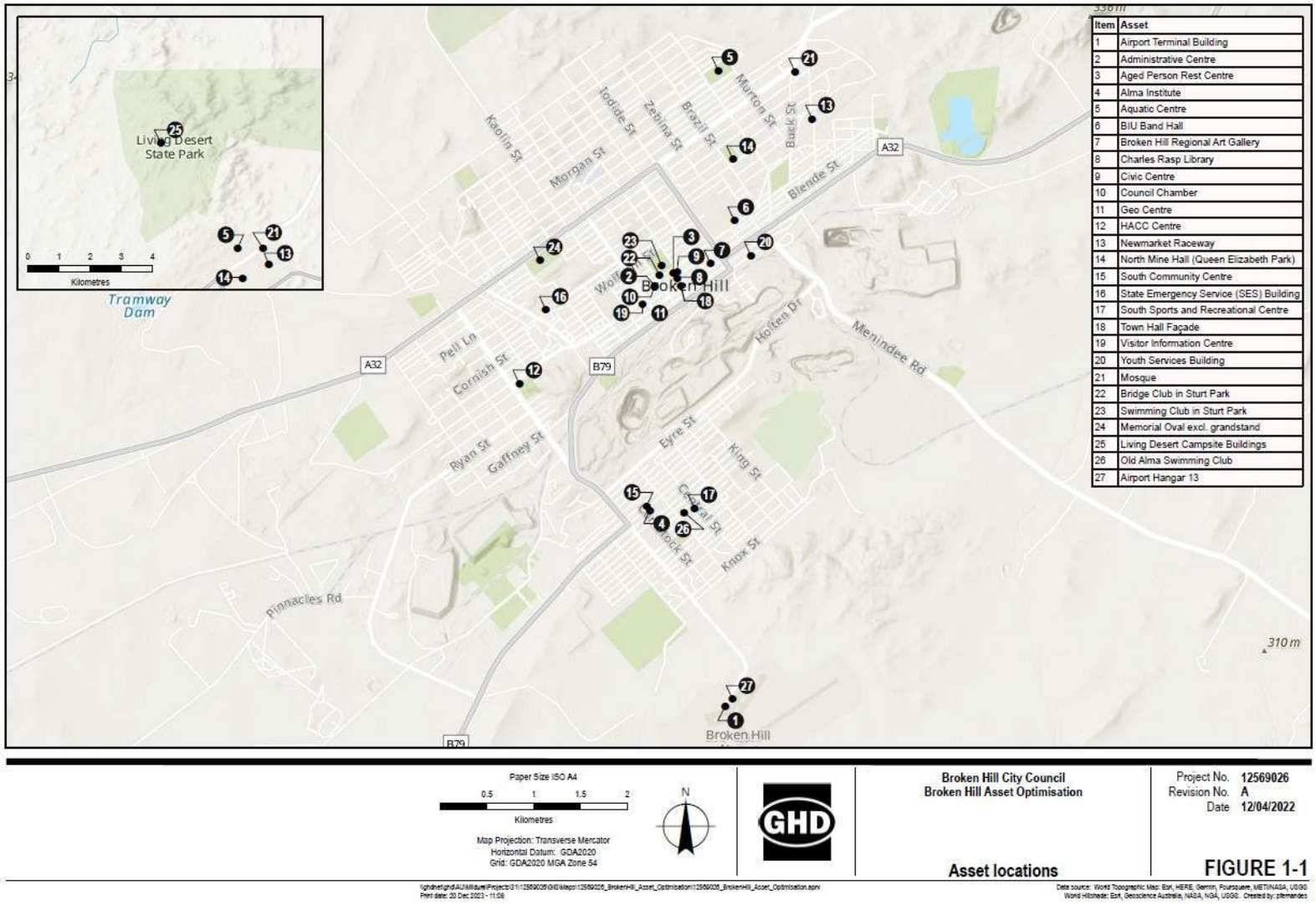
For Council to determine a long–term strategic outcome beneficial to the community and their city, the review aims to assess and identify the assets that remain relevant to the community. The review will also assess whether assets are performing optimally and/or have reached the end of their useful life. This will determine the facilities that will be optimised through various means, including combining with other facilities, transitioning to an alternative service model, or offloading, which will be detailed in the program.

Table 1.1 and Figure 1.1 detail the Council assets included as part of this optimisation review and program, including their name, address, land status, current management arrangement and location.

Table 1.1 List of Council assets

Item	Asset	Address	Land Type	Management
1	Airport Terminal Building	Broken Hill Airport Bonanza St, Broken Hill NSW 2881	Operational land	BHCC (Terminal & ARO) office maintained by BHCC. Kiosk within the terminal leased all other buildings leased"
2	Administrative Centre	240 Blende Street, Broken Hill NSW 2880	Operational land	BHCC
3	Aged Person Rest Centre	254 Blende Street, Broken Hill NSW 2880	Operational land	Partly leased to Philharmonic Society
4	Alma Institute	139 Patten Street, Broken Hill, NSW 2880	Crown Reserve managed by Council under CLM Act	Empty
5	Aquatic Centre	336 McCulloch St, Broken Hill NSW 2880	Community land	YMCA
6	BIU Band Hall	Beryl St, Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	S355 committee
7	Broken Hill Regional Art Gallery	404–408 Argent St, Broken Hill NSW 2880	Community land	BHCC
8	Charles Rasp Library	249 Blende St, Broken Hill NSW 2880	Operational land	BHCC
9	Civic Centre	31 Chloride Street, Broken Hill	Crown Reserve managed by Council under CLM Act	BHCC
10	Council Chambers	240 Blende Street, Broken Hill NSW 2880	Operational land	BHCC
11	Geo Centre	160 Crystal St, Broken Hill NSW 2880	Operational land	BHCC

Item	Asset	Address	Land Type	Management
12	HACC Centre	72 Gypsum St, Broken Hill NSW 2880	Operational land	
13	Newmarket Raceway	717 Lane St, Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	Leased
14	North Mine Hall (Queen Elizabeth Park)	Chappel St, (lane St entrance), Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	Live Better Lease
15	South Community Centre	135 Patton Street, Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	Leased
16	SES building	2 Talc St, Broken Hill NSW 2880	Operational land	Leased
17	South Sports and Recreational Centre	25 Central Street, Broken Hill	Crown Reserve managed by Council under CLM Act	Leased
18	Town Hall Façade	256 Argent Street, Broken Hill	Community land	BHCC
19	Visitor Information Centre	23–27 Bromide Street, Broken Hill NSW 2880	Operational land	BHCC, Gloria Jeans & Thrifty lease
20	Youth Services Building	479 Crystal Street, Broken Hill NSW 2880	Operational land	West Darling Machinery Society Lease
21	Mosque	Intersection William St and Buck St	Community land	MoU
22	Bridge Club in Sturt Park	Sturt Park, Wolfram St, broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	BHCC
23	Swimming Club in Sturt Park	Sturt Park, Wolfram St, broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	BHCC
24	Memorial Oval	87 – 107 William Street, Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	S355 Committee
25	Living Desert Campsite Buildings	Off, Nine Mile Rd, Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	BHCC
26	Alma Swimming Club Building	Morish Street, Broken Hill NSW 2880	Crown Reserve managed by Council under CLM Act	BHCC
27	Airport Hangar 13	Hangar 13, Bonanza St Broken Hill NSW 2880	Operational land	Leased



Item	Asset
1	Airport Terminal Building
2	Administrative Centre
3	Aged Person Rest Centre
4	Alma Institute
5	Aquatic Centre
6	BIU Band Hall
7	Broken Hill Regional Art Gallery
8	Charles Rasp Library
9	Civic Centre
10	Council Chamber
11	Geo Centre
12	HACC Centre
13	Newmarket Raceway
14	North Mine Hall (Queen Elizabeth Park)
15	South Community Centre
16	State Emergency Service (SES) Building
17	South Sports and Recreational Centre
18	Town Hall Façade
19	Visitor Information Centre
20	Youth Services Building
21	Mosque
22	Bridge Club in Sturt Park
23	Swimming Club in Sturt Park
24	Memorial Oval excl. grandstand
25	Living Desert Campsite Buildings
26	Old Alma Swimming Club
27	Airport Hangar 13

Paper Size ISO A4
0.5 1 1.5 2
Kilometres
Map Projection: Transverse Mercator
Horizontal Datum: GDA2020
Grid: GDA2020 MGA Zone 54
N

Broken Hill City Council
Broken Hill Asset Optimisation

Project No. 12569026
Revision No. A
Date 12/04/2022

Asset locations

FIGURE 1-1

Print date: 20 Dec 2023 - 11:06

Data source: World Topographic Map: Esri, HERE, Garmin, Foursquare, METI/NASA, USGS
World Hillshade: Esri, Geoscience Australia, NASA, NGA, USGS. Created by: pfernandes

Figure 1.1 Location of Council assets

Purpose of this report

The primary objective of this Report is to document the findings and recommendations of the asset optimisation review process and outline a roadmap for the recommendations. To achieve this, the report has been structured in two parts.

Part 1 – Asset Optimisation Review: This section details the findings of the optimisation review process including an analysis of the data collected and presented in the MCA Framework for each asset, outcomes from consultation with key stakeholders and observations from GHD's site visit in May – July 2022. This section also makes recommendations for optimisation through various methods based on the findings of the optimisation review process in Part 1 of the project.

Part 2 – Implementation Road Map: This section summarises the feedback gathered during the Council Steering Committee meeting and the second round of stakeholder discussions from February – March 2025 (Part 2 of the project) to determine a refined list of recommendations along with a detailed Implementation Roadmap.

To assist with the development of the Implementation Roadmap, assets were grouped according to their use and their potential fit into a proposed or confirmed Precinct or Masterplan.

The Roadmap for implementation was developed following the final recommendations/actions that were determined for each of the 27 assets. These are provided across three timeframes:

- Short Term (2 years)
- Medium Term (5 years)
- Long Term (10 years).

To effectively present the Implementation Roadmap and provide recommendations in a coherent manner, the Implementation Roadmap is offered in two distinct formats:

1. A visual summary, showing the timeframes for each asset.
2. A written summary, detailing the recommendations and timeframes for each group of assets.

Scope and limitations

This report: has been prepared by GHD for Broken Hill City Council and may only be used and relied on by Broken Hill City Council for the purpose agreed between GHD and Broken Hill City Council as set out in the Purpose of this report.

GHD otherwise disclaims responsibility to any person other than Broken Hill City Council arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible.

The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

The opinions, conclusions and any recommendations in this report are based on assumptions made by GHD described in this report (refer the Methodology of this report). GHD disclaims liability arising from any of the assumptions being incorrect.

GHD has prepared this report on the basis of information provided by Broken Hill City Council and others who provided information to GHD (including Government authorities), which GHD has not independently verified or checked beyond the agreed scope of work. GHD does not accept liability in connection with such unverified information, including errors and omissions in the report which were caused by errors or omissions in that information.

GHD has also prepared the Multi–criteria Assessment Framework ("MCA Framework") for, and for the benefit and sole use of, Broken Hill City Council to support the consolidation of data and information, as well as the optimisation review process, and must not be used for any other purpose or by any other person.

The information, data and assumptions ("Inputs") used as inputs into the MCA Framework are from publicly available sources or provided by or on behalf of the Broken Hill City Council, (including through stakeholder engagements). GHD has not independently verified or checked Inputs beyond its agreed scope of work. GHD's scope of work does not include review or update of the MCA Framework as further Inputs becomes available.

The MCA Framework is limited by the mathematical rules and assumptions that are set out in the Report or included in the MCA Framework and by the software environment in which the Model is developed.

The MCA Framework is a customised model and not intended to be amended in any form or extracted to other software for amending. Any change made to the MCA Framework, other than by GHD, is undertaken on the express understanding that GHD is not responsible, and has no liability, for the changed MCA Framework including any outputs.

Part 1 – Methodology

Asset Optimisation Review

The optimisation review process is based on a performance–based approach as outlined in the *Benchmark for Building Assets Rationalisation* (Broken Hill City Council, 2020). This performance–based approach analyses five key performance measures: physical condition, functionality, utilisation, and financial value, as well as community value. The community value performance measure has been added to the initial four performance measures outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document to understand community attachment, historical connection or other forms of community sentiment which could influence how an asset is currently being utilised.

Multi–criteria Assessment Framework

To assess the performance of each of Council's 27 assets (outlined in Table 1.1) a Multi–criteria Assessment (MCA) Framework was prepared for each asset, as outlined in Figure 1.2. The MCA Framework utilised a ratings system, as well as weightings (set by Council) for each performance measure to determine the assets overall performance index.

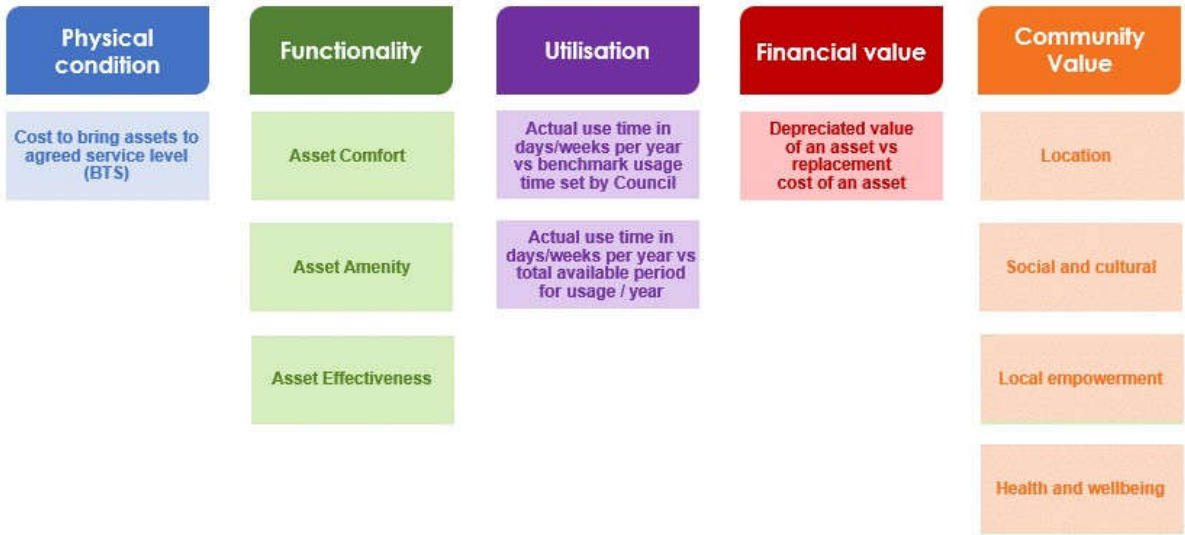


Figure 1.2 Multi–criteria Assessment Framework overview

Note: The intention of the MCA Framework prepared for each asset is to enable ongoing review of the asset's performance following implementation of optimisation recommendations. This will enable Council to track and understand which optimisation activities have resulted in the greatest impact to the assets performance and ultimately the benefit to the Broken Hill community.

Overall Performance Index

The overall performance index of an asset is informed be the ratings for each performance measure. Each performance measure has an assigned weighting consistent across all assets (pre–determined by Council) as outlined in Table 1.2.

Table 1.2 Performance measure weightings

Performance measure	Weighting
Physical Condition	25
Functionality	25
Utilisation	20
Financial Value	20
Community Value	10

The benchmark set by Council for the overall performance index of each asset, taking into consideration the five performance measures, is 60%. An overall performance index less than the benchmark of 60% triggers the asset optimisation process in order to increase the performance of the relevant asset through additional funding and/or co–location of services or disposal of the asset. Analysis of the nuanced information gathered through the MCA process was undertaken to inform recommendations regarding the potential for improved management processes, maintenance, disposal, refurbishment or replacement of the asset.

Performance Measures

The nominated benchmark for each performance measure for each asset is set by Council, taking into consideration the age and type of the building and services provided through the building. Nominated benchmarks are provided in the *Benchmark for Building Assets Rationalisation* (Broken Hill City Council, 2020).

Physical condition

The MCA Framework determines an overall physical condition rating for the asset by determining the assets residual life as a percentage of its useful life. The assets useful life and residual life were pre–determined through independent physical condition assessments (provided by Council).

An overview of the physical condition assessment criteria applied in the MCA Framework is provided in Figure 1.3.

Condition Rating	Condition	Description (IPWEA)	IP&R Description	Residual Life (% of total life)
1	1 - Excellent	New or as new condition. Only planned cyclic inspection and maintenance as required	Normal maintenance required (no defects	>86%
2	2 - Good	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance	Normal maintenance plus minor repairs (up to 5% of the asset affects by defects)	65%-85%
3	3 - Satisfactory	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance	Maintenance/repairs required (up to 20% of the asset affected by defects)	41%-64%
4	4 - Poor	Poor condition with asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable	Significant renewals required (up to 40% of the asset affected by defects)	10%-40%
5	5 - Very Poor	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required	Asset requires renewal (over 50% of the asset affected by defects)	<10%

Figure 1.3 Physical condition assessment criteria

Deferral Risk Assessment

In addition to the physical condition assessment, the MCA Framework also assessed deferral risk. Deferral risk takes into consideration the works required to be undertaken, and when they would be required, to improve the physical condition of an asset and the impacts of deferring those works, including:

- Impact on cost
- Impact on user safety
- Impact on operations/reputation

It is important to note deferral risk does not directly influence the overall performance index of an asset but rather provides important information for consideration when determining the priority of capital works projects across Council's assets.

An overview of the deferral assessment criteria applied in the MCA Framework is provided in Figure 1.4.

Rating	Impact	Description based on 'Effectiveness'	Potential Deferral Period
DR5	Insignificant	The deferred works do not expose the asset, surrounding assets, occupants or users to any serious risks, or will have minimal detrimental impact on the cost of remediation, or will not affect Council operations/reputation.	Within 5 years
DR4	Minor	The deferred works could possibly have a limited detrimental impact on the asset and/or surrounding assets, with limited potential exposure to health and safety risks, or potential for incurring unnecessary costs, or the potential to have some impact on Council operations/reputation.	Within 3 years
DR3	Moderate	The deferred works will have a substantial detrimental impact on the asset and/or surrounding assets, with potential exposure to health and safety risks, or failure of some parts of the asset resulting in high costs or create the potential for impacting Council business.	Within 1 year
DR2	Major	The consequential event could result in the failure of the asset with potential health, safety, and harm risk, or failure of some critical parts of the asset resulting in high costs or create the potential for impacting core Council business.	Within 6 months
DR1	Critical	The postponement of works could result in the loss of life, or catastrophic asset failure and incurring significant cost, or significant impact on the core Council business is <10%	Immediate

Figure 1.4 Deferral risk assessment criteria

Functionality

The MCA Framework determines an overall functionality rating for the asset by assessing the functionality of each room/space across the following zones:

- Zone 1: Functional
- Zone 2: Amenities
- Zone 3: Storage and utility
- Zone 4: Circulation

The functionality data was gathered in collaboration with Council and asset managers/users to consider the asset experience from three perspectives: comfort (i.e., heating, cooling, access, lighting, security), amenity (i.e., safety and security, compliances, heritage, power, data, appliances, furniture and fit out), and effectiveness (i.e. suitability of the space for its intended function).

An overview of the comfort, amenity and effectiveness assessment criteria applied in the MCA Framework is provided in Figure 1.5 to Figure 1.7.

Rating	Descriptor	Description	Scale
1	1 - Excellent	Temperature is always comfortable, air quality is excellent, acoustics is excellent, and lighting is excellent.	>86%
0.75	2 - Good	Temperature is mostly comfortable, air quality is good, acoustics is good, and lighting is good.	65%-85%
0.5	3 - Average	Temperature is generally acceptable, air quality is average, acoustics is average, and lighting is adequate.	41%-64%
0.25	4 - Poor	Temperature is variable, air quality is poor, acoustics is poor, and lighting is poor.	10%-40%
0	5 - Failed	The spaces are not comfortable and are avoided by users.	<10%

Figure 1.5 Comfort assessment criteria

Rating	Descriptor	Description	Scale
1	1 - Excellent	All required amenities are provided and in excellent working condition.	>86%
0.75	2 - Good	At least 75% of the required amenities are provided and in good working condition.	65%-85%
0.5	3 - Average	At least 50% of the required amenities are provided, however in average working condition.	41%-64%
0.25	4 - Poor	At least 25% of the required amenities are provided, however in poor working condition.	10%-40%
0	5 - Failed	The necessary amenities are not provided and hence the space(s) are avoided by users.	<10%

Figure 1.6 Amenity assessment criteria

Rating	Descriptor	Description	Scale
1	1 - Excellent	The building is highly attractive and admired by its users. Its environment is pleasing, which attracts staff and students to experience its comfort and visual appeal.	>86%
0.75	2 - Good	The building is attractive, its environment is pleasing. Staff and students are happy to experience its comfort and appeal.	65%-85%
0.5	3 - Average	The building and its environment are acceptable.	41%-64%
0.25	4 - Poor	The building is unattractive, and its environment could be improved. Staff and students will look for alternative buildings before using this building.	10%-40%
0	5 - Failed	The building is highly unattractive, and its décor is outdated. Staff and students avoid using this space because of the environment it offers.	<10%

Figure 1.7 Effectiveness assessment criteria

Utilisation

The MCA Framework determines an overall utilisation rating for the asset by determining the percentage the asset is being used as a percentage of the total hours the asset is available for use over a week (Monday to Sunday). Each individual asset's available hours were determined based on either their opening hours or a benchmark of 12 hours (as determined by Council) assuming the community could reasonably make use of the asset for 12 hours of the day (i.e. from 8am to 8pm).

The utilisation data was gathered in collaboration with Council and asset managers/users. In some instances, it was necessary to triangulate utilisation data gathered through additional sources such as stakeholder interviews and the community value survey in order to determine actual use of an asset.

An overview of the utilisation assessment criteria applied in the MCA Framework is provided in Figure 1.8.

Rating	Descriptor	Description	Measurement scale	Nominated Utilisation Benchmark
1	1 - Very Good	Repeatedly utilised. 100% utilised against benchmark	100%	
2	2 - Good	Frequently utilised. 80-99% utilised against benchmark	80%-99%	
3	3 - Acceptable	Moderate utilisation; reduced economic benefit. 60-80% utilised against benchmark	60%-80%	7 days a week
4	4 - Poor	Infrequent utilisation; poor economic benefit. 30-60% utilised against benchmark	30%-60%	
5	5 - Very Poor	Not Utilised. <30% utilised against benchmark	<30%	

Figure 1.8 Utilisation assessment criteria

Note: Only Zone 1 (functional spaces) was assessed directly for its utilisation. While Zones 2, 3, and 4 (amenities, circulation, and storage/utility areas) were also evaluated, this did not directly impact the overall rating for the asset's utilisation. The reason for this is that these rooms/spaces are necessary to the overall function of the asset, regardless of their utilisation.".

Financial value

The MCA Framework determines an overall financial value rating for the asset by considering the asset's Depreciation Value to determine the Current Value (a monetary reflection of the asset's physical condition) and its Replacement Cost (cost to be replaced by a new asset of the same standards). The percentage of the Depreciation Value is calculated as a percentage of the Replacement Cost and compared to benchmarks set out by Council. The assets Depreciation Value, Current Value and Replacement Cost were pre–determined through independent financial assessments provided by Council.

An overview of the financial value assessment criteria applied in the MCA Framework is provided in Figure 1.9.

Rating	Renewal Need	Description	Actions
1	1 - Insignificant	Current Value is more than 80% of the Building Replacement Cost	Asset does not require maintenance, refurbishment, redevelopment or disposal in the near future
2	2 - Minor	Current Value is 50%-80% of the Building Replacement Cost	Asset is unlikely to require maintenance, refurbishment, redevelopment or disposal in the near future
3	3 - Moderate	Current Value is 20% to 50% of the Building Replacement Cost	Asset may require maintenance, refurbishment, redevelopment or disposal in the near future
4	4 - Major	Current Value is 5% to 20% of the Building Replacement Cost	Asset will require maintenance, refurbishment, redevelopment or disposal to be addressed in the near future
5	5 - Critical	Current Value is less than 5% of the Building Replacement Cost	Asset maintenance, refurbishment, redevelopment or disposal needs to be addressed as a matter of priority

Figure 1.9 Financial value assessment criteria

Community value

The MCA Framework determines an overall community value rating for the asset by averaging the results of community value surveys completed by multiple stakeholders of the asset (i.e. asset users, tenants, and building managers).

The community value survey posed a number of questions under the following four elements:

- **Location**: The asset is suitably situated in a location that is accessible for its intended users, and the site provides flexibility for adaptive use to cater to changing and diverse needs.
- **Social and cultural significance**: The asset contributes to the local identity and activation of its surrounding context, and it supports cultural expression of the diverse communities in the wider Broken Hill region through programs, services and/or events.
- **Local empowerment**: The asset supports inclusion, equity and community participation through access to affordable facilities, as well as programs and services that build local skills and capacity, and community resilience.
- **Health and wellbeing**: The asset provides safe and inclusive gathering spaces to support social cohesion, as well as supporting active lifestyles and overall health and wellbeing through delivery of targeted programs and services.

An overview of the community value assessment criteria for the above four elements applied in the MCA Framework is provided in Figure 1.10 to Figure 1.13.

Rating	Descriptor	Description	Measurement scale
1	1 - Very Good	The asset is very accessible for its intended users, and the site provides flexibility for adaptive use and/or future expansion	>86%
0.75	2 - Good	The asset is accessible for its intended users, and the site provides flexibility for adaptive use and/or future expansion	65%-85%
0.5	3 - Average	The asset is mostly accessible for its intended users, and the site provides some flexibility for adaptive use	41%-64%
0.25	4 - Poor	The asset is somewhat accessible for its intended users, and/or the site provides limited flexibility for adaptive use	10%-40%
0	5 - Very Poor	The asset is difficult to access by its intended users and the site has no flexibility for adaptive use	<10%

Figure 1.10 Location assessment criteria

Rating	Descriptor	Description	Measurement scale
1	1 - Very Good	The asset is a key part of the local identity, activates the surrounding context, and supports cultural expression through permanent or frequent programs, services and/or events	>86%
0.75	2 - Good	The asset contributes to the local identity and activation of the surrounding context, and supports cultural expression through permanent or regular programs, services and/or events	65%-85%
0.5	3 - Average	The asset somewhat contributes to the local identity and/or activation of the surrounding context, and/or supports cultural expression through temporary or semi-regular programs, services and/or events	41%-64%
0.25	4 - Poor	The asset does not contribute to the local identity and/or activation of the surrounding context, but it supports cultural expression through sporadic or infrequent programs, services and/or events	10%-40%
0	5 - Very Poor	The asset contradicts the local identity, and does not activate the surrounding context or support cultural expression through programs, services and/or events	<10%

Figure 1.11 Social and cultural significance assessment criteria

Rating	Descriptor	Description	Measurement scale
1	1 - Very Good	The asset provides access to free or very affordable facilities and services, and supports programs or services that build local skills and capacity, and community resilience	>86%
0.75	2 - Good	The asset provides access to free or affordable facilities and services, and supports programs or services that build local skills and capacity, and community resilience	65%-85%
0.5	3 - Average	The asset provides access to affordable facilities and services, and/or supports programs or services that build local skills and capacity, and community resilience	41%-64%
0.25	4 - Poor	The asset provides access to somewhat affordable facilities and services, and/or supports programs or services that build local skills and capacity, and community resilience	10%-40%
0	5 - Very Poor	The asset facilities are expensive, and it does not provide/support programs or services that build local skills and capacity, and community resilience services	<10%

Figure 1.12 Local empowerment assessment criteria

Rating	Descriptor	Description	Measurement scale
1	1 - Very Good	The asset provides very safe and inclusive gathering spaces, and supports active lifestyles and overall health and wellbeing through targeted programs and services.	>86%
0.75	2 - Good	The asset provides safe and inclusive gathering spaces, and supports active lifestyles and overall health and wellbeing through targeted programs and services.	65%-85%
0.5	3 - Average	The asset provides safe and inclusive gathering spaces, and/or supports active lifestyles and overall health and wellbeing through programs and services.	41%-64%
0.25	4 - Poor	The asset provides limited safe and inclusive gathering spaces, and/or somewhat supports active lifestyles and overall health and wellbeing through programs and services.	10%-40%
0	5 - Very Poor	The asset does not provide safe and inclusive gathering spaces or support active lifestyles and overall health and wellbeing through targeted programs and services.	<10%

Figure 1.13 Health and wellbeing assessment criteria

Consultation

A program of stakeholder engagement activities was undertaken between May and July 2022 to support Stage 1 of the optimisation review process, as outlined in the *Broken Hill Asset Rationalisation Stakeholder Engagement Plan* (GHD, 2022). Key stakeholders for each asset were interviewed in order to understand stakeholder perceptions around the five performance measures, as well as aspirations for the asset and community use. The outcomes of this engagement supported the detailed assessment of each asset and helped to inform recommendations for optimisation.

Caveat

Information presented and discussed throughout Part 1 of this report is based on data gathered during the engagement period between May and July 2022. The dates, lessees, and other relevant information was accurate at the time it was gathered. Subsequent changes, such as structural/cosmetic changes or upgrades, tenants moving, or lease expirations, may have occurred following the engagement period. To assist the reader in identifying significant changes post–engagement, GHD have provided notes throughout the draft report at relevant sections.

Part 1

Asset Optimisation Review

1. Airport Terminal Building

1.1 Overview

The Airport Terminal Building is located at the Broken Hill Airport on Bonanza Street (Pro Hart Way) approximately six kilometres south of the Broken Hill City Centre. The Broken Hill Airport, including the terminal building, car park, maintenance buildings, landside grass areas, airside runway area and Hangar 13 (discussed separately in section 27), is owned by Broken Hill City Council and managed by council staff with three full-time employees and three casual relief workers.

The Airport Terminal Building consists of:

- Three airline customer service desks, two airline offices and a baggage handling area (currently operated by Hello World on behalf of Regional Express Airlines (REX) and Qantas Airways),
- Café 28 Eighty,
- Four car hire service desks (three of which are currently used by Hertz Car Hire, Avis Car Rental and SIXT Car Rental),
- Public amenities (including male and female toilets, mother's room and disabled toilet),
- A lounge/kitchenette room (currently used as a pilot's room), and
- The general waiting area (including baggage claim area).

Operations of the airline customer service desks (REX and Qantas), car hire desks and Café 28 Eighty are operated by their respective lessees.

The Airport Terminal Building also features artworks on the walls including three separate murals by Pro Hart and the Arid Zones Artists Mural, which include paintings from multiple artists including, but not limited to, Geoff De Main, Howard Steer and Kym Hart.

»NOTE: The Draft Broken Hill Airport Masterplan was placed on public exhibition between October and November 2023. "The aim of the Airport Masterplan is to develop a long-term strategic vision for the airport, identify growth opportunities for both the aviation and non-aviation sector and identify upgrades to infrastructure to facilitate growth and achieve regulatory compliance." (Broken Hill City Council, and Landrum and Brown 2023). «

(Source: Broken Hill City Council)

Figure 1.1 Airport Terminal Building

1.2 Overall Performance Index

Table 1.1 presents the overall performance index for the Airport Terminal Building, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Airport Terminal multi–criteria analysis (MCA) framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Airport Terminal Building has not met the benchmark for physical condition or functionality but has met the benchmark for financial value and community value.

As a result of the optimisation review process the overall measure for the Airport Terminal Building is 54%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. The asset optimisation process is therefore triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 1.4) should prioritise increasing the physical condition and functionality of the asset.

Table 1.1 Airport Terminal Buildings – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Review Rating	Measure
Physical Condition	25	2 – Good	3 – Satisfactory	47%
Functionality	25	2 – Good	3 – Average	50%
Utilisation	20	7 days a week	3 – Acceptable	61%
Financial Value	20	3 – Moderate	2 – Minor	58%
Community Value	10	3 – Average	3 – Average	55%
			Overall Measure	**54%**

1.3 Detailed assessment

1.3.1 Physical condition

The overall physical condition rating for the Airport Terminal Building is Satisfactory (rating 3) which is below Council's nominated benchmark of Good (rating 2). This outcome indicates the Airport Terminal Building has significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.

The physical condition evaluation (undertaken in 2020) indicates the finishes, fittings and services of the Airport Terminal are in Poor condition (rating 4). This indicates the Airport Terminal has significant defects that may require upgrades and/or substantial maintenance and higher levels of inspection to keep this section of the asset serviceable. However, the Airport Terminal Kiosk fittings are all in Excellent condition (rating 1) indicating this section of the asset only requires planned cyclic inspection and maintenance as required. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, the fittings of the Airport Terminal Building would require renewal/replacement in 2027 at an estimated replacement cost of $170,000 (based on the At Cost Value) whereas the finishes for the Airport Terminal Kiosk would require renewal/replacement in 2029 at an estimated replacement cost of $560,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are becoming worn and outdated with stakeholders advising the Airport Terminal building is dated and could do with a complete refurbishment. In particular, stakeholders identified several issues in the REX airline check–in and office area including holes in the flooring, poor quality check–in desks and a baggage security door that occasionally malfunctions. Additionally, the Pro Hart art works in the general waiting area are located behind a glass screening which cannot be accessed for cleaning or maintenance. Stakeholders noted that Council was usually responsive with general maintenance requirements, but it was more reactive than regular.

Table 1.2 provides an overview of the status of statutory compliance requirements for the Airport Terminal Building, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $750,000 which is 15.2% of the asset replacement cost.

Table 1.2 Airport Terminal Building – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	No	Emergency Evacuation Plan last updated in 2018 & WH&S audit reviewed December 2018.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Current
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	

1.3.2 Financial value

The financial value of the Airport Terminal Building is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 1.3.1).

Therefore, the renewal need rating of Terminal is Moderate (rating 3) while the financial value of the Kiosk is insignificant (rating 1).

The overall depreciation value of the asset is Minor (rating 2) coming in at 58% which meets Council's set benchmark of >20%. This outcome indicates the terminal may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future, while the Kiosk does not require maintenance, refurbishment, redevelopment, or disposal.

1.3.3 Functionality

The overall functionality rating for the Airport Terminal building is Average (rating 3) which is below the Council nominated benchmark of Good (rating 2). This outcome indicates the Airport Terminal building requires improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include external lighting, air conditioning, ventilation, furniture and fit out, and storage.

Comfort

The functionality assessment revealed that the Airport Terminal Building's temperature and comfort in functional spaces during both summer and winter were rated as Average (rating 3). Notably, the inability to individually adjust the temperature contributed to this outcome. Ventilation throughout the building received a poor rating (rating 4), while air quality was deemed Average (rating 3). The assessment also recognised lighting across the functional spaces as Good (rating 2). During the site visit, it was observed that although there were numerous windows and ventilation points in certain areas, spaces like the pilots' lounge, Qantas office, amenities, and storage lacked windows for natural ventilation. Consultation with key stakeholders further emphasised the lighting was generally good inside the asset but raised concerns about insufficient external lighting, particularly during non–daylight hours, posing safety risks for both staff and passengers.

Amenity

The functionality assessment identified power supply across all spaces within the asset was Average (rating 3). Consultation with key stakeholder's identified there are limited power points available for customer/passenger use while in the general waiting area, impacting customers' ability to charge electronic devices. Stakeholders also identified safety and security, more specifically access control to the Airport Terminal Buildings functional spaces, amenities and storage and utility as Good (rating 2). Consultation identified a third–party security company is responsible for unlocking and locking the Airport Terminal. However, stakeholders voiced their concerns about the effectiveness of a third–party security company responsible for unlocking and locking the Airport Terminal, with stakeholders expressing reservations about the level of security provided. Similarly, stakeholders also advised the poor external lighting (identified in section 1.3.1) is a safety and security concern for those entering and exiting the building in the early mornings or later evenings. Additionally, key stakeholders expressed their concerns around rental car check in desks and the issue of them being too close each other, which could result in personal details being obtained by neighbouring car rental companies.

The functionality assessment identified the furniture and fit out throughout the asset was Average (rating 3), Consultation with key stakeholders identified most of the furniture throughout the building is outdated. Key stakeholders advised the airline check in desks, the car rental service desks, the waiting area furniture and the amenities are outdated and expressed the view they require refurbishment. Additionally, stakeholders raised concerns about privacy issues between car rental booths, with the three booths being located so close together.

Moreover, stakeholders voiced concerns during consultation about the absence of designated car spaces at the airport for all three car rental companies. Although the assessment did not include the airport's parking facilities, stakeholders made it evident that the parking situation is inadequate. Key stakeholders proposed the inclusion of a new parking regime that would introduce paid parking and an online app–based function. However, concerns were raised about the potential difficulty this may pose for hire car companies to store their vehicles on–site. Further insight from key stakeholders indicated a car park was originally built to store hire cars, however there were concerns with the distance between the designated car park and the Airport Terminal Building itself which has prevented the carpark from being utilised.

Effectiveness

The functionality assessment indicated the character and innovation of the asset as Average (rating 3), similarly the form and internal environment, particularly the positioning of entrances, access to outdoors and logicality of the layout, was Average (rating 3). Consultation with key stakeholders and observations during the site visit indicated the general feel of the asset was poor due to its outdated design. Stakeholder consultations and site observations highlighted a generally poor perception of the asset due to its outdated design. Specific concerns included unappealing departure and arrival seating areas, concerns with the access gate for users departing an aircraft, pilots currently not having a designated room to utilise between breaks, poorly maintained Pro Hart artworks in the general waiting area, and the absence of visibility of the runway from the REX Check–in office.

Stakeholders indicated the Pro Hart artworks in the general waiting are not well maintained or welcoming to look at due to the inability to clean inside the showcase and the uncomfortable amount of glare generated from the showcase. Further to this, stakeholders also advised the views from inside the building were good, with key stakeholder's indicating that users who use the café often watch the planes arrive and depart. Recommendations from stakeholders during consultations underscored the need for an upgrade, suggesting extensions for additional seating, the inclusion of an alfresco area, more power points, public Wi–Fi, improved desk arrangements for car rental companies, and an upgrade of the Pro Hart painting display.

1.3.4 Utilisation

The Airport Terminal Building is currently used seven days a week with utilisation sitting at 61% of the total available hours (Acceptable – rating 3). The Council's nominated benchmark of seven days a week is therefore met, however, utilisation could be improved particularly on weekends. Key stakeholders advised the operating hours have returned to normal after the Covid 19 Pandemic. Currently, the Airport Terminal Building currently opens from 5:30am to 8:30pm, seven days a week. Current user groups are general users of the asset, REX Airlines, Qantas Airways, Hello World (Travel), Café 28 Eighty, Hertz Car Rentals, SIXT Car Rentals, AVIS Car Rentals.

Airport General Users

Consultation with key stakeholders revealed that a third-party security company opens the Airport Terminal Building before airport staff commence operations at 5:30 am, conducting routine safety checks at the start of each day. The airport closes at 8:30pm indicating the asset is open to the public for approximately 15 hours during a standard day. Generally, people utilise the check in desks, the café, the car hire booths, the general waiting area, and the bathrooms 45 minutes before and after their flights. Consultation indicated the pilots room located at the airport was originally being utilised four times a year for general council meetings and training for the SES and the Fire Brigade. However, since the arrival of Qantas at Broken Hill Airport, this space was being utilised as a temporary office and storage space for Qantas equipment.

REX Airlines (Hello World)

Consultation with key stakeholders indicated the asset is currently utilised by REX from 7:30am – 6:30 pm Mondays – Fridays, 8:30am –12:30pm on Saturdays and from 2:30pm –6:30pm on Sundays. Stakeholders indicated flights occur every day of the week, with four flights in and four flights out on Mondays, Wednesdays and Fridays, three flights in and three flights out on Thursdays, two flights in and two flights out on Tuesdays and Sundays and one flight in and one flight out on Saturdays.

QANTAS Airways (Hello World)

Consultation with key stakeholders indicated the asset is currently utilised by Qantas from 12:30pm–2:00pm on Mondays and Fridays. Key stakeholders advised Qantas only operate one flight in and one flight out on these days. Stakeholders indicated there has been discussions regarding an increase to the number of weekly Qantas flights expected, with a potential increase from two to four flights a week. Key stakeholders indicated this will most likely cause REX Airlines to also increase their flight numbers to keep up with Qantas.

Hello World

Consultation with key stakeholders indicated the asset is currently utilised by Travel company, Hello World from 7:30am – 6:30 pm Monday – Friday, 8:30am – 12:30pm on Saturday and from 2:30pm – 6:30pm on Sunday. Hello World, are a travel agency contracted by REX Airlines and Qantas Airways to preform necessary duties such as Checking in passengers, marshalling aircraft, cleaning the aircraft after each flight, and handling baggage. Consultation indicated the check–in desks are utilised every day and are fundamentally maned in line with the most current flight schedule. The check–in desks and offices are utilised 8 hours on Mondays, Wednesdays and Fridays and four hours on Tuesdays, Thursdays, Saturdays and Sundays.

»NOTE: The flight schedules for QANTAS and REX flights have changed.«

Café 28 Eighty

Consultation with key stakeholders identified that the asset is currently utilised by Café 28 Eighty from 8:00am – 6:00pm Monday – Friday (excluding Tuesdays when the last flight to depart Broken Hill Airport is at 4:05pm), 9:00am – 12:00pm on Saturdays and 2:30pm – 6:00pm on Sundays. Feedback during consultation indicated Café 28 Eighty's busiest periods are before and after a flight. Further feedback indicated Café 28 Eighty service approximately 50% of the people arriving or departing by aircraft from the airport. Consultation also indicated Café 28 Eighty also have regular bookings throughout the week, consisting of groups from the Royal Flying Doctors Service, a widow's club, a motorbike group and other regular ad hoc bookings. Upon further consultation with other key stakeholders, it was made apparent that the current café operating times do not service patrons who are leaving on early morning flights or returning on late night arrivals. However, feedback from multiple stakeholders highlighted the issue of attracting staff and not being able to fill additional vacancies.

»NOTE: Café 28 Eighty vacated the Airport Terminal Building since the consultation period for this report. The facility is now occupied by The Landing Zone Cafe. «

Hertz Car Hire / SIXT Car Rentals / AVIS Car Rentals

Consultation with key stakeholders identified that the asset is currently utilised by three car hire companies, Hertz, SIXT Car Rentals and Avis Car Rentals. Stakeholders noted these companies operate in line with current flight schedules and are available at the service desks for a maximum of two hours a day. These desks are in the general waiting area and are positioned side by side. Consultation indicated staff across all three car hire companies only occupy their desks 30 minutes before a flight and leave once all bookings have been managed. Furthermore, key stakeholders indicated if there are no bookings after a specific flight that staff will not be present.

Additional information provided by key stakeholders of the Broken Hill Airport Building indicated in the coming 18 months, Broken Hill Airport will require security screening to be installed at the airport due to the increased number of passengers flying into Broken Hill on Qantas flights. Key stakeholders advised Aircraft that carry 40 passengers or more and transport 60,000 passengers annually triggers a requirement for security screening. Key stakeholders expressed concerns not only regarding the inclusion of security, but the lack of space to include the necessary screening, as well as space to accommodate the anticipated increase in passengers at Broken Hill Airport.

1.3.5 Community value

Overall, the community value for the Airport Terminal Building is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated both the services and programs offered at the Airport Terminal Building and the physical asset itself are generally valued equally.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability within the carpark seen as Average (rating 3). However, as discussed in 1.3.4 the onset of additional flights and new parking restrictions coming to the airport may impact the level of parking and its suitability for users and key stakeholders, including the hire car companies, that utilise this portion of the asset. Survey results also indicated the asset was rated Good (rating 2) in terms of its location in relation to its compatible land uses, with the airport and its land being utilised for transporting passengers. However, public transport is considered Poor (rating 4), with consultation identifying it is difficult to get a taxi from the airport due to the lack of available taxi services.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Average (rating 3). Consultation with key stakeholders indicated the Airport Terminal Building will require reconfiguration of its design due a requirement to add security screening in the future (discussed in section 1.3.4). Key stakeholders also indicated with the potential increase to flight frequency in the future, the airport will be required to provide more waiting space and improve the functionality of the asset to account for this (discussed in section 1.3.3).

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is average (rating 3) in terms of its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders indicated the asset has a relatively old and outdated design which does not contribute to its significance with Broken Hill. Consultation indicated the only bit of heritage significance associated to the asset were the Pro Hart paintings that are displayed in the Airport Terminal, however, these have not been well maintained (discussed in section 1.3.3). Additionally, survey results indicated the Airport Terminal Building was rated Average (rating 3) for the services and programs offered and was also considered Average (rating 3) for contributing to cultural expression. In addition to this, survey results saw the asset was rated average for supporting community gathering and events, however as discussed in section 1.3.4, the Café is well perceived and supports community gathering to a larger extent.

Local empowerment

Survey results indicated key stakeholders feel the asset supports local job opportunities for community members in Broken Hill City, with a rating of Good (rating 2). Key stakeholders from Café 28 Eighty and Hello World expressed their desire for additional staff. The survey results indicated the asset was considered average in terms of its affordability to access, whereas the costs associated to accessing the asset were good. The survey results further indicated stakeholders perceived the space as Average (rating 3) for invoking a sense of pride and belonging, community resilience and promoting community engagement and ownership. Key stakeholders conveyed that the space is well–regarded by café users, as it offers a conducive environment for groups to gather and engage in social activities.

Health and wellbeing

Survey results indicated key stakeholders feel the services provided at the Airport Terminal Building support social cohesion, receiving a rating of Good (rating 2). Consultation with key stakeholders identified this is due to the warm and welcomed feeling that is provided by the services at the asset, which aids social interactions. However, survey results and consultation indicated the asset's ability to support active lifestyles was Poor (rating 4). This may be indicative of the Broken Hill Terminal Building not providing services that contribute to promoting active lifestyles including passive and active sport and recreation. Lastly, survey results indicated the asset, and programs were rated as Average (rating 3) in terms of promoted personal growth, social interactions and overall mental health. However, key stakeholders indicated the asset did promote overall mental wellbeing, however this was specifically for users of the café.

1.4 Optimisation Recommendations

As identified in section 1.2, the outcome of the optimisation review for the Airport Terminal Building is an overall performance index of 54% which is below the Council set standard of 60% which triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process and the anticipated security amendments likely to be required with the increase in Qantas flights and larger aircraft it is recommended that an Airport Masterplan be prepared to guide changes and achieve optimisation within the Airport Terminal Building. Table 1.3 outlines key works required and considerations to inform the preparation of a strategic Masterplan. Alternatively, Council may choose to address each recommendation individually.

Table 1.3 Airport Terminal Building – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 1.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 1.3.1)
High	Implement the Airport Masterplan to guide the strategic design making and design of the airport to support increased flight frequency and passenger usage. Consider improving energy consumption and disabled access.	Functionality (section 1.3.3)
High	Investigate opportunity to make the 'pilots lounge' a hireable space for small meetings. Consider as part of the implementation of a centralised booking system for all of Council's assets/spaces for hire.	Utilisation (section 1.3.4) Community value (section 1.3.5)
High	General overall refresh/replacement of dated interiors including carpets, check in desks to match its elevated status as a regional hub (e.g. similar to Dubbo airport)	Physical condition (section 1.3.1) Functionality (section 1.3.3) Community value (section 1.3.5)
High	Undertake maintenance/cleaning of Pro Hart artwork and consider an alternative storage/display solution to enable ongoing access for maintenance/cleaning.	Community value (section 1.3.5)
Medium	Carpark updates to formalise the designated carpark for hire cars (currently not surfaced, line marked or connected to the Airport Terminal via pedestrian footpaths). Carpark upgrades should consider improved pedestrian connections and pathways to this carpark for users.	Functionality (section 1.3.3)
Medium	Investigate reconfiguration of floor plan/extension of Airport Terminal Building to enable upgrade of flight boarding security.	Functionality (section 1.3.3)
Medium	Upgrade of power points and mobile phone charging stations to improve airport usage for business travellers, as well as general customer experience.	Functionality (section 1.3.3) Community value (section 1.3.5)
Low	Investigate extending the Café opening hours to accommodate early and late flight passengers. Additionally, investigate the feasibility of opening up outside grass area for tables and chairs.	Utilisation (section 1.3.4) Community value (section 1.3.5)

2. Administrative Centre

2.1 Overview

The Broken Hill Administrative Centre is located in the heart of Broken Hill. The Administrative Centre is a single structure building consisting of a basement, a first floor and a second floor. The building was purpose built for the use of council operations and administrative duties. Currently, the ground level of the Administrative Centre is proposed to become the temporary library for the Broken Hill community while the Charles Rasp Library undergoes redevelopment.

(Source: GHD)

Figure 2.1 Administrative Centre

2.2 Overall Performance Index

Table 2.1 presents the overall performance index for the Administrative Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Administrative Centre MCA Framework spreadsheet was completed and provided to Council following the assessment. This overall performance index shows the Administrative Centre has not met the benchmark for physical condition, functionality, and community value however, it has met the benchmark for financial value and exceeded the benchmark for utilisation.

As a result of the optimisation review process the overall measure for the Administrative Centre is 46%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 2.4) should prioritise increasing the physical condition and functionality.

Table 2.1 Administrative Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	4 – Poor	32%
Functionality	25	2 – Good	4 – Poor	38%
Utilisation	20	5 days a week	2 – Good	90%
Financial Value	20	3 – Moderate	3 – Moderate	33%
Community Value	10	3 – Average	4 – Poor	36%
			Overall Measure	**46%**

2.3 Detailed assessment

2.3.1 Physical condition

The overall physical condition rating for the Administrative Centre is Poor (rating 4) which is below Council's nominated benchmark of Good (rating 2). This outcome indicates the Administrative Centre requires significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the Administrative Centre are in Poor condition (rating 4) There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Administrative Centre would require renewal/replacement in 2025 at an estimated replacement cost of $260,000 (based on the At Cost Value) whereas the finishes for the Administrative Centre would require renewal/replacement in 2027 years at an estimated replacement cost of $890,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally sound condition, with key stakeholders identifying the structure of the building was relatively sound with the only concerns being the panel walls of the building being quite thin with poor sound proofing.

Table 2.2 provides an overview of the status of statutory compliance requirements for the Administrative Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $1,000,000 which is 11.8% of the asset replacement cost.

Table 2.2 Administrative Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	No	Emergency Evacuation Plan & WH&S audit *and process* maintenance required
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to air–conditioning and lighting needs to be resolved
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

2.3.2 Financial value

The financial value of the Administrative Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in 2.3.1). Therefore, the renewal need of the Administrative Centre is Moderate (rating 3)

The overall depreciation value of the asset is Moderate (rating 3) coming in at 33% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

2.3.3 Functionality

The overall functionality rating for the Administrative Centre is Poor (rating 4) which is below the Council nominated benchmark of Good (rating 2). This outcome indicates the Administrative Centre requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include data and voice, the specialist appliances, the form, and materials of the building as well as the internal environment and the storage.

Comfort

The functionality assessment indicated the temperature within the functional spaces of the Administrative Centre were comfortable during both summer and during winter, receiving a rating of Good (rating 2). However, throughout the amenities, storage and utility and circulation spaces the asset received a rating of Poor (rating 4). Consultation with key stakeholders indicated the building maintained a generally comfortable environment year–round, with no notable concerns regarding temperature raised across the asset.

The functionality assessment identified the air quality, and lighting across the functional spaces were Good (rating 2) whereas the acoustics across these spaces were Average (rating 3) and the ventilation was Poor (rating 4). Consultation with key stakeholders alongside observations made during the site visit indicated the lighting throughout the building was generally good. It was made apparent when navigating through the building that the functional spaces were well lit and adequate for their purpose. Further observations made during the site visit indicated the ventilation of the asset was poor, with the scale of the asset paired with its open layout hindering the ability for windows to be sufficient for ventilation. Observations made during the site visit also indicated the acoustics of the asset were sufficient for the buildings purpose, with external sound not appearing to be an issue and the internal acoustics appearing adequate for a standard administrational building.

Amenity

The functionality assessment conducted by key stakeholders identified that the access control across the functional spaces received a rating of Good (rating 2). Consultation with key stakeholders suggests that the recent implementation of swipe cards to access the building and its individual levels has improved access control. Further engagement revealed the addition of this security system was specifically in response to the planned temporary library on the ground level of the Administration Building. Additionally, the functionality assessment for the appliances/equipment received a rating of Poor (rating 4) This was identified during consultation with key stakeholders addressing concerns about meeting rooms lacking technology suitable for their purpose. Stakeholder feedback acknowledged recent upgrades to some meeting rooms with newer technology, but high demand persisted due to the limited number of refurbished rooms.

Effectiveness

The functionality assessment indicated the character and innovation of the asset is Average (rating 3), whereas the form and internal environment, particularly the attractiveness of the interior, the access to outdoors and the views from inside the building received a lower rating of Poor (rating 4). Consultation with key stakeholders paired with observations during the site visit revealed the design of both the interior and exterior was outdated and lacked a welcoming feel. Key stakeholders expressed the need for an upgrade in the interior and its fit–out, emphasising poor design with pockets of empty space around the Administrative Centre. Stakeholders recommended a more optimal layout with increased meeting rooms. Observations during the site visit and stakeholder consultations highlighted obstructed views outside the building, attributed to steel cages hindering clear sightlines.

2.3.4 Utilisation

The overall utilisation of the Administrative Centre is currently five days a week, 90% of the total available hours (Good – rating 2) which meets Council's nominated benchmark of five days a week (42.5 hours). Key stakeholders advised the operating hours have returned to normal after the Covid 19 pandemic. Currently the Administrative Centre is open from 8:30am – 5:00pm, five days a week. Current users are only Broken Hill City Council staff.

Broken Hill City Council Staff

Key stakeholders advised the asset is currently utilised by Broken Hill City Council staff from 8:30am – 5:00pm, with some staff members coming in earlier and leaving later on an ad hoc basis. Key stakeholders indicated the building was purpose built for council operations and represents a standard working space. Feedback during consultation identified the Administrative Centre typically holds empty pockets of space throughout the first and second floors of the building, with many of the spaces throughout the building being underutilised. Despite this, consultation indicated the designated meeting rooms are heavily utilised with a general need for additional meeting space in, or close to, the asset. Key stakeholders advised the Council Chambers is often used as an overflow space for meetings due to the lack of meeting space throughout the Administrative Centre. Furthermore, only a number of the meeting rooms throughout the Administrative Centre have better and more developed technology and therefore leads to these rooms being unavailable due to the high demand.

Key stakeholders indicated the planned upgrades to the Charles Rasp Library and the implications to the Administrative Centre becoming the temporary library is to be looked at in detail. Key stakeholders identified it will be crucial for the temporary library space on the ground floor of the Administrative Centre to be configured strategically to better accommodate Council Staff when it transitions from temporary library back to functional space for council staff. Stakeholders suggested retaining some of the small meeting rooms from the temporary library fit out for council staff should be of high importance. Consultation with key stakeholder also addressed the need for additional storage space for the Administrative Centre, as the current temporary library plans are seen to place the basement as library and Art Gallery archives storage area with stakeholders concerned about the limited space to store council related archives and items.

2.3.5 Community value

Overall, the community value for the Administrative Centre is Poor (rating 4) which does not meet Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the building was generally valued higher than the services and programs offered at the Administrative Centre.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability as well as accessibility by active or public transport considered Good (rating 2). Observations during the site visit identified the asset has adequate street parking, as well as being connected to the Broken Hill town centre pedestrian footpath network enabling walkable access to surrounding compatible land uses.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is good (rating 2). Consultation indicated the ground floor level of the Administrative Centre is set to be utilised as a temporary library indicating the asset is flexible to adapt to future demand (discussed in section 2.3.3).

»NOTE: The temporary Library is currently located on the Ground Floor

Social and cultural significance

Survey results indicated key stakeholders don't value the asset for its heritage significance or as an iconic landmark in Broken Hill, receiving a rating of Poor (rating 4). Survey results also indicated the asset does not

support services and programs that enable cultural expression; Poor (rating 4), nor does the assist support community gatherings and events, receiving a rating of Poor (rating 4). Survey results also indicated the asset did not support the creative arts sector, receiving a rating of Very Poor (rating 5). However, it is essential to recognise these findings reflect the intrinsic nature and intended function of the asset as an Administrative Centre and place of work, rather than being designed explicitly as a community facility.

Local empowerment

Survey results indicated the diversity of job opportunities and learning and training opportunities at the Administrative Centre were Poor (rating 4). Key stakeholders advised there is not a large range of job availability at the Administrative Centre, however, indicated the council provide work experience and internship opportunities to students. Further to this, survey results indicated the asset received a Poor rating (rating 4) for supporting services/programs that are affordable or free, providing a space that invokes a sense of community pride and belonging, contributing to community resilience and supporting the promotion of community engagement and ownership. Observations during the site visit, pair with consultation alluded to the fact that the Administrative Centre was purpose built for Council operations and therefore does not reflect poorly on these characteristics.

Health and wellbeing

Survey results indicated key stakeholders feel the Administrative Centre Poorly (rating 4) supports/promotes active lifestyles. This is largely due to the asset being primarily used for business and administrative duties. Survey results further indicated the asset rated Poorly (rating 4) for providing programs that promotes personal growth, social interactions and overall mental health and wellbeing. Similarly, it was evident during site observation that the asset is utilised solely for business and does not attribute to overall mental health and wellbeing, however the space in some respects did appear to show signs of social interactions amongst colleagues and could also be seen as a space that could promote personal growth for some employees.

Survey results further indicated the asset rated Average (rating 3) for supporting social cohesion and overall wellbeing. Consultation indicated everyone who worked at the Administrative Centre felt welcomed and respected which supports social interactions and mental health.

2.4 Optimisation Recommendations

As identified in section 2.2, the outcome of the optimisation review for the Administrative Centre is an overall performance index of 46% which is below the Council set standard of 60% which triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process it is recommended a staged plan is implemented to support the transition of the basement and ground floor back to Council use following the temporary library use. The temporary library design and set out should consider and enable future Council reuse in and minimise the need for further renovations/refurbishments.

Table 2.3 outlines key recommendations for investigations and works to improve the asset's physical condition, functionality.

Table 2.3 Administrative Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 2.3.1)
Immediate	Undertake general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 2.3.1)
High	Implement additional meeting rooms/upgrade existing meeting rooms as part of the refit of the ground floor to a temporary library space. Also consider spaces that	Functionality (section 2.3.3) Community value (section 2.3.5)

Priority	Recommendations	Relevant performance measure
	could easily transition to a meeting space following the temporary library use. Consider shared meeting spaces for both internal Council staff and public use as part of the implementation of a centralised booking system for all of Council's assets/spaces for hire.	
High	Consider the Aged Person Rest Centre as a temporary space for community groups who currently utilise the library while it is temporarily located in the Administrative Centre.	Community value (section 2.3.5)
Medium	Investigate strategic refit/layout reconfiguration to first and second floors in order to optimise available dead space.	Functionality (section 2.3.3)

3. Aged Person Rest Centre

3.1 Overview

The Aged Person Rest Centre is located in the Broken CBD. The building consists of a single structure adjoining the Broken Hill Civic Centre. The Aged Person Rest Centre is currently the Emergency Management Centre for Broken Hill and is used by The Broken Hill Pensioners Association, The Silver City Quilters, and the Broken Hill Philharmonic Choir as outlined in Table 3.1.

Table 3.1 Aged Person Rest Centre – User groups

User Groups /Business	Number of Employees	Number of Members	Annual Fees
Silver City Quilters	44 Volunteers	44	$20pp membership fee $5 weekly fee to cover the weekly rent.
Broken Hill Philharmonic Choir	N/A	36	$70pp membership fee annually which covers the rent of $673 a month.
Broken Hill Pensioners Association	N/A	12	$5pp Membership Fee $900 Insurance Liability Fee

(Source: GHD)

Figure 3.1 Aged Person Rest Centre

3.2 Overall Performance Index

Table 3.2 presents the overall performance index for the Aged Person Rest Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Aged Person Rest Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Aged Person Rest Centre has not met the benchmark for

physical condition, functionality or utilisation; however, it has met the benchmark for financial value and community value.

As a result of the optimisation review process the overall measure for the Aged Person Rest Centre is 31%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 3.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 3.2 Aged Person Rest Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	29%
Functionality	25	3 – Average	3 – Average	49%
Utilisation	20	7 days a week	5 – Failed	8%
Financial Value	20	3 – Moderate	3 – Moderate	28%
Community Value	10	3 – Average	3 – Average	46%
			Overall Measure	**31%**

3.3 Detailed Assessment

3.3.1 Physical condition

The overall physical condition rating for the Aged Person Rest Centre is Poor (rating 4) which is below Council's nominated benchmark of Satisfactory (rating 3). This outcome indicates the Aged Person Rest is requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable. The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings, and services of the Aged Person Rest Centre are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Aged Person Rest Centre would require renewal/replacement in 2026 at an estimated replacement cost of $22,000 (based on the At Cost Value). Whereas the finishes for the Aged Person Rest Centre would require renewal/replacement in 2027 at an estimated replacement cost of $210,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally poor condition, with key stakeholders identifying issues such as the roof being damaged from a recent rain event, architraves in the roof needing replacement and one of the toilets currently leaking.

Table 3.3 provides an overview of the status of statutory compliance requirements for the Aged Person Rest Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimated costs to remedy non–compliance and improve standards is $350,000 which is 30.3% of the asset replacement cost.

Table 3.3 Aged Person Rest Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	BHCC to follow up

Topic	Characteristics	Yes/No	Comment
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

3.3.2 Financial value

The financial value of the Aged Person Rest Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 3.3.1). Therefore, the renewal need of the Aged Person Rest Centre is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 28% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

3.3.3 Functionality

The overall functionality rating for the Aged Person Rest Centre is Average (rating 3) which meets Councils nominated benchmark of Average (rating 3). This outcome indicates the Aged Person Rest Centre requires improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, air quality, appliances, furniture and fit out, and the internal environment

Comfort

The functionality assessment indicated the temperature within the functional spaces of the Aged Person Rest Centre were comfortable during both summer and during winter, receiving a rating of good (rating 2). Key stakeholders expressed this attributed to the well–functioning air–conditioning units installed in the building. However, the assessment highlighted the air quality is Poor (rating 4) across the functional spaces, raising concerns among key stakeholders about unpleasant smells inside the building, particularly unsuitable for a community space. The functionality assessment also suggests the acoustics and lighting across all spaces inside the asset were Good (rating 2). Key stakeholders from the Philharmonic Choir indicated the asset is fit for purpose, however, would not be opposed to moving if the opportunity was presented.

Amenity

The functionality assessment identified the access control across the asset were Good (rating 2). Consultation with key stakeholders revealed that only a limited number of individuals possess keys, implying that the asset is accessible to the public solely when a user group is utilising it. Observations during the site visit indicated there were no apparent security cameras or alarms. Additionally, the functionality assessment also highlighted the power supply is Good (rating 2), with stakeholders citing sufficient power points were available in the main hall, which attributed to the asset's role as the Emergency Management Centre for Broken Hill.

The functionality assessment further identified the equipment and appliances in the functional spaces Failed – (rating 5). However, consultation clarified that user groups (Broken Hill Silver City Quilters and the Broken Hill Pensioners Association) often bring their own equipment, indicating a unique context.

Effectiveness

The functionality assessment indicated the character and innovation of the asset alongside the internal environment was considered Average (rating 3), whereas the form and materials of the asset, particularly the human scale of the asset, the external materials and the logic of the entrances is Poor (rating 4). Consultation with key stakeholders and observations during the site visit highlighted positive aspects of the building's design, with an open layout and excellent locality for the Emergency Management Centre. However, stakeholders expressed concerns about unclear signage, an outdated entrance door design, and an unwelcoming appeal. The building's versatility for various purposes was acknowledged, but difficulties in locating the entrance, outdated interior, and signs of physical damage to the ceiling, roof, and tiling were observed during the site visit.

3.3.4 Utilisation

The overall utilisation of the Aged Person Rest Centre is currently four days a week, 8% of the total available hours (Failed – rating 5) which is below Council's nominated benchmark of seven days a week (84 hours). Key stakeholders advised the operating times have returned to normal after the Covid 19 Pandemic. Currently the Aged Person Rest Centres primary users are the Broken Hill Philharmonic Choir, the Silver City Quilters, The Broken Hill Pensioners Association, with irregular ad hoc users.

Broken Hill Philharmonic Choir

Key stakeholders advised the asset is currently utilised by the Broken Hill Philharmonic Choir from 7:00pm – 10:00pm every Monday and from 3:00pm – 5:00pm on one Sunday per month. Key stakeholders of the Broken Hill Philharmonic Choir indicated the group was affected by the Covid 19 pandemic and only began operating again this year. According to key stakeholders there are currently 36 members registered to the group, with members ageing from 30–90 years of age. Key stakeholders advised that members are mostly female, with the inclusion of approximately four multicultural users. Key stakeholders indicated the main use of the kitchen is to store and serve tea and coffee to the group while the asset is being utilised. Consultation with key stakeholders indicated the current space is not sufficient for their operations and they would like to move to another location if available. Concerns raised by stakeholders affiliated to the Broken Hill Philharmonic Choir were mostly in regard to the limited storage and lack of functional space.

Silver City Quilters

Key stakeholders from the Aged Person Rest Centre advised that the asset is currently utilised by the Silver City Quilters from 1:00pm – 4:30pm on the first, third and fifth Saturday of the month and then from 10:00am – 4:30pm on the second and fourth Saturday of the Month. It was indicated the group can have up to 36 people at any one time. Consultation identified that the shorter days consist of hand sewing while the extended days consist of members using sewing machines. According to key stakeholders there are currently 44 members registered to the group, with members ranging in age from 20–90 years of age. Stakeholders advised members are all female and are all local to Broken Hill. Consultation indicated the current space is sufficient for their group and they would prefer not to relocate. Stakeholders advised they are not opposed to moving; however, the space would need to have adequate access to power for their current operations.

Broken Hill Pensioners Association

Key stakeholders advised the asset is currently utilised by the Pensioners Association on a fortnightly basis between 10:30am – 1:00pm on a Thursday. Key stakeholders affiliated to the Pensioners Association indicated the space is used for activities such as bingo, social events and meetings. The Pensioners Association currently have 12 members and have been using the asset for approximately 8 years. The group originally utilised the asset on a Monday as well but have since reduced this to one day after the Covid 19 Pandemic. The Pensioners Association primarily use the Main Hall, the kitchen and the toilets.

Ad Hoc Usage

Key stakeholders from the Aged Person Rest Centre advised the asset is sometimes utilised on an ad hoc basis. Consultation with stakeholders indicated each group affiliated to the Aged Person Rest Centre may utilise the asset more during an event or in the lead up to an event. Further consultation indicated general ad hoc bookings by community are made through the Council's service desk in the Administrative Centre. Figures provided by

council staff revealed that the Aged Person Rest Centre was booked 111 times during 2019, 71 times during 2020 and 68 times during 2021, indicating a gradual decline since the Covid 19 Pandemic began in 2019. Consultation with key stakeholders, indicated general ad hoc bookings, which include community meetings (on behalf of Council) as well as general community are included in these numbers These figures may, however, represent usage of the Silver City Quilters group as consultation indicated they utilise the asset on a booking basis which may account for approximately 52 of those numbers across each of the years.

Consultation with key stakeholders identified that the kitchen and both female and male toilets were being utilised by all three groups when using the asset. The main use of the kitchen is to store and serve tea and coffee for each of the groups using the asset. Consultation with key stakeholders identified both storerooms are only utilised by the Silver City Quilters and hold mainly equipment for exhibitions, cutting boards, rulers and irons and ironing boards. Consultation with stakeholders also advised that the stage is not utilised at all by any of the three groups. It was evident the stage is predominately used to store items on and beneath it.

3.3.5 Community value

Overall, the community value for the Aged Person Rest Centre is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated both the services and programs offered at the Aged Person Rest Centre and the physical asset itself are generally valued equally.

Location

Survey results indicate that key stakeholders perceive the physical asset's location in relation to its user groups as Good (rating 2). The asset is considered Average (rating 3) when looking at the accessibility by private vehicles, with sufficient parking availability on surrounding streets. Survey results indicated accessibility by active or public transport is seen as Good (rating 2). Observations during the site visit revealed the asset is integrated into the Broken Hill town centre pedestrian footpath network, facilitating walkable access to compatible land uses such as the Charles Rasp Library across the road. Survey results also highlight stakeholders' belief in the asset's flexibility to adapt to future demand, with a rating of Good (rating 2). Key stakeholders supported this claim due to the asset's central location. Further to this, site observations suggest potential for future expansion or reconfiguration to enhance functionality. Consultation indicated the asset is located in a very central location which promotes flexibility of the asset in the future. Observations during the site visit identified that there is access to the site as well as rear access to Sturt Park which could enable future expansion or reconfiguration to improve functionality.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is moderately valued by the community for its heritage significance and as an iconic landmark in Broken Hill, receiving a rating of Average (rating 3). Consultation did not reveal specific historical details or significance associated with the asset. Additionally, survey results indicated the services and programs offered at the Aged Person Rest Centre are Poorly (rating 4) valued for enabling cultural and supporting the creative arts sector, whereas the asset supporting community gatherings and events was Average (rating 3). Observations during the site visit and consultation suggest that the asset currently supports community gatherings and events on a small scale. Key stakeholders advised the asset is underutilised and they would be happy to share with compatible groups provided there were no clashes of timing and storage, and pack ups aligned with current user groups.

Key stakeholders also addressed a need to rename the 'Aged Person Rest Centre' to something that will embrace and attract more members to the asset. Survey results suggest that the asset received a Poor rating (rating 4) when evaluating programs and services contributing to the local Aboriginal community and enabling cultural expressions. Consultation revealed that among the three primary user groups utilising the asset, there are no Aboriginal members, and only a small number of multicultural members are engaged with the facility.

Local empowerment

Survey results reveal that key stakeholders perceive services and programs as Average (rating 3) for affordability but Poorly (rating 4) valued for enabling community participation. However, consultation identified that each of the groups and programs run at the Aged Person Rest Centre (Broken Hill Philharmonic Choir, Silver City Quilters, Pensioners Association) were valued highly and contributed to community pride and belonging. Key stakeholders

from the Silver City Quilters indicated membership costs $20 a year per person on top of a $5 a week fee for rent, whereas members from Broken Hill Philharmonic Choir pay $70 a year for membership that covers rent for the year. However, key stakeholder indicated the Pensioners Association do not currently pay rent to use the building with members paying $5 each per year for general goods needed across the year. Key stakeholders indicated they believed admission costs were affordable enabling vulnerable community groups such as the elderly, and those who experience a disability equitable access.

Survey results also indicated key stakeholders feel job and learning/training opportunities are Poor (rating 4). Despite survey results indicating Poor (rating 4) job and learning/training opportunities, key stakeholders noted this was due to the nature of the services provided. However, it was advised volunteers are always welcome to join each group.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Aged Person Rest Centre moderately support social cohesion and overall wellbeing, receiving a rating of Average (rating 3). However, consultation with key stakeholder indicated the services and programs run at the Aged Person Rest Centre did promote active lifestyles through passive activities such as singing an knitting. Furthermore, survey results indicated the asset moderately attributed to personal growth, social interactions, and overall mental health, receiving a rating of Average (rating 3). However, key stakeholders indicated each of the groups that utilise the asset engage in social interactions that boost mental health and support personal growth. Stakeholders from the Silver City Quilters noted they regularly engage in fundraisers to support local causes in the community. While survey results indicate an Average rating (rating 3) in regard to the asset supporting social cohesion. Consultation emphasised the asset's role as a space endorsing social cohesion, with each group fostering a socially accepting environment for all community members, irrespective of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs.

3.4 Optimisation Recommendations

As identified in section 3.2, the outcome of the optimisation review for the Aged Person Rest Centre is an overall performance index of 31% which is below the Council’s set standard of 60% which triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Aged Person Rest Centre is recommended to be investigated for temporary accommodation of other community groups currently utilising other existing assets and/or to be considered for a transition to disposal. The Aged Person Rest Centre presents the opportunity to temporarily accommodate overflow community groups from the library, as well as Council staff meetings during renovations of the existing Charles Rasp Library and associated temporary use of the ground floor of the Administrative Centre. Beyond this temporary use, the disposal and demolition of the Aged Person Rest Centre provides the opportunity to establish a green pedestrian connection from Argent Street through to Sturt Park. This would support activation of a community precinct including various Council assets such as the Town Hall Façade, Broken Hill Police Station, the new Library and the Civic Centre.

Table 3.4 outlines key recommendations for investigations and works to temporarily improve the asset’s physical condition and utilisation while investigating the potential for disposal.

Table 3.4 Aged Person Rest Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 3.3.1)
Immediate	Undertake general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 3.3.1)
High	Consider the use of the asset to accommodate community user groups from the Charles Rasp Library as well as overflow for Council staff meetings during construction of the new library. Consider as part of the implementation of a centralised booking system for all of Council's assets/spaces for hire.	Utilisation (section 3.3.4)
Medium	Develop a staged plan to transition to disposal of the asset. It is recommended Council retain ownership of the lot and repurpose it to establish a green pedestrian connection between Argent Street and Sturt Park as part of an overall Community Precinct Masterplan which would include Town Hall Façade, Broken Hill Police Station, the new Charles Rasp Library and the Civic Centre.	Functionality (section 3.3.3) Community value (section 3.3.5)
Low	In the instance where Council determines not to proceed with disposal and repurpose of the asset, invest in significant capital works to renovate and refurbish the asset so it is fit for purpose to accommodate multiple community groups. This redevelopment would require consideration of the floor plan/layout, entrance/access, new amenities (kitchen and bathrooms) as well as naming of the asset.	Physical condition (section 3.3.1) Functionality (section 3.3.3) Utilisation (section 3.3.4) Community value (section 3.3.5)

4. Alma Mechanics Institute

4.1 Overview

The Alma Institute is located on Patton Street, on the south side of the Broken Hill CBD. Consultation with key stakeholders indicated the building was built in 1898. The building is a single–story structure and is located to the east of the South Community Centre in Broken Hill. This asset is relatively small, consisting of five separate rooms and an 80m^2 patio. The Alma Mechanics Institute is a heritage listed building and sits adjacent to Patton Park which has recently undergone development with the inclusion of a new amenities block, barbeque shelter, play equipment and covered seating.

(Source: GHD)

Figure 4.1 Alma Mechanics Institute

4.2 Overall Performance Index

Table 4.1 presents the overall performance index for the Alma Mechanics Institute, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Alma Mechanics Institute MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Alma Mechanics Institute has not met the benchmark for physical condition, functionality or utilisation, or community value but has met the benchmark for financial value.

As a result of the optimisation review process the overall measure for the Alma Mechanics Institute is 27%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets

performance (presented in section 4.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 4.1 Alma Mechanics Institute – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	38%
Functionality	25	3– Average	4 – Poor	29%
Utilisation	20	7 days a week	5 – Failed	0%
Financial Value	20	3 – Moderate	3 – Moderate	38%
Community Value	10	3 – Average	4 – Poor	31%
			Overall Measure	**27%**

4.3 Detailed Assessment

4.3.1 Physical condition

The overall physical condition rating for the Alma Mechanics Institute is Poor (rating 4) which is below Council's nominated benchmark of Satisfactory (rating 3). This outcome indicates the Alma Mechanics Institute significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the Alma Mechanics Institute are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Alma Mechanics Institute would require renewal/replacement in 2028 at an estimated replacement cost of $40,000 (based on the At Cost Value). Additionally, the finishes for the Alma Mechanics Institute would require renewal/replacement in 2029 at an estimated replacement cost of $54,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally poor condition, with key stakeholders identifying the structure of the building was poor with a number of cracked walls in a number of the rooms, the floor being in poor condition and the general materials of the building appearing old and in need of replacement.

Table 4.2 provides an overview of the status of statutory compliance requirements for the Alma Mechanics Institute, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $300,000 which is 61.3% of the asset replacement cost.

Table 4.2 Alma Mechanics Institute – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

4.3.2 Financial value

The financial value of the Alma Mechanics Institute is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 4.3.1). Therefore, the renewal need of Alma Mechanics Institute is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 38% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

4.3.3 Functionality

The overall functionality rating for the Alma Mechanics Institute is Poor (rating 4) which is below Councils nominated benchmark Average (rating 3). This outcome indicates the Alma Mechanics Institute requires significant improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, air quality, furniture and fit out, appliances and character and innovation.

Comfort

The functionality assessment indicated the temperature across the functional spaces of the Alma Mechanics Institute is not comfortable during both summer and during winter, receiving a rating of Poor (rating 4). Furthermore, air quality throughout the asset was considered Poor (rating 4) whereas ventilation across all spaces in the Alma Mechanics Institute received a rating of Average (rating 3). It was advised during consultation this is likely due to the building not being utilised, limiting the opportunity for fresh air circulation. The lighting throughout the asset was also considered Poor (rating 4). Observations made during the site visit indicated the lighting was poor in many of the spaces, as some of the light fittings were broken and had not been replaced.

Amenity

The functionality assessment identified that data and voice, appliances and furniture and fit out across all spaces in the asset Failed (rating 5). Consultation with key stakeholders indicated due to the building not being tenanted for some time, there is no need for adequate data supply and appliances throughout the asset. Site observations further revealed limited furniture, with key features such as flooring and entrance doors requiring upgrading if the asset were to be utilised again.

Effectiveness

The functionality assessment indicated the character and innovation of the asset alongside the internal environment is Poor (rating 4), whereas the form and materials of the asset, particularly the human scale of the asset, the external materials and the logicality of the entrances is Average (rating 3). Consultation with key stakeholders and site observations attributed these ratings to the asset's older physical structure and prolonged period without users. There is reasonable justification as to why the asset would not be considered to inform future design of other assets nor would the ideas around the design of the building fit into a current context. Observations during the site visit indicated the external materials were in notably poor condition, indicating an imminent need for refurbishment. Although entrances were logically positioned, their outdated design and limited accessibility features, such as rear access only from inside the building, highlighted the necessity for upgrades. However, the external appearance retained a historically appealing design.

4.3.4 Utilisation

The overall utilisation of the Alma Mechanics Institute is currently zero days a week, 0% of the total available hours (Failed – rating 5) which is below Council's nominated benchmark of seven days a week (84 hours). Key stakeholders advised the asset did not operate prior to the Covid 19 pandemic, with the most recent use for the asset being an Op Shop. Key stakeholders did not advise when this operation ceased.

Alma Mechanics Institute

Key stakeholders advised the asset is currently not utilised. Consultation between key stakeholders presented an idea to incorporate the Alma Mechanic Institute into a newly developed precinct due to its excellent locality between the South Community Pre School and the Alma Public School. Feedback from key stakeholders suggested that the open space in Patton Park combined with the redevelopment of the asset would create a space better suited to its surrounding environment. However, key stakeholders identified concerns during consultation as the play equipment located towards the southern end of Patton Park has been fenced off due to possible lead contamination. Further consultation with stakeholders indicated that the Country Women's Association could be relocated from the South Community Centre Library to the Alma Mechanics Institute to provide additional space to the South Community Centre to adopt the South Community Library.

Consultation identified the asset had been previously used by a range of groups, with events such as concerts, dances, birthday parties and wedding receptions. Feedback during consultation also suggested that the building was once used as a distribution centre for ration books during World War Two, as a place to display early pictures of Broken Hill and as a space for community services offices. Consultation revealed that the building has potential to be utilised again, however it requires significant upgrades to meet compliance in order to allow it to be utilised by other user groups.

»NOTE: The Alma Mechanics Institute is now serving as the temporary storage site for the Broken Hill City Library project.«

4.3.5 Community value

Overall, the community value for the Alma Mechanics Institute is Poor (rating 4) which is below Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the Physical Condition of the Alma Mechanics Institute is valued higher than the services and programs offered, merely due to the building currently not having any current users.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with Good (rating 2) access by private vehicle and a range of parking available to users. Survey results also indicated accessibility by active or public transport is Excellent (rating 1). Observations during the site visit confirmed sufficient parking and indicated that the asset is strategically located near compatible land uses, including Patton Park, the South Community Centre, and Alma Public School, all within a 500m radius of the Alma Mechanics Institute. However, survey results also indicate that key stakeholders feel the asset's flexibility to adapt to future demand is Average (rating 3), with constraints such as heritage listing, Native title, and the location on Crown Lands presenting challenges.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Excellent (rating 1) by the community for its heritage significance and Good (rating 2) as an iconic landmark in Broken Hill, which is supported by the asset's history of various uses (as outlined in section 4.3.4). Survey results further indicated the asset Poorly (rating 4) contributed to activated streets and for supporting community events. This is mainly attributed to its current lack of tenancy. Observations during the site visit suggest the potential for the Alma

Mechanics Institute to enhance its contribution to surrounding streets and open spaces, given its proximity to Patton Park and other educational facilities.

Local empowerment

Survey results indicated the asset Failed (rating 5) in terms of supporting local job and training opportunities, affordability of programs and services, contribution to community resilience, and support of community engagement. The lack of current tenants or users is identified as a contributing factor. Similarly, the Alma Mechanics Institute is perceived as Poor (rating 4) in providing a space that fosters a sense of community, pride, and belonging.

Health and wellbeing

Survey results suggest that the asset Failed (rating 5) in terms of providing services that actively promote active lifestyles, overall wellbeing, and social cohesion. This rating is attributed to the current non–utilisation of the asset, emphasising the importance of occupancy for the promotion of health and wellbeing initiatives.

4.4 Optimisation Recommendations

As identified in section 4.2, the outcome of the optimisation review for the Alma Mechanics Institute is an overall performance index of 27% which is below the Council set standard of 60% and triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Alma Mechanics Institute is recommended for renewal and repurposing as part of a strategic Masterplan for the Patton Park precinct including adjoining assets (i.e. Patton Park and South Community Centre). Alternatively, Council may choose to address each recommendation individually as outlined in Table 4.3.

Table 4.3 Alma Mechanics Institute– Optimisation recommendations

Priority	Recommendations	Relevant performance measure
High	Prepare a strategic Masterplan for the Patton Park precinct including Alma Mechanics Institute, Patton Park and South Community Centre to inform coordinated planning and decision making across the assets.	Physical condition (section 4.3.1) Functionality (section 4.3.3) Utilisation (section 4.3.4) Community value (section 4.3.5)
High	The Masterplan should consider capital works/renovations to the Alma Mechanics Institute to ensure it is fit for purpose for potential users, including the Country Woman's Association, Paton village committee, visiting artists, Council staff meetings. Capital works should investigate feasibility of a new kitchen and multi sex/disabled toilet.	Physical condition (section 4.3.1) Functionality (section 4.3.3) Utilisation (section 4.3.4) Community value (section 4.3.5)
High	Integrate into the implementation of a centralised booking system for all of Council's assets/spaces for hire.	Utilisation (section 4.3.4)
High	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 4.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 4.3.1)
Medium	Investigate potential temporary use as a storage facility to support the Charles Rasp Library upgrades during construction.	Utilisation (section 4.3.4)

5. Aquatic Centre

5.1 Overview

The Aquatic Centre is located in the Broken Hill CBD. This larger scale structure consists of a 50m outdoor pool, a 25m indoor pool, 15m hydro pool, an outdoor program pool, a water slide, a gym, a kiosk, amenity facilities and utility rooms. Broken Hill Regional Aquatic Centre holds a community partnership between Broken Hill City Council and YMCA NSW. The Aquatic Centre offers a range of aquatic programs and fitness services.

(Source: Broken Hill City Council)

Figure 5.1 Aquatic Centre

5.2 Overall Performance Index

Table 5.1Table 5.1 presents the overall performance index for the Aquatic Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Aquatic Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Aquatic Centre has not met the benchmark for functionality but has met the benchmark for physical condition, utilisation, financial value and community value.

As a result of the optimisation review process the overall measure for the Aquatic Centre is 68%. This exceeds the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is not triggered. However, based on the outcomes of the optimisation review process, recommendations have still been made to increase the assets performance (presented in section 5.4) including the physical condition, functionality and utilisation of the asset.

Table 5.1 Aquatic Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	2 – Good	70%
Functionality	25	2 – Good	3 – Average	60%
Utilisation	20	7 days a week	3 – Acceptable	75%
Financial Value	20	3 – Moderate	2 – Minor	70%
Community Value	10	3 – Average	2 – Good	69%
			Overall Measure	**68%**

5.3 Detailed Assessment

5.3.1 Physical condition

The overall physical condition rating for the Aquatic Centre is Good (rating 2) which exceeds Council's nominated benchmark of Satisfactory (rating 3). This outcome indicates the Aquatic Centre is in good condition with minor defects that require minor routine maintenance along with planned cyclic inspection and maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, and fittings of the administration/kiosk/amenities/25m Pool are in Good condition (rating 2). The physical condition evaluation also indicates the Program Pool, the15m Hydro Pool, and the indoor 25m pool were also all in good condition with minor defects that required minor routine maintenance. However, the services of the administration/kiosk/ amenities/25m pool and the Aquatic Centre pump house hydro pool including plant and equipment are in Average condition (rating 3). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the Aquatic Centre does not require renewal/replacement over the next 10 years.

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally good condition, with key stakeholders identifying the structure of the building was good condition, with the exception of the roof of the 25m indoor pool being damaged from a recent rain event, and the solar heating being damaged after a hailstorm four years previous.

Table 5.2Table 5.2 provides an overview of the status of statutory compliance requirements for the Aquatic Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disabled access. Council estimates costs to remedy non–compliance and improve standards is $1,500,000 which is 16.7% of the asset replacement cost.

Table 5.2 Aquatic Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Not supplied	BHCC to follow up
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

5.3.2 Financial value

The financial value of the Aquatic Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 5.3.1). As seen in Table 5.3Table 5.3, the financial value for each of the Aquatic Centre's structures are identified individually.

The overall depreciation value of the asset is Minor (rating 2) coming in at is 70% which meets Council's set benchmark of >20%. This outcome indicates the asset is unlikely to require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

Table 5.3 Aquatic Centre – Depreciation Value Percentage and Financial Value Rating

CVR Description	Depreciation Value (% of Asset replacement cost)	Renewal Need
Aquatic Centre – pump house hydro pool including plant and equipment	44%	3 – Moderate
Aquatic Centre – indoor 25m pool	79%	2 – Minor
Aquatic Centre – hydro pool 15m	79%	2 – Minor
Aquatic Centre – program pool (outdoor – children's)	83%	1 – Insignificant
Aquatic Centre – administration/kiosk/amenities/25m pool enclosure – sub structure	69%	2 – Minor

5.3.3 Functionality

The overall functionality rating for the Aquatic Centre is Good (rating 2) which meets Councils nominated benchmark Good (rating 2). As detailed in the review below, priority issues to address include air conditioning, data and voice and the form and materials.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the Aquatic Centre during both summer and winter were Average (rating 3). However, this assessment included areas which were located outside where temperature and comfort cannot be controlled. Furthermore, the functionality assessment highlighted the ventilation, lighting, and acoustics across all functional spaces in the Aquatic Centre received a rating of Good (rating 2). Across consultation with key stakeholders, specific details about comfort levels inside the building were not addressed in detail. However, it was apparent by touring the asset that it is very well maintained, with key stakeholders emphasising the asset is very well perceived by its users due to the number of facilities, i.e. a gym, a party room, an indoor pool and an outdoor pool on offer and the standard of comfort across the asset.

Further observations made during the site visit indicated the lighting and acoustics within all spaces of the asset were suitable for purpose. Key stakeholders advised many programs and classes were run throughout the day with no signs of any concerns in regard to any hearing difficulties regarding the users. Furthermore, observations made during the site visit indicated the lighting throughout the spaces were adequate for its users. However, key keyholders did advise the lighting on the exterior of the building was extremely poor, with key stakeholders advising it is difficult for users arriving to the asset early or leaving late to navigate there way outside of the building.

Amenity

The functionality assessment identified that safety and security across the functional spaces were Excellent (rating 1). Consultation indicated the nature of services that occur at the Aquatic Centre paired with the general demographic of users means the need for cameras, security equipment and relevant access control is high. The furniture and fit out across the functional spaces were also Good (rating 2). Key stakeholders advised the furniture and fit out were suitable for their current operations, however stakeholders did advise the gym requires an upgrade with stakeholders advising of future plans to upgrade and refit the gym to provide a better space for its users.

Key stakeholders advised many of the functional spaces, specifically the swimming facilities are designed to accommodate seasonal usage throughout the year. Consultation identified a slight decline in usage during the colder months from the warmer months. However, key stakeholders advised the flexibility of many of the facilities on offer have provided an opportunity to cut costs and minimise the efforts needed by staff due largely to the fit out of the facilities. To elaborate, key stakeholders advised that although the 50m outdoor pool is not utilised during

winter it is cheaper and less strenuous on staff to keep the pool maintained throughout the year instead of servicing the pool 6 weeks prior to summer.

Furthermore, the functionality assessment saw the power supply and the appliances across all spaces at the Aquatic Centre as good (rating 2), whereas the data and voice across the asset received a rating of Poor (rating 4). Observations made during the sit visit identified limited power points throughout the functional spaces due to the proximity to water. As for the rooms and spaces that do not include wet facilities, it appeared there were adequate power points. Key stakeholders also advised the equipment and appliances throughout the asset were also in good condition, with stakeholders indicating the gym equipment is generally good quality, the equipment used for swimming lessons and other related programs and activities are of good quality and newer equipment such as a pool lift has recently been provided for the support of disability access into the pool.

Effectiveness

The functionality assessment indicated the character and innovation of the asset alongside the internal environment and the form of the materials of the asset was Average (rating 3). Consultation with key stakeholders indicated the Aquatic Centre has a welcoming feeling and is well perceived by the wider Broken Hill Community, due to the flexibility of the asset and its capability to provide services to shift workers, miners, contract workers on top of general users of the Aquatic Centre. Key stakeholders further advised children parties and activities run during the weekends and throughout summer on school holidays are popular. Observations made during the site visit also indicated the interior across all spaces were attractive and easy to manoeuvre through. It was evident the space provides users and staff with excellent access to the outdoors with a number of the pools and facilities being located outside. Further observations made during the site visit indicated the ideas behind the design of the building are good with many of the entrances and exits of the building being logically positioned. It was evident, however, during the site visit that the asset only takes advantage of prevailing winds in the indoor spaces, with the outdoor areas and facilities being poorly protected from the elements.

5.3.4 Utilisation

The overall utilisation of the Aquatic Centre is currently seven days a week, 75% of the total available hours (satisfactory – rating 3) which meets Council's nominated benchmark of seven days a week (98 hours). Key stakeholders advised the operating times returned to normal after the Covid 19 Pandemic. Currently the Aquatic Centre is available to the public for 93 hours a week with the current users being general walk ins, YMCA run swimming lessons, Aqua classes, the Alma Swimming Club, The Silver City Swimming Club, The Broken Hill Aquatic Stingrays, AFL Clubs and disability agencies.

Consultation with key stakeholders primarily raised the concern of limited lane space availability. Consultation with key stakeholders advised there are a number of community members on each of their waiting lists, with the only thing preventing them from taking on these potential members being the limited lane space at the Aquatic Centre. It was further indicated by key stakeholders that storage for each of the three clubs is limited, with the Aquatic Stingrays and the Alma Swim Club highlighting that more storage would be desirable.

General Walk ins

Key stakeholders from the Aquatic Centre advised that the asset is currently utilised by general walk ins throughout the entirety of the open hours; from 6:00am – 8:00pm Monday – Friday and from 6:00 – 6:00pm Saturday and Sunday. Consultation with key stakeholders identified the 25m pool is regularly used between 6am–8am by the older patrons to walk laps every morning. Furthermore, consultation identified the hydro pool hosts 40–80-year old's during the morning to maintain mobility. The gym is currently used by around 50 people per week on a walk–in basis, with an instructor attending once a week for three hours. Consultation with key stakeholders further identified that the Party room is utilised for approximately 12 hours on a Saturday and 11 hours on a Sunday. As for general walk–in users utilising the swimming facilities, the Aquatic Centre receives approximately 30 walks in users during the day. Consultation with key stakeholders identified that there is a plan to redevelop the gym by purchasing newer equipment and running more classes.

YMCA Run Swimming Lessons

Key stakeholders advised the asset is currently utilised for YMCA run Swimming lessons from Monday – Saturday during the week. From Monday –Friday two sessions of swimming lessons are run in the hydro pool from 9:15am

–12:15am in the morning plus an additional lesson in the hydro pool and another in the indoor 25m pool from 3:00pm –6:30pm. Additionally, two more swimming lessons are run on Saturday in the hydro pool and indoor 25m pool from 8:45am –12:45pm. Consultation with key stakeholders indicated the reception/café and general seating area are used for approximately four hours during this time. Key stakeholders did not indicate the number of members currently engaged in swimming lessons.

Aqua Classes

Key stakeholders advised the asset is currently utilised for Aqua Classes from Monday – Thursday throughout the year. Consultation indicated there are currently three aqua classes. Pryme Aqua currently use the 25m pool from 7:30am – 8:30am on Mondays and Wednesdays, whereas Hydro Aqua use the Hydro pool from 8:00am–9:00am on Tuesdays and Thursdays and Aqua Fit use the 25m pool from 6:30–7:30pm on Tuesdays and Thursdays. Across these three groups, the reception/café and general seating area are used for approximately one hour each day. Key stakeholders did not indicate the number of members currently engaging in Aqua Classes.

The Alma Swimming Club

Key stakeholders advised the asset is currently utilised by the Alma Swimming Club twice a week from 5:00pm – 7:00pm on Mondays and 4:00pm – 5:30pm on Wednesdays. Stakeholders advised that the Alma Swim Club currently have 40 members, whereas before the Covid 19 Pandemic they had 70. Key stakeholders also advised that all storage is kept at the Aquatic Centre as the Alma Swimming Club have a shed towards the back end of the swimming pool that holds all the necessary equipment. Key stakeholders advised that the demographic of users are predominately aged 7–17 years old with only a few members being over this age range. Key stakeholders advised that the Alma Swim Club previously provided learn to swim lessons, however this program has since stopped with the Alma Swim Club focusing mainly on utilising lane space for training members and engaging in competitions when they are held at the Aquatic Centre.

The Silver City Swimming Club

Attempts were made to contact stakeholders from the Silver City Swimming Club; however, they were unavailable to participate in the engagement program. Other stakeholders from the Aquatic Centre indicated the Silver City Swimming Club owns its own pool facility, only utilising the Aquatic Centre for swimming training in the 50m pool. However, due to limited lane availability during peak times usage is restricted.

Broken Hill Aquatic Stingrays

Key stakeholders from the Aquatic Centre advised that the asset is currently utilised by the Broken Hill Aquatic Stingrays seven days a week during summer and four days a week during winter. Key stakeholders indicated the Broken Hill Aquatic Stingrays run swimming lessons from the Aquatic Centre. Additionally, the club also provide swimming training for its members and compete in competitions such as the club championships held at the Aquatic Centre in March and an annual carnival that is carried out in Summer. Key stakeholders advised that they are currently preparing an activities timetable for summer to provide more activities for their members. Key stakeholders from the Broken Hill Aquatic Stingrays advised they currently have 76 members ranging for ages 4–46. Key stakeholders advised there is currently a waiting list of 15 people due to the lack of lane space at the Aquatic Centre which prevents the club from taking on more members.

AFL clubs

Key stakeholders from the Aquatic Centre advised the asset is currently utilised by AFL clubs during one day of the week. Key stakeholders advised the AFL Clubs usually occupy space in the Aquatic Centre on Sundays during winter, however, it was advised this is subject to change throughout the week. Consultation indicated these groups often use the Hydro pool and 25m indoor pool for two hours per day and the 50m outdoor pool for approximately one hour during the day. Across these groups, the reception/café and general seating area are used for approximately one hour each day.

Disability groups

Key stakeholders from the Aquatic Centre advised the asset is currently utilised by Disability Agency Groups such as Novita, Uniting Care and Live Better from Monday – Thursday throughout the year. However, it was advised that the times and the days are subject to change throughout the week as the disability agency organisations confirm bookings closer to the date. Consultation indicated these groups often use the Hydro pool and 25m indoor

pool for two hours per day and the 50m outdoor pool for approximately one hour during the day. Across these groups, the reception/café and general seating area are used for approximately one hour each day.

5.3.5 Community value

Overall, the community value for the Aquatic Centre is Good (rating 2) which is exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the physical condition of the Aquatic Centre is valued lower than the services and programs offered, as the number of users, programs and activities run at the Aquatic Centre are highly valued and frequently run.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with adequate access by private vehicle and sufficient parking availability on the surrounding streets, while accessibility by active or public transport is considered average. Observations during the site visit identified the parking for users of the Aquatic Centre was sufficient.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Good (rating 2). Key stakeholders indicated there are currently plans to upgrade the gym to provide users with better gym equipment and facilities for future use. However, a common theme across consultation was the limited lane availability, especially for the current swimming clubs who are utilising the Aquatic Centre frequently.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is moderately valued by the community for its heritage significance and received a rating of Good (rating 2) as it being an iconic landmark in Broken Hill. Key stakeholders advised it is the last remaining swimming facility in Broken Hill and therefore can be seen as an iconic landmark.

Additionally, key stakeholders indicated the services and programs offered at the Aquatic Centre are valued for enabling cultural and supporting the creative arts sector. Consultation indicated the asset supports all artists including local and non–locals, Aboriginal, multicultural and children (schools), as well as provides a space to host gatherings and events. Key stakeholders advised there are currently a small number of Aboriginal users of the Aquatic Centre and further indicated the asset welcomes individuals regardless of gender, physical ability, sexual orientation, ethnicity or cultural beliefs. Additionally, survey results indicated the asset was Good (rating 2) for supporting community gathering and events. As previously outlined in section 5.3.3, key stakeholders saw the functionality of the Aquatic Centre, more specifically the functional spaces, as a great space to engage in programs, activities and events.

Local empowerment

Survey results indicated key stakeholders feel the services and programs were considered Good (rating 2) for their affordability and enabling community participation. Consultation identified members from swimming clubs are required to pay a membership fee on top of an entry fee each time they enter and use the facilities, however, this is considered reasonable. Consultation with key stakeholders indicated the asset was affordable and allowed a range of community members such as children, elderly, single parent families and those who experience a disability equitable access to a space that promotes an active lifestyle.

Survey results also indicated key stakeholders feel job and learning/training opportunities are Good (rating 2). Consultation identified there was eight full-time employees, seven part time employees and a varied number of casuals. Key stakeholders advised there are plenty of opportunities to provide job and learning/training opportunities through additional casual or part time staff positions, with key stakeholders advising more staff would be ideal for future operations.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Aquatic Centre support social cohesion and overall wellbeing, receiving a rating of Good (rating 2). Consultation indicated this is due to the asset providing a family friendly environment where everyone feels welcomed and respected which supports social interactions and mental health. Survey results also indicated the asset rated Good (rating 2) in terms of programs that support active lifestyles. Key stakeholders advised the nature of operations is what enables the asset to

support a range of services and programs that contribute to active lifestyles. Key stakeholders further indicated the ability to provide a range of programs and activities to a larger user group is what makes the facility so accommodating to its user groups. As outlined in section 5.3.4, a range of users currently utilise the asset, with the Aquatic Centre even acquiring an accessibility lift for individuals with a physical disability to access any of the pools on offer more easily.

5.4 Optimisation Recommendations

As identified in section 5.2, the outcome of the optimisation review for the Aquatic Centre is an overall performance index of 68% which exceeds the Council set standard of 60% and therefore does not trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Aquatic Centre is recommended to undergo general maintenance for the upkeep of its facilities and explore the feasibility of providing onsite storage at the Aquatic Centre as outlined in Table 5.4.

Table 5.4 Aquatic Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 5.3.1)
Immediate	Undertake general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 5.3.1)
High	Repair damages to the roof and solar heating.	Physical condition (section 5.3.1) Functionality (section 5.3.2)
High	Investigate feasibility of providing swim club facilities (i.e., shed/hall) onsite to accommodate land–based activities and storage requirements (see section 23 Sturt Park Swimming Club and section 26 Alma Swimming Club).	Functionality (section 5.3.2) Community value (section 5.3.5)
Medium	Progress gym facility upgrades taking into consideration adaptability and flexibility of the space for use as a multi–purpose space to support multiple activities such as different types of gym classes (i.e. yoga, HIIT).	Functionality (section 5.3.2) Utilisation (section 5.3.4) Community value (section 5.3.5)

6. BIU Band Hall

6.1 Overview

The BIU Band Hall is located less than a kilometre away from the Broken Hill City Council. It is a single–story structure that consists of a storeroom, a carpark, a rear paved area, and a walk over bridge. The BIU Band association who use the hall has a long and distinguished history in Broken Hill. Originally known as the 'Bermingham's Band' in 1899, the band soon changed its name to the Barrier Industrial Unions' Band in 1936 with the support and growth of the trade Unions movement. The hall currently offers an 'Academy of Brass' programme for learners as well as a membership and hall hire.

(Source: GHD)

Figure 6.1 BIU Band Hall

6.2 Overall Performance Index

Table 6.1 presents the overall performance index for the BIU Band Hall, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the BIU Band Hall MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the BIU Band Hall has not met the benchmark for physical condition, functionality, and utilisation, but it has met the benchmark for financial value and community value.

As a result of the optimisation review process the overall measure for the BIU Band Hall is 31%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 6.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 6.1 BIU Band Hall – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	31%
Functionality	25	3 – Average	4 – Poor	35%
Utilisation	20	6 days a week	5 – Failed	7%
Financial Value	20	3 – Moderate	3 – Moderate	43%
Community Value	10	3 – Average	3 – Average	46%
			Overall Measure	**31%**

6.3 Detailed Assessment

6.3.1 Physical condition

The overall physical condition rating for the BIU Band Hall is Poor (rating 4) which is below Council's nominated benchmark of Satisfactory (rating 3). This outcome indicates the BIU Band Hall has significant defects that may require upgrades and/or substantial maintenance and higher levels of inspection to keep this section of the asset serviceable. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, and fittings of the BIU Band Hall are in poor condition (rating 4). The physical condition evaluation also indicates the BIU Band storeroom and the BIU lighting, carpark, rear paved area & walk over bridge were also all in Poor condition (rating 4).

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the BIU Band Hall would require renewal/replacement in 2026 at an estimated replacement cost of $21,000 (based on the At Cost Value) whereas the finishes for the BIU Band Hall would require renewal/replacement in 2027 at an estimated replacement cost of $280,000 (based on the At Cost Value). Lastly, at the time of the physical condition evaluation, the BIU lighting, carpark, rear paved area & walk over bridge would require renewal/replacement in 2029 at an estimated replacement cost of $130,000 (based on the At Cost Value).

Key stakeholders indicated the BIU Band Hall was purpose built in 1976 to accommodate the Broken Hill Band. Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally poor condition, with key stakeholders identifying the structure of the building was also in poor condition. Key stakeholders expressed their concerns with the roof leaking as a result of a previous hailstorm, the fireproof library having numerous holes and cracks in the walls and the air conditioning unit in the main hall also leaking.

Table 6.2 provides an overview of the status of statutory compliance requirements for the BIU Band Hall, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $200,000 which is 11.9% of the asset replacement cost.

Table 6.2 BIU Band Hall – Statutory compliance table

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

6.3.2 Financial value

The financial value of the BIU Band Hall is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 6.2.1). Therefore, the renewal need of the BIU Band Hall is Moderate (rating 3)

The overall depreciation value of the asset is Moderate (rating 3) coming in at 43% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

6.3.3 Functionality

The overall functionality rating for the BIU Band Hall is Poor (rating 4) which is below the Council nominated benchmark of Average (rating 3). This outcome indicates the BIU Band Hall requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, ventilation, data and voice, power supply, storage, and the internal environment

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces in the BIU Band Hall, during both summer and during winter, received a rating of Poor (rating 4). Consultation with key stakeholders indicated the building does not have any temperature control. The functionality assessment also saw the ventilation across the functional spaces was Average (rating 3). Key stakeholders addressed throughout consultation the insulation in the building is very poor. While the functionality assessment saw lighting throughout all spaces of the asset was considered Good (rating 2). Stakeholders envisioned the asset could potentially be rented out by other user groups, however, emphasised the need for general servicing and upgrades to make it viable for external use.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security across the functional spaces were Good (rating 2). Consultation with key stakeholders indicated the windows have been caged up and all the doors have been padlocked. The functionality assessment conducted by stakeholders also identified that the data connection points across the entirety of the building received a rating of Failed (rating 5). Consultation with key stakeholders identified the asset does not have access to an internet connection. Further analysis of the functionality assessment indicated there are limited power point outlets throughout the space, with an overall rating of Poor (rating 4). While furniture and fit–out received a rating of Average (rating 3), stakeholders voiced apprehension over inadequate storage facilities. Notably, the absence of fireproofing in the storage area was flagged as a critical concern during consultations.

Effectiveness

The functionality assessment conducted by key stakeholders identified the building is not likely to influence future design, receiving a rating of Failed (rating 5). Additionally, the building received a rating of Failed (rating 5) for its human scale and welcoming features and a rating of Poor (rating 4) for whether the building was interesting to look at and move around in. As previously discussed, the BIU Band Hall's external features, characterised by caged windows and an overall antiquated aesthetic, contribute to its unwelcoming and unappealing appearance. The external elements of the building, including the caged windows contribute to its outdated design and overall visual appeal. Further analysis of the functionality assessment indicated the views from inside of the building and the external materials used across all spaces at the BIU Band Hall were Poor (rating 4). Stakeholders indicated that while the asset serves its current purpose adequately, investing in a new building catering to the music and arts sector might be a more practical use of resources than extensive upgrades to the BIU Band Hall.

6.3.4 Utilisation

The overall utilisation of the BIU Band Hall is currently two days a week, 7% of the total available hours (Very Poor – rating 5) which is below Council's nominated benchmark of six days a week (72 hours). Consultation with key stakeholders indicated the BIU Band Hall is used an additional nine times per year to hold concerts. Key stakeholders advised the asset did open on Wednesdays prior to the Covid 19 pandemic from 4:00pm – 7:00pm, however, there is no indication this will resume. Currently the BIU Band Hall is available to the public for 72 hours a week, with the only users of the asset being the BIU Band and the Broken Hill Orchestra.

BIU Band

Key stakeholders advised the asset is currently utilised by the BIU Band for practice from 7:00 – 9:30 on Thursdays. Consultation with key stakeholders indicated the BIU currently have 15–20 members aging from 18 – 87 years of age with an even split of male and female members. Key stakeholders advised that main hall and the band storeroom are primarily utilised when they are occupying the space. It was further indicated throughout consultation that the BIU Band approximately hold five concerts a year at the BIU Band Hall where the kitchen is utilised to organise tea/coffee and snacks.

Broken Hill Orchestra

Key stakeholders advised the asset is currently utilised by the Broken Hill Orchestra for practice from 7:00pm – 9:30pm on a Tuesday. Consultation with key stakeholders indicated the Orchestra currently have 17 members as part of their group with most of the members being female. It was also identified the Orchestra holds approximately four concerts a year at the BIU Band Hall.

Consultation with key stakeholders identified concerns with the BIU Band Hall as it is difficult to share the functional spaces, as there is only capacity to host one group at a time. Consultation with key stakeholders advised that a dance group had previously attempted to utilise the hall for practice, however, this discontinued due to the hardwood floor not being suitable for use. Further consultation identified that the BIU Band Hall can be hired through Council's service desk at the Administrative Centre. However, it was articulated during discussion that the cost to hire the asset is expensive and requires users to engage a third–party security company on top of the cost to hire the hall.

It was further expressed during consultation that the idea of mixing groups within such a small space can lead to conflict and disagreement between groups. Consultation with key stakeholders identified there were no concerns with storage at the BIU Band Hall, however, if additional use' groups began utilising the hall frequently, the issue of storage would become a concern. Key stakeholders indicated a general need to upgrade the storage space for the building to be better utilised and accommodated by the groups. During consultation, both groups came to a consensus that the development of a large space specifically designed to accommodate the performing arts would be more beneficial than to upgrade the existing BIU Band Hall.

6.3.5 Community value

Overall, the community value for the BIU Band Hall is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the physical condition of the BIU Band Hall is valued lower than the services and programs offered at the asset.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with Good (rating 2) access by private vehicle and sufficient parking availability on the surrounding streets, while accessibility by active or public transport was considered Poor (rating 4). Observations during the site visit identified the asset has excellent parking, with a designated parking area provided for users of the BIU Band Hall.

Survey results, in alignment with insights from key stakeholders, underscore a consensus regarding the perceived inflexibility of the BIU Band Hall to meet future demands, receiving a rating of Poor (rating 4). Key stakeholders saw the asset's original design, tailored specifically for the BIU band and current activities, poses challenges in adapting to evolving community needs. In addition to this, key stakeholders advised the asset is difficult to share due to the limited availability of space, the inability to share the space due to noise, and the lack of storage (discussed in section 6.3.3).

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is poorly valued by the community and does not have any heritage significance and is not seen as an iconic landmark in Broken Hill. Survey results identified the asset as a place that supports the creative arts sector and as a place to support community gatherings as average. Key stakeholders indicated current use of the facility, more specifically the creative arts sector in Broken Hill has seen a decline in the past decade. Key stakeholders indicated although the asset does support this sector, a lack of interest from the younger generation has seen a slow decline of participation in music and arts. Key stakeholders also advised that a lack of music teachers in schools has also led to the disinterest of youth which key stakeholders believe is why the BIU Band and the Broken Hill Orchestra membership numbers are not recruiting younger members. Key stakeholders further indicated the BIU Band Hall costs approximately $400 to rent out, on top of council requiring users to hire security in addition to the fee of hiring the hall (as discussed in section 6.3.4).

Local empowerment

The survey results reveal a perception among key stakeholders that the BIU Band Hall is poorly valued by the community and lacks heritage significance or iconic status in Broken Hill. While identified as a hub supporting the creative arts sector and community gatherings, the survey suggests an average rating for this role. Key stakeholder's express concerns about the decline in the creative arts sector's engagement, particularly with the younger generation. A shortage of music teachers in schools and a lack of interest among youth contribute to diminishing membership numbers for groups like the BIU Band and the Broken Hill Orchestra. The associated costs, including a $400 hall rental fee plus additional expenses for security, as discussed in Section 6.3.4, are perceived as potential barriers to community involvement.

Survey results indicated key stakeholders feel the services and programs are considered Average (rating 3) for their affordability and enabling community participation. Consultation identified the BIU Band currently offer free membership with no additional costs for BIU Band Hall members to utilise the asset. Survey results also indicated community participation as whole, in particular the asset ability to promote community pride and belonging, contributing to community resilience and the promotion of community engagement and ownership, where the community has influence over its management and evolution was Poor (rating 4). Key stakeholders' expressed concerns about the decline in the creative arts sector's engagement, particularly with the younger generation. A shortage of music teachers in schools and a lack of interest among youth contribute to diminishing membership numbers for groups like the BIU Band and the Broken Hill Orchestra.

Key stakeholders indicated the space, and the services do invoke a sense of belonging, however, the asset and the services that are provided are considered Average (rating 3) in contributing to community resilience in the creative arts sector. Survey results also indicated key stakeholders feel job opportunities are Poor (rating 4) whereas results from the survey consider the learning/training opportunities are Average (rating 3). Consultation identified the asset currently accommodates volunteer organisations and therefore provides community members with learning and training opportunities, however, does not provide local job opportunities.

Health and wellbeing

Survey results paired with consultations indicate the asset is considered Good (rating 2) in supporting social cohesion and Average (rating 3) in its ability to support overall wellbeing. Current members expressed feeling welcomed and respected, fostering positive social interactions and mental health. However, survey results and consultation highlighted the asset does not provide or support any form of active lifestyles, receiving a rating of Poor (rating 4).

6.4 Optimisation Recommendations

As identified in section 6.2, the outcome of the optimisation review for the BIU Band Hall is an overall performance index of 31% which is below the Council set standard of 60% and triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the BIU Band Hall is recommended to undergo general maintenance, fix the fire escape, investigate options for additional storage and investigate relocation and integration of other community groups to utilise the BIU Band Hall as outlined in Table 6.3.

Table 6.3 BIU Band Hall – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 6.3.1)
Immediate	Repair the fire exit in the kitchen area. Undertake general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 6.3.1)
High	Consider as part of the implementation of a centralised booking system for all of Council's assets/spaces for hire. Additionally, investigate revising hire fees and requirements to improve affordability.	Utilisation (section 6.3.4)
High	Investigate feasibility of renovating the bar and kitchen areas to establish an additional storage space. This could accommodate further community groups to utilise the asset.	Functionality (section 6.3.2) Utilisation (section 6.3.4)
Low	Investigate feasibility of constructing a purpose built, multi–purpose music and arts facility that can accommodate a more diverse range of community groups. This could support the attraction of youth to the music and arts sector. In the instance where a new facility is provided Council could investigate demolishing the BIU Band Hall.	Functionality (section 6.3.2) Utilisation (section 6.3.4) Community value (section 6.3.5)

7. Broken Hill Regional Art Gallery

7.1 Overview

Broken Hill Regional art Gallery is located in the heart of Broken Hill. The structure consists of the art gallery itself, alongside what's known as Sully's Workshop. The Broken Hill regional Art Gallery originally opened in 1904 and moved into its current home a century later, in October 2004. Following a $1.7 million refurbishment that began late–2021 and re–opened its doors to the public in mid–2022. It is the oldest regional gallery in NSW and hosts a number of temporary exhibitions by local, state, and national artists. The multiple award–winning structure has been recently restored and holds extensive history behind its walls. Broken Hill Regional Art Gallery offer memberships that offer discounts to ticket prices, the gallery shop and more.

(Source: GHD)

Figure 7.1 Broken Hill Regional Art Gallery

7.2 Overall Performance Index

Table 7.1Table 7.1 presents the overall performance index for the Broken Hill Regional Art Gallery, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Broken Hill Regional Art Gallery MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Broken Hill Regional Art Gallery has not met the benchmark for physical condition, however, has met the benchmark for functionality and exceeded the benchmark for utilisation, financial value and community value. It is important to note the physical condition assessments had been completed before the current upgrades to the Broken Hill Regional Art Gallery and therefore is incorrect at the time of GHD's assessment.

As a result of the optimisation review process the overall measure for Broken Hill Regional Art Gallery is 74%. This exceeds Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is not triggered. However, based on the outcomes of the optimisation review process, recommendations have still been made to increase the assets performance (presented in section 7.4) by improving the functionality and utilisation of the asset.

It should be noted at the time of GHD's assessment, the Broken Hill Regional Art Gallery had undergone major upgrades to the asset which is not accounted for in the Physical Condition benchmark rating in Table 7.1Table 7.1. Therefore, it can be determined the Overall Measure for the Broken Hill Regional Art Gallery in Table 7.1 would be higher.

Table 7.1 Broken Hill Regional Art Gallery – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	3 – Satisfactory	64%
Functionality	25	2 – Good	2 – Good	83%
Utilisation	20	7 days a week	3 – Satisfactory	77%
Financial Value	20	3 – Moderate	2 – Minor	63%
Community Value	10	3 – Average	1 – Excellent	95%
			Overall Measure	**74%**

7.3 Detailed Assessment

7.3.1 Physical condition

The overall physical condition rating for the Broken Hill Regional Art Gallery is Satisfactory (rating 3) which currently meets the Council nominated benchmark of satisfactory (rating 3). However, it is important to note the physical condition evaluation (undertaken in 2020) for the Broken Hill Regional Art Gallery – Main Building is not reflective of the assets current physical condition (as of May 2022) with the assessment established for this portion of the building being used as a reference to its condition as of 2020 only. Whereas the physical condition assessment regarding the adjacent workshop building is reflective of its current condition as no renovations have been completed to date (as of May 2022) on this portion of the asset.

The physical condition evaluation (undertaken in 2020) indicated the structure, finishes, fittings and services of the workshop are Good (rating 2). The workshop portion of the asset appeared to be in good condition with minor defects that required minor routine maintenance along with planned cyclic inspection and maintenance to keep the section of the asset serviceable. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the recent renovations and upgrades, evident at the time of the site visit for this optimisation review, the Broken Hill Regional Art Gallery does not require renewal/replacement over the next 10 years.

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in excellent condition, with the Art Gallery main building recently undergoing refurbishment. Stakeholders noted that Council was usually responsive with general maintenance requirements, but it was more reactive than regular.

Table 7.2 provides an overview of the status of statutory compliance requirements for the Broken Hill Regional Art Gallery, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disabled access. Council estimates costs to remedy non–compliance and improve standards at the time of the assessment was $1,900,000 which was 36.1% of the asset replacement cost. However, the Broken Hill Regional Art Gallery has recently undergone an upgrade, indicating these figures are not current at the time of GHD's assessment.

Table 7.2 Broken Hill Regional Art Gallery – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

7.3.2 Financial value

The financial value of the Broken Hill Regional Art Gallery is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 7.3.1). Therefore, the renewal need of the Art Gallery Main building was Moderate (rating 3) at the time of assessment (undertaken in 2020), whereas the financial value for Sully's Workshop is Minor (rating 2).

The overall depreciation value of the asset is Minor (rating 2) coming in at 63% which meets Council's set benchmark of >20%. This outcome reflects the financial value assessment (undertaken in 2020) and does not account for the current refurbishment of the Art Gallery Main Structure.

7.3.3 Functionality

The overall functionality rating for the Broken Hill Regional Art Gallery is Good (rating 2) which meets Council nominated benchmark of Good (rating 2). This outcome indicates the Broken Hill Regional Art Gallery requires minimal improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address include ventilation, storage and the connection between the main building and the outdoor workshop.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in the Broken Hill Regional Art Gallery during both summer and winter is Good (rating 2). Key stakeholders indicated throughout consultation that a new air conditioning system was installed during the refurbishment in 2022.

Furthermore, the functionality assessment identified the ventilation and air quality across all spaces in the Broken Hill Art Gallery is Good (rating 2). Observations during the site visit identified a number of windows within the functional spaces allow for proper ventilation and adequate air quality. However, consultation with key stakeholders indicated the ventilation and air quality in the adjacent workshop was inadequate due to the lack of airflow and windows in the space.

The functionality assessment also indicated the lighting across the functional and circulation spaces is Good (rating 2). Observations during the site visit along with consultation indicated the lighting across the Art Gallery was good, with stakeholders advising they have been recently provided more autonomy to upkeep general services like lighting without council approval. Key stakeholders further indicated the general lighting across all spaces were good, especially after the refurbishment in 2022. Key stakeholders identified priority improvements to the asset include fixing the ventilation in the adjacent workshop. There were no additional aspirations regarding comfort in the Broken Hill Regional Art Gallery

Amenity

The functionality assessment indicated the specialist equipment and appliances, and the furniture and fit out throughout the functional spaces in the Broken Hill Regional Art Gallery are Excellent (rating 1). Consultation with key stakeholders identified the recent refurbishment included upgrades to the appliances, equipment and furniture throughout the main art gallery during the refurbishment. Furthermore, observation during the site visit saw the appliances, equipment and furniture and fit out in the workshop adjacent to the art gallery were sufficient, with the workshop providing users with specialist equipment and furniture that was in standard condition.

However, key stakeholders identified that storage is a major concern at the Broken Hill Regional Art Gallery. Further discussion indicated even after the refurbishment, the Gallery currently lacks storage space and is at capacity. Key stakeholders advised the need for additional storage with climate and humidity control either on site or externally in the future. Stakeholder referred to a collection facility model in Bathurst as an example of a possible solution for Broken Hill. Key stakeholders further addressed the need for an additional toilet block for the workshop, as activities are run outside of the Gallery hours which prevents users from accessing the amenities. Stakeholders advised a new toilet block has been in the budget for the past 10 years but has never eventualised. Additionally, key stakeholders advised workshop access could be positioned better with the aspiration for an alternative entrance to the structure allowing users to enter from Argent Street.

Similarly, the functionality assessment indicated the safety and security, the power supply, and the data connection points throughout the Broken Hill Regional Art Gallery is Excellent (rating 1). Observations during the site visit along with consultation identified the asset provided excellent safety and security mainly due to the asset storing valuable art works on its premises. Observations made during the site visit identified a range of power point outlets throughout all spaces of the asset. Key stakeholders also advised there is internet across all spaces throughout the Broken Hill Regional Art Gallery, including the adjacent workshop located outside.

Effectiveness

The functionality assessment indicated the character and innovation of the asset is Average (rating 3), whereas the form and internal environment, particularly the positioning of entrances, access to outdoors and legibility of the layout, is Good (rating 2). Consultation with key stakeholders and observations during the site visit identified there is a disconnect between the main building and the adjacent workshop. Stakeholders advised access to the adjacent workshop space is unclear, with stakeholders also identifying this space is not appealing and does not provide a welcoming feeling.

7.3.4 Utilisation

The overall utilisation of the Broken Hill Regional Art Gallery Main building is currently based on their operating times before the Covid 19 Pandemic as they have been closed since 2019 to complete renovations. Key stakeholders identified before the Covid 19 Pandemic the Broken Hill Regional Art gallery was open six days a week, 77% of the total available hours (Satisfactory – rating 3) which meets Council nominated benchmark of six days a week (56 hours). The Broken Hill Regional Art Gallery previously opened from 10:00am – 4:00pm Tuesday – Sunday. Current user groups include general walk-ins, and a range of school groups and community groups that occupy the adjacent workshop.

General walk–ins

Admission to the Broken Hill Regional Gallery is free with visitors able to provide donations. While stakeholders advised this has a positive effect on utilisation it does limit the ability to accurately record utilisation data. Consultation indicated the asset was previously utilised by general walk–ins throughout the entirety of opening hours (10:00am to 4:00pm). Key stakeholders advised that many of walk–in users are tourists, with approximately a 90/10 split between tourists and locals. Key stakeholders advised the Art Gallery regularly ran tours and events which contributes to attracting tourists.

Adjacent Workshop Shed

Key stakeholders advised the Broken Hill Regional Art Gallery adjacent workshop shed is currently utilised by a range of community groups. As seen in Table 7.3 a number of user groups are currently utilising the adjacent workshop with a number of ad hoc and irregular users utilising the shed at times. Key stakeholders indicated the workshop is available for hire, however, it is often neglected for afterhours use due to the lack of access to a toilet

as previously outlined in 7.3.3. Key stakeholders advised that the addition of a programs officer to manage staffing and better manage staffing of the workshop after hours to provide access to toilet facilities in the main art gallery when needed would increase the utilisation of the workshop shed, as currently after–hours programs and activities are difficult to run due to them sometimes being unsupervised.

Table 7.3 Broken Hill Regional Art Gallery –Adjacent Workshop Shed User Groups

User Groups	Number of Employees
After school Art classes	1 hour afterschool art class – 3 sessions per week Monday 3.45 – 4.15pm and 5.15 – 5.45) & Thursday 5pm – 6pm.
Education workshops	3–hour education workshops – once a week.
Full day Aboriginal education workshop	Full day Aboriginal education workshop – once a fortnight. (Fridays 9am – 4pm)
Full Saturday workshop	Full Saturday workshop – Once a month. (Random Saturday in the month (sometimes a Sunday) 10am – 4pm)
Community Committee Meeting	3–hour Community committee meeting – Once a month. (Saturday 1pm –4pm)
Ad Hoc Usage	Additional Programs that have recently run from the workshop on an ad hoc basis

Staff

The Art Gallery is a staffed facility where at least one staff member is present and utilising areas such as the offices, exhibit areas or the workshop shed during opening hours. Consultation also indicated staff utilise the storerooms across the asset for collection or for preparation of displays.

Consultation with key stakeholders also identified the potential to upgrade, and provide more seating, in the courtyard at the rear of the asset, with the opportunity for people to sit outside and utilise it when events take place at the Art Gallery. Additionally, key stakeholders advised the small outhouse, which is heritage listed, at the rear of the Art Gallery could also be upgraded.

7.3.5 Community value

Overall, the community value for the Broken Hill Regional Art Gallery is very Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated both the services and programs offered at the Broken Hill Regional Art Gallery and the physical asset itself are generally valued equally.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with adequate access by private vehicle and excellent parking availability on the surrounding streets. Observations during the site visit identified the asset has excellent parking, with a designated parking area provided for users of the Broken Hill Regional Art Gallery at the back of the gallery with additional street parking on Argent Street. Similarly, survey results saw accessibility by active or public transport as Good (rating 2).

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Good (rating 2). The current location of the Broken Hill Regional Art Gallery is in the centre of Broken Hill town centre, indicating its flexibility to adapt to future demand is excellent. Additionally, survey results indicated the assets' location in relation to its compatible land uses is Good (rating 2). Observations made during the site visit indicated the Broken Hill Regional Art Gallery is located less than a kilometre away from the Visitors Information Centre, which offer walking tours that finish at the Broken Hill Regional Art Gallery.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered to have heritage significance, receiving a rating of Excellent (rating 1) and is seen as an iconic landmark in Broken Hill, receiving a rating of Good (rating 2). Consultation with key stakeholders indicated the Broken Hill Regional Art Gallery is classified as a heritage building and is a popular destination for visitors of Broken Hill. Additionally, survey results indicated the

asset rated Excellent (rating 1) in supporting services/programs that contribute to the local Aboriginal community and enable cultural expression. Key stakeholders advised a number of Aboriginal art programs are run from the workshop, with stakeholders advising 80% of the programs and activities that are run from the workshop involve Aboriginal engagement. Further consultation indicated prior to the renovations in 2019, the Broken Hill Art Gallery also supported Aboriginal artists to apply for shows.

Additionally, survey results indicated the asset rated Excellent (rating 1) as a space that supports the creative arts sector, contributes to activated streets and open spaces and supports community gathering and events. Key stakeholders advised prior to the renovations; community events regularly occurred which drew small crowds to the Broken Hill Regional Art Gallery. Similarly, the workshop which had been open throughout the duration of the renovations and Covid 19 Pandemic supported events, with a number of school–based and Aboriginal based programs run throughout the day. Key stakeholder advised the asset supports the creative arts sector, as it enables children and adults to engage in either activities and programs, or participate in tours to appreciate local and Aboriginal artwork.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Excellent (rating 1) for their affordability and enabling community participation. Consultation identified the Broken Hill Art Gallery provides free entry into the main exhibit area. Additionally, survey results indicated community participation, in particular the asset promoting community pride and belonging and promoting community engagement and ownership, where the community has influence over its management and evolution was Excellent (rating 1). Key stakeholders indicated the Broken Hill Regional Art Gallery is primarily a destination for tourists to visit, however, it does service the wider Broken Hill Community through its offerings of activities, workshops, and events for locals to engage in. Survey results also indicated the asset Excellently (rating 1) supports local job opportunities and learning/training opportunities. Key stakeholders advised they are currently seeking additional staff to help with day to day duties.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Broken Hill Regional Art Gallery Excellently (rating 1) support social cohesion and overall wellbeing. Similarly, survey results indicated the services and programs provided at the Broken Hill Regional Art Gallery also Excellently (rating 1) promote active lifestyles. Consultation indicated users and staff feel welcomed and respected which supports social interactions and mental health. It was indicative during consultation that the asset is socially cohesive place where all residents, workers and visitors feel respected and safe regardless of age, gender, physical ability, sexual orientation, ethnicity or cultural beliefs.

7.4 Optimisation Recommendations

As identified in section 7.2, the outcome of the optimisation review for the Broken Hill Regional Art Gallery is an overall performance index of 74% which exceeds the Council set standard of 60% and does not trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Broken Hill Regional Art Gallery is recommended to undergo ongoing regular inspections and maintenance to maintain the condition of the asset. Additionally, it is recommended general upgrades to the workshop space are investigated to improve functionality as outlined in Table 7.4.

Table 7.4 Broken Hill Regional Art Gallery – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 7.3.1)
Immediate	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 7.3.1)

Priority	Recommendations	Relevant performance measure
High	Investigate feasibility of workshop upgrades to improve functionality, access, and connection to the main building. Capital works should consider the establishment of a toilet block for the use of workshop user groups. The workshop should be considered for integration with a centralised booking system.	Functionality (section 7.3.3) Utilisation (section 7.3.4) Community value (section 7.3.5)
Medium	Investigate opportunities to improve the outdoor space between the main building and the workshop. This could include removal of some parking spaces to allow for additional grassed areas and seating.	Functionality (section 7.3.3) Utilisation (section 7.3.4) Community value (section 7.3.5)
Medium	Investigate feasibility of establishing an off–site storage facility to accommodate overflow storage requirements of the gallery and its collections.	Functionality (section 7.3.3)

8. Charles Rasp Library

8.1 Overview

Charles Rasp Library is located in the centre of the city. The building is a two–story structure consisting of an amenities block, a kid and adults' section of the library and numerous other work areas. The Charles Rasp Library is a historic landmark in Broken Hill, with a masterplan and concept design for the Charles Rasp Library being approved for development late 2023. Key stakeholders advised the project would likely be split into two stages, with the library portion to be completed first, and the archives to follow as additional funding becomes available.

»NOTE: The current Charles Rasp Library upgrade is under construction. The new design incorporates all the features requested by the community in a new facility, such as improved areas for families and children. «

Consultation with key stakeholders indicated the Charles Rasp Library was one of the first public libraries in NSW and was the first children's free lending libraries in Australia. Consultation further revealed that The Broken Hill Library was opened in the 1800's and was originally located behind the current Town Hall Façade until it moved to its new position, the old fire station in 1964. Charles Rasp Library offers a range of programs and sessions to its community, with the Babies Only Bounce, Baby Bounce, Weekend Story Time and adult literacy tutor sessions on offer on a weekly basis.

(Source: GHD)

Figure 8.1 Charles Rasp Library

8.2 Overall Performance Index

Table 8.1 presents the overall performance index for the Charles Rasp Library, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Charles Rasp Library MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Charles Rasp Library has not met the benchmark for physical condition, functionality or utilisation, however, has met the benchmark for financial value and exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the Charles Rasp Library is 43%. This is below Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 8.4) should prioritise the physical condition, functionality and utilisation of the asset.

Table 8.1 Charles Rasp Library – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	4 – Poor	28%
Functionality	25	2 – Good	4 – Poor	35%
Utilisation	20	6 days a week	3 – Acceptable	75%
Financial Value	20	3 – Moderate	3 – Moderate	29%
Community Value	10	3 – Average	2 – Good	70%
			Overall Measure	**43%**

8.3 Detailed Assessment

8.3.1 Physical condition

The overall physical condition rating for the Charles Rasp Library is Poor (rating 4) which is below the Council nominated benchmark of Good (rating 2). This outcome indicates the Charles Rasp Library is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the Charles Rasp Library are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Charles Rasp Library would require renewal/replacement in 2025 at an estimated replacement cost of $190,000 (based on the At Cost Value) whereas the finishes would require renewal/replacement 2027 years at an estimated replacement cost of $340,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are becoming worn and outdated across the entirety of the structure. Stakeholders advised the current library, including the functional spaces amenities and the storage are all outdated and need complete renewal. Key stakeholders advised the construction of the new library plans is proposed for 2023. Additionally, stakeholders noted that Council was usually responsive with general maintenance requirements, but it was more reactive than regular.

Table 8.2 provides an overview of the status of statutory compliance requirements for the Charles Rasp Library, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing

identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $1,750,000 which is 50.2% of the asset replacement cost.

Table 8.2 Charles Rasp Library – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

8.3.2 Financial value

The financial value of the Charles Rasp Library is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 8.3.1). Therefore, the renewal need of the Charles Rasp Library is Moderate (rating 3)

The overall depreciation value of the asset is Moderate (rating 3) coming in at 29% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

8.3.3 Functionality

The overall functionality rating for the Charles Rasp Library is Poor (rating 4) which is below the Council nominated benchmark Good (rating 2). This outcome indicates the Charles Rasp Library requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include air conditioning, ventilation, lighting, acoustics, storage and the internal environment

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces in the Charles Rasp Library during both summer and during winter was Poor (rating 4). Consultation with key keyholders and observations made during consultation, indicated there were minimal forms of temperature adjustment across all spaces in the asset. Furthermore, the functionality assessment indicated the acoustics inside the building received a rating of Poor (rating 4). Key stakeholders identified the library does not provide an adequate shared space, indicating it's difficult to share the asset when multiple user groups are occupying functional spaces at the same time. Key stakeholders further identified there are limited private meeting rooms which limits larger groups from utilising the asset. Stakeholders indicated the proposed new library must include additional meeting rooms as users aged 10–18 do not see the existing space as suitable to meet in.

Furthermore, the functionality assessment identified the ventilation and air quality across all spaces in the Charles Rasp Library is Poor (rating 4). Observations made during the site visit alongside consultation indicated the asset had generally average ventilation due to limited openable windows throughout the asset. Additionally, the functionality assessment identified the lighting is Average (rating 3). Observations made during the site visit

identified the lighting across the asset was generally in poor condition. Key stakeholders advised the lighting throughout the asset is poor and can sometimes be considered a concern for the older demographic.

Amenity

The functionality assessment conducted by key stakeholders indicated the furniture and fit out across all spaces received a rating of Poor (rating 4). Consultation with key stakeholders indicated the limited storage is a growing concern for the library. Further discussion with key stakeholders indicated the current library collection is continuously expanding and will eventually become unsustainable to manage within the current asset. Key stakeholders indicated the plans for the proposed new library have not accounted for this need of additional storage, with several stakeholders suggesting that a centralised storage facility to house the growing archive collection would be an alternative solution that could assist not only the library, but other facilities around Broken Hill with similar concerns. Additionally, key stakeholders expressed their concerns of the front service desk and its imposing nature on patrons entering the library. It was further detailed that redesigning the entrance of the new library to provide a more welcoming feel should be a priority.

Furthermore, the functionality assessment indicated power supply across the functional spaces is Poor (rating 4). Observations made during the site visit, paired with consultation, indicated access to power points is difficult for users. Stakeholders advised the addition of tables that incorporate power point outlets would be beneficial to the library and its users. Additionally, the functionality assessment indicated the data connection points across all spaces of the Charles Rasp Library were Average (rating 3). Key stakeholders from the Charles Rasp Library advised there were available computers with internet access alongside free Wi–Fi throughout the asset. However, there was no indication of the quality of the internet connection throughout the asset

Effectiveness

The functionality assessment indicated the character and innovation of the asset, and the internal environment was considered Poor (rating 4), whereas the form and materials were considered Average (rating 3). Observations during the site visit paired with ongoing consultation identified concerns with the design of the building, the feel of the interior, the welcoming features of the building, the external materials of building and the views from inside the building. Consultation with key stakeholders indicated layout of the library is restrictive on its user groups, preventing multiple users or programs to take place at the same time. One stakeholder identified that when a functional space is being utilised by a user group or a program, the adjoining spaces are then difficult to utilise due to the noise generated and impeding on other spaces.

Additionally, observations made during the site visit identified the human scale and welcoming aspects were Average (rating 3), with spaces such as the kid's library providing a welcoming feel whereas the adults library section and the upstairs open work areas provide a dull, unwelcoming feeling. Further observations during the site visit saw the attractiveness of the interior was poor, with much of the furniture having a relatively outdated design and appeal. This was also made apparent with key stakeholders indicating the building has a relatively older and outdated appearance with concerns around the amenities and functional spaces requiring a complete refit.

8.3.4 Utilisation

The overall utilisation of the Charles Rasp Library is currently six days a week, 75% of the total available hours (Poor– rating 4) which is below the Council nominated benchmark of six days a week (56 hours). Key stakeholders advised the operating hours have returned to normal after the Covid 19 Pandemic. Currently, the Charles Rasp Library opens six days a week, from 10:00am – 6:00pm, Monday to Thursday, from 10:00am – 5:00pm on Fridays and from 10:00am – 1:00pm on Saturdays. Current user groups include general walk-ins, library run programs and library run events discussed further below.

General Walk–ins

Key stakeholders from the Charles Rasp Library advised that the asset is currently utilised for general use throughout the entirety of the day. Key stakeholders indicated patrons utilise the functional spaces for reading, loans, printing, scanning, general meeting space, Wi–Fi usage, public internet usage, public PC Internet usage, gaming computers and other general use throughout a standard day. Upon request, key stakeholders provided additional data in relation to the utilisation of the library to better indicate the number of users. Data captured from key stakeholders is addressed in Table 8.3and reflects the usage in the month of April 2020. Key stakeholders

advised during consultation they have a large range of multicultural users such as French, Maltese, Spanish and Punjabi patrons.

Key stakeholders advised that general users are juniors' and younger families and middle aged to elderly individuals. Stakeholders advised that the Charles Rasp Library is often neglected by teenagers due to the lack of meeting spaces and break out rooms as addressed in section 8.3.3. Key stakeholders advised the inclusion of additional meeting rooms would improve the utilisation of the asset, however. currently there is a lack of space to accommodate this. Key stakeholders also advised the need for additional space which would allow for computers to be better dispersed throughout the library. Additionally, stakeholders advised the inclusion of additional meeting rooms would allow for the asset to run more programs simultaneously, with stakeholders advising the current layout of the Charles Rasp Library prevents multiple user groups operating at the same time as previously mentioned in section 8.3.3.

Table 8.3 Broken Hill City Library – Usage in April 2020

Type of usage	Number of Users (Month April 2020)
Number of visitors (total)	1942
Wi–Fi internet usage	142
Public internet– usage	306
Public internet– hours	233
PRIORITY DIAP Public PC internet – usage	25
PRIORITY DIAP Public PC internet – hours	30
Gaming computers – usage	195
Gaming computers – hours	151
Justice of the Peace	14
Scanning	135
Print Management	128

Programs, Activities and Session

Key stakeholders from the Charles Rasp Library advised that the asset is utilised to offer a range of programs, activities, and sessions throughout the week which is highlighted in Table 8.4.

Table 8.4 Charles Rasp Library – List of activities and times

Programs, Activities and Session at the Charles Rasp Library	Programs times Listed During Engagement
Baby Bounce	1 hour on Monday
Baby Bounce	1 hour on Tuesday
Weekend Story Time	3 hours on Saturday
Rhyme Time	1 hour on Friday
Adult Literacy Tutor Sessions	2 hours Monday – Friday
Knit n'Yarn	2.5 hours on a Friday (time effected by Covid and wish to operate from the library again in the near future
Family and Community Services	8 Hours Monday – Friday 3 hours Saturday
Disability Story Time	Not advised
Human Book Interviews	Not advised
Imagination Library	Not advised
Author Talks	Not advised

Programs, Activities and Session at the Charles Rasp Library	Programs times Listed During Engagement
Be Connected	Not advised
Computer Club	Not advised
Chess Club	Not advised
Ad Hoc	Not advised

Staff

The Charles Rasp Library is a staffed facility where many staff members are present and utilise areas such as the offices, children's library, adult library, storerooms or staff work room during opening hours. The library currently has seven full-time and one part time employee.

Key stakeholders advised the proposed plans of the new library will hopefully address the concerns they currently have with the current Charles Rasp Library. Key stakeholders advised the primary focus of the new library is to incorporate plenty of meeting spaces, ranging from larger to small rooms to accommodate a large range of groups. Key stakeholders also advised that additional storage is crucial for the development of the new Library, with stakeholders advising if additional storage is not viable then an offsite storage facility should be found.

8.3.5 Community value

Overall, the community value for the Charles Rasp Library is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated both the services and programs offered at the Broken Hill Regional Library are valued more than the physical asset itself.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with Good (rating 2) access by private vehicle and parking availability on the surrounding streets. Similarly, survey results saw accessibility by active or public transport as Good (rating 2). Observations during the site visit indicated the asset was located centrally to Broken Hill City Centre, with landmarks such as the Town Hall Façade, Visitors Information Centre and Geo Centre located less than 500m (5–minute walk) from the Charles Rasp Library.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Average (rating 3). However, key stakeholders indicated the development of the new Library and the inclusion of additional meeting rooms, paired with likeliness of integrating the Town Hall Façade into the design indicates the library's flexibility to adapt to future demand is Good (rating 2). Key stakeholders advised the current library has no social spaces for different community groups, and therefore see the new library addressing this major concern as a positive outcome.

Social and cultural significance

Survey results suggested key stakeholders feel the physical asset is considered Average (rating 3) by the community for the assets heritage significance and as an iconic landmark in Broken Hill. Consultation with key stakeholders did indicate, however, the Charles Rasp Library was one of the first public libraries in NSW and was the first Children's library in NSW. Further consultation indicated the Charles Rasp Library moved to its current spot in 1964 and was originally the old fire station.

Additionally, survey results indicated the asset rated Average (rating 3) for services/ programs that contribute to the local Aboriginal community, multicultural community and enable cultural expression. However, key stakeholders indicated during consultation that the Charles Rasp Library actively services the Aboriginal community, with events such as NAIDOC week celebrations and Aboriginal book launches as well as regular local Aboriginal community members utilising library services. Similarly, consultation also indicated the asset services a range of multicultural community members, recognising people from a French, Maltese, Spanish, Punjabi and Tagalog background utilising the services provided at the Charles Rasp Library. Key stakeholders further advised the library offer books in a range of native languages to accommodate this, with staff even offering to obtain books if community members request them.

Additionally, survey results indicated the asset was considered Average (rating 3) as a space that supports the creative/arts sector. However, key stakeholders indicated programs and services are run to support early literacy, disability story time and previously provided a space for a knitting group. In fact, key stakeholders advised throughout consultation the asset excellently supports the creative arts sector, as it provides children, adults and physically disadvantaged people activities and programs they can engage with that promotes creative thinking and imagination.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are Excellently (rating 1) valued for their affordability and enabling community participation. Consultation identified many of the programs and services provided at the Charles Rasp Library are free, with only a small number of activities and/or services requiring monetary means. Additionally, survey results indicated community participation, in particular the asset promoting community pride and belonging and promoting community engagement and ownership, where the community has influence over its management and evolution was Good (rating 2). Key stakeholders indicated the library provides a space that offers educational services and promotes community engagement within the Broken Hill Community.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Charles Rasp Library highly support social cohesion and overall wellbeing, receiving a rating of Good (rating 2). Consultation identified the library engages with ‘Probus’ and ‘Legacy’ to provide better services to the community. Additionally, key stakeholders advised the Charles Rasp Library has engaged in ‘Beconnected’, an initiative that helps the elderly with technological questions and concerns.

It was discussed among key stakeholders that the Charles Rasp Library is undergoing a transformation from a conventional book repository to a dynamic community space. Key stakeholders are actively working towards enhancing disability support services and broadening the library's role to serve a more diverse demographic. This strategic shift is in line with the proposed new library, signalling a proactive response to evolving community needs. The library is perceived not only as a place for books but as a multifunctional community hub. Observations paired with stakeholder discussions highlighted the library’s role in promoting active lifestyles and fostering positive social interactions, contributing to mental well–being. The library's evolution reflects a contemporary trend where libraries are reimagined as inclusive spaces that offer diverse services beyond traditional book lending. This transformation positions the Charles Rasp Library as a vital resource for community connections, well–being, and overall community vibrancy.

8.4 Optimisation Recommendations

As identified in section 8.2, the outcome of the optimisation review for the Charles Rasp Library is an overall performance index of 43% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Charles Rasp Library is recommended to ensure the plans for the upgrades to the library accommodate for existing gaps as well as future trends in library use including additional storage space and meetings rooms, multi–purpose spaces and advanced technology as outlined in Table 8.5.

Table 8.5 Charles Rasp Library – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Prepare an overall Community Precinct Masterplan which would include Town Hall Façade, Broken Hill Police Station, the new Charles Rasp Library, the Civic Centre and Aged Person Rest Centre. This purpose of the Masterplan would be to support strategic decision–making and investment to improve the overall functionality and connections of the co–located spaces.	Functionality (section 8.3.3) Community value (section 8.3.5)

Priority	Recommendations	Relevant performance measure
High	Undertake planned capital works to upgrade the library including the minimum provision of: – Additional meeting space – Multi–purpose spaces – Additional storage (or alternative storage location)	Functionality (section 8.3.3) Utilisation (section 8.3.4) Community value (section 8.3.5)
High	Investigate opportunity to utilise other Council assets to accommodate library operations during renovation works, in addition to the plans for the temporary library space in the Administrative Centre. Other opportunities include: – Utilising the Aged Person Rest Centre for programs and community groups – Utilising the Alma Mechanics Institute for additional storage	Utilisation (section 8.3.4) Community value (section 8.3.5)
High	Once the renovations are complete integrate the library and its new meeting rooms and multi–purpose spaces into a centralised booking system.	Utilisation (section 8.3.4)
Medium	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 8.3.1)
Medium	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 8.3.1)
Low	Investigate the installation of an electronic board to be displayed outside of the library and display scheduled activities and programs for the upcoming week.	Utilisation (section 8.3.4) Community value (section 8.3.5)

9. Civic Centre

9.1 Overview

Broken Hill Civic Centre is located in the city centre, less than one kilometre from the Broken Hill Administrative Centre building. The Civic Centre is a double story building which includes three halls, a large stage area, an amenities block, a kitchen, and several function rooms. The Civic Centre has recently undergone redevelopment on its second floor and was closed from 2015 up until 2018. The refurbishment included a new fit out and upgrade to existing technology. The Civic Centre is utilised for larger scale events, meetings, weddings, funerals and wakes.

(Source: GHD)

Figure 9.1 Civic Centre – photo provided by BHCC

9.2 Overall Performance Index

Table 9.1 presents the overall performance index for the Civic Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Civic Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Civic Centre has not met the benchmark for functionality or utilisation, however, has exceeded the benchmark for financial value and community value.

As a result of the optimisation review process the overall measure for the Civic Centre is 62% which meets the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is not triggered. However, based on the outcomes of the optimisation review process recommendations have still been made to increase the assets performance (presented in section 9.4) prioritising functionality and utilisation of the asset.

Table 9.1 Civic Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	1 – Excellent	87%
Functionality	25	2 – Good	3 – Average	47%
Utilisation	20	7 days a week	5 – Very Poor	14%
Financial Value	20	3 – Moderate	1 – Insignificant	88%
Community Value	10	3 – Average	2 – Good	78%
			Overall Measure	**62%**

9.3 Detailed Assessment

9.3.1 Physical condition

The overall physical condition rating for the Civic Centre is Excellent (rating 1) which exceed the Council nominated benchmark of Good (rating 2). This outcome indicates the Civic Centre is in new or as new condition and only planned cyclic inspection and maintenance is required.

The physical condition evaluation (undertaken in 2020) indicates the structure of the Civic Centre is in Good (rating 2) condition whereas the finishes, fittings and services of the Civic Centre are in Excellent (rating 1) condition. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the Civic Centre does not require renewal/replacement over the next 10 years.

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally good condition with stakeholders advising the Civic Centre has recently refurbished the upstairs section of the building in 2015. Consultation with key stakeholders indicated this development included refitting the top level with new technology to ensure it could be utilised a multipurpose space. However, observations during the site visit paired with comments made during consultation indicated a number of the upstairs windows leak and the green rooms require an upgrade. Consultation with key stakeholders also indicated the landing was planned to be renovated in the near future.

Table 9.2 provides an overview of the status of statutory compliance requirements for the Civic Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $500,000 which is 2.7% of the asset replacement cost.

Table 9.2 Civic Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Yes	Compliant.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.

Topic	Characteristics	Yes/No	Comment
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

9.3.2 Financial value

The financial value of the Civic Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 9.2.1). Therefore, the renewal need of the Council Chambers is Insignificant (rating 1).

The overall depreciation value of the asset is Insignificant (rating 1) coming in at 88% which exceeds Council's set benchmark of >20%. This outcome indicates the asset does not require maintenance, refurbishment, redevelopment or disposal in the near future.

9.3.3 Functionality

The overall functionality rating for the Civic Centre is Average (rating 3) which is below the Council nominated benchmark Good (rating 2). This outcome indicates the Civic Centre requires moderate improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, specialist equipment and appliances, power supply, furniture and fit out, storage and the character and innovation.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces in the Civic Centre during both summer and winter was Average (rating 3). Consultation with key stakeholders indicated the newly refurbished functional spaces upstairs had high levels of comfort throughout the year, whereas other functional spaces, particularly the greenrooms, had no heating or air conditioning.

Furthermore, the functionality assessment indicated the acoustics across the functional spaces were Average (rating 3). Consultation with key stakeholders identified the acoustics across the functional spaces were sufficient, however concerns relating to the newly refurbished meeting rooms in the upstairs portion of the asset were mentioned due to the poor soundproofing between the two rooms. Further conversation with key stakeholders indicated only one meeting can be used at a time, due to the issues of neighbouring sound. Upon further analysis of the functionality assessment, it was identified the lighting across the functional spaces was Average (rating 3) however, it was evident from the site visit there were issues with lighting in the green rooms and on the main stage.

Amenity

The functionality assessment conducted by key stakeholders indicated the specialist appliances throughout the functional spaces received a rating of Poor (rating 4). Consultation with key stakeholders identified numerous concerns relating to the specialist equipment throughout the functional spaces. Firstly, the hearing loop in the auditorium does not work properly which was further identified as an occupational health and safety risk for people who have hearing aids. Further, discussion with key stakeholders indicated the technology that was upgraded in the upstairs meeting rooms is difficult to operate and requires staff to aid general users when using the room for meetings and gatherings. It was further advised the technology in both upstairs meeting rooms is set to be upgraded in next year's council budget. Lastly, key stakeholders advised that there is no conference equipment in the downstairs halls which means portable conference equipment is needed which is often not ideal for the purpose the room is being utilised for.

Furthermore, the functionality assessment indicated power supply across the functional spaces is Average (rating 3), whereas data and voice throughout these spaces were considered Poor (rating 4). Consultation indicated that across the upstairs foyer and the two upstairs meeting rooms there are only one power point and one data connection point per room, sometimes making it difficult for users to utilise the meeting space. Additionally, the functionality assessment indicated the furniture and fit out of the functional spaces were Poor (rating 4).

Consultation indicated the seating arrangement for functions in the auditorium need to be set up and packed away after every function. Consultation with key stakeholders identified a need for tiered retractable seating in the auditorium that is not fixed to the floor to help better facilitate large and small–scale groups utilising the auditorium on a regular basis. Further issues that were identified during consultation was a lack of the office space for staff. However, stakeholders did indicate the potential for the temporary office space to be converted into a more permanent solution.

Furthermore, the functionality assessment indicated the furniture and fit out across all spaces is Average (rating 3). Key stakeholders expressed their concerns in relation to the top floor meeting spaces not being adequately supported to host two separate meetings at the one time, as the partitions are not soundproof. Key stakeholders also advised the storage space is not sufficient for the assets purpose, with concerns specifically directed towards the storage upstairs not being suitable for all the equipment needed in the upstairs portion of the asset. Stakeholders expressed their frustrations having to set up the upstairs function rooms. Key stakeholders also advised that a lot of the equipment stored on the first floor is needed for operations on the ground floor, making it increasingly difficult to set up and pack away items for events.

Effectiveness

The functionality assessment identified the ideas around the design of the building were clear, receiving a rating of Good (rating 2). Consultation with key stakeholders identified that the asset serves the community well by providing a space that accommodates a range of different user groups across all demographics due to the assets capacity to hold larger scale events. Further observation indicated there were clear ideas behind the design of the building, as there are multiple meeting spaces for small and large events to take place. However, the issue of poor sound proofing limits the asset's ability to take advantage of the spaces equipped for meetings.

The functionality assessment indicated the asset was considered Average (rating 3) for its human scale and welcoming feel as well as the quality of the asset's external materials and detailing. Key stakeholders advised the Civic Centre had recently undergone some refurbishment. Firstly, the upstairs was refurbished in 2015 and then again in 2018. Observations made during the site visit indicated the asset did have a relatively attractive interior, with the asset providing somewhat of a welcoming feeling. The functionality assessment saw the asset was considered Average (rating 3), in terms of its logicality to move around in. However, key stakeholders advised navigating the building can be challenging for some users, with many of the signs around the asset being poorly displayed and unclear. Upon further assessment during the site visit it was evident the entrance and exits to the building and to a number of the rooms were not logically position, which again was a result of poor signage throughout the building.

Observations during the site visit identified the views from inside the building as Good (rating 2), with the top floor of the building offering large scale windows which looked out onto the Blende Street and Chloride Street. Observations made during the site visit also indicated the natural lighting into the asset was generally quite good, largely due to the scale of the available windows and open layout of the top floor of the asset. However, key stakeholders indicated the interior of the asset did have a relatively older feel in some spaces, with the green rooms requiring upgrading in the near future. However, it was made apparent during the site visit that the upstairs meeting spaces, upstairs foyer area, downstairs bathrooms and the bar area were all well maintained.

9.3.4 Utilisation

The overall utilisation of the Civic Centre is currently five days a week, 14% of the total available hours which does not meet the Council nominated benchmark of seven days a week (56 hours). Key stakeholders advised the Civic Centre is open five days a week, from 9:00am to 5:00pm and is open Friday nights, Saturdays, and Sundays for events only. Key stakeholders advised the operating hours returned to normal after the Covid 19 Pandemic. Current user groups include Civic Centre event, ad hoc bookings and staff. The Civic Centre is staffed Monday to Friday with five full-time and two part time employees.

Civic Centre

Key stakeholders from the Civic Centre advised that the asset is currently open five days a week from 9:00am – 5:00pm with the asset opening on weekends for events. Users of the asset consist of users who utilise the asset on a booking basis. Key stakeholders advised many of the bookings taken are now closer to the date due to the Covid 19 Pandemic and the uncertainty around attendance. Key stakeholders indicated many of the events that

occur at the Civic Centre are business meetings, team trainings, seminars, tradeshows, funerals, business events, productions, theatre shows, sporting awards, seniors' concerts and school formals. It was further indicated during consultation that business events, meetings and training normally occurs throughout the weekdays whereas shows and productions occur on the weekend on an ad hoc basis.

Key stakeholders advised the foyer in the Civic Centre was also previously used as a vaccination hub during the Covid 19 Pandemic. Key stakeholders indicated the Civic Centre also host events for NAIDOC week and during the Christmas period. The Civic Centre does not offer in house catering, however, have the capacity to allow private caters (mostly local businesses) to utilise the kitchen for smaller event catering, however, users mostly utilise businesses from Mildura for larger events and shows.

Key stakeholders from the Civic Centre provided an overview of the booking data from July 2018 – June 2019 and from June 2021– July 2022 to provide background information on how utilisation of the asset has changed since the Covid 19 Pandemic. According to data received the Civic Centre received a total of 93 bookings between July 2018 –June 2019. These bookings consisted of conferences, touring productions, weddings, concerts, school presentations, award nights and internal bookings. According to data received the Civic Centre had a total of 97 bookings between June 2021 – July 2022, with this portion of the data providing specific information about the number of community sector bookings and private sector bookings. Of this data, it could be seen that of the 97 bookings that took place between June 2021 –July 2022, 64 of the bookings accounted for the community sector (internal, not–for–profit, government) and 29 bookings accounted for the private sector. However, it should be noted from the information received by key stakeholders from the Civic Centre there are four bookings unaccounted for between June 2021 – July 2022.

It was noted during consultation that the Civic Centre generally does not allow recurring bookings for community groups thus enabling the spaces to be booked for ad hoc meetings and events.

9.3.5 Community value

Overall, the community value for the Civic Centre is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Civic Centre are valued more than the physical asset itself.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups and accessibility by active or public transport considered Excellent (rating 1). Whereas access by private vehicle and adequate parking availability on the surrounding streets considered Average (rating 3). Key stakeholders advised during consultation the availability of parking is often good when smaller events are occurring, however stakeholders advised when there is a larger event hosted at the Civic Centre parking availability is very poor. Further observations during the site visit identified the asset is centrally located to Broken Hill and is closely situated to a range of shops, parks and open spaces and other assets such as the Aged Person Rest Centre, Charles Rasp Library, and the Town Hall Façade.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill. Consultation with key stakeholders indicated the Civic Centre is recognised as one of the better places to hold events due to the fact it has the largest stage of any venue in town, the most experience in hosting events and its central location.

Additionally, key stakeholders indicated the services and programs offered at the Civic Centre are considered Good (rating 2) for enabling cultural expression to the local Aboriginal and multicultural communities, promoting community gatherings and events and supporting the creative arts sector. However, consultation indicated events that generate an Aboriginal community audience do not occur often. Key stakeholders advised the assets ability to hold community gatherings and events were excellent, with the purpose of the asset being to provide a space for events, meetings and activities to take place. Key stakeholders further advised famous bands and artists who come to town play at the Civic Centre while smaller events like Australia Day are celebrated through visuals and lighting on Chloride Street which key stakeholders advised normally attracts the multi–cultural demographic of

Broken Hill. Further to this, survey results indicated the asset was considered Good (rating 2) for contributing to activated streets and open spaces with the visuals and lighting that occur during events.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Good (rating 2) for their affordability and to enable community participation. However, key stakeholder made it apparent community members often have an expectation the asset will be free to utilise due to it being a Council owned and run. There was no indication during consultation however that identified the costs to hire the venue or the costs of admission to events. Survey results further indicated the Civic Centre highly supported job opportunities and learning/training opportunities, receiving a rating of Good (rating 2). Key stakeholders advised there are currently five full-time staff members and two casual staff members. However, key stakeholders indicated that job opportunities are widely available to the community with volunteer opportunities also highly sought after from staff at the Civic Centre.

Further analysis of survey results saw key stakeholders feel the services and programs are well perceived for enabling community participation, receiving a rating of Good (rating 2). Observations made during the site visit indicated there were a number of spaces for a range of meetings, events and programs to be hosted. Key stakeholders identified the vital role of the Civic Centre as a community hub, as reflected in its high rating in the community value survey. The Civic Centre stands out as a space that instils community pride and a sense of belonging among its diverse users. Notably, the Civic Centre serves as a distinctive venue where larger–scale and renowned performers have the opportunity to entertain the broader Broken Hill community, contributing to a shared sense of empowerment. Stakeholders highlighted the Civic Centre's significance in providing an inclusive social space accessible to all members of the Broken Hill community. This inclusivity extends to vulnerable groups, including children, the elderly, single–parent families, and individuals with disabilities.

Health and wellbeing

Survey results affirmed that key stakeholders believe the services and programs at the Civic Centre play a crucial role in supporting social cohesion and overall wellbeing, receiving a rating of Good (rating 2). Through consultation, it became evident that the diverse range of events, programs, and activities hosted at the Civic Centre actively encourages social interactions among community members and positively contributes to mental health improvement. However, both survey results and feedback from stakeholders indicated the Civic Centre's effectiveness in supporting active lifestyles receiving a rating of Average (rating 3). A closer look at the events and activities highlighted during the consultation revealed a gap in offerings that specifically promote physical activity across various demographics. This insight suggests an opportunity for the Civic Centre to explore and expand its programs to better address the needs and preferences of its community, with a focus on fostering active and healthy lifestyles.

9.4 Optimisation Recommendations

As identified in section 9.2, the outcome of the optimisation review for the Civic Centre is an overall performance index of 62% which is above the Council set standard of 60% and does not trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Civic Centre is recommended to undergo minor maintenance and upgrades, particularly to the green rooms and sound proofing as outlined in Table 9.3.

Table 9.3 Civic Centre– Optimisation recommendations

Priority	Recommendations	Relevant performance measure
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 9.3.1)

Priority	Recommendations	Relevant performance measure
High	Integrate the Civic Centre booking system into a centralised booking system. Investigate feasibility of allowing recurring bookings for community groups to increase utilisation of the asset. A clause could be included for such agreements that the Civic Centre reserves the right to override the booking for large events and would provide adequate notice in that instance.	Utilisation (section 9.3.4) Community value (section 9.3.5)
Medium	Undertake upgrades to the green rooms, sound proofing, signage and seating to improve functionality of the spaces.	Functionality (section 9.3.3) Utilisation (section 9.3.4)

10. Council Chambers

10.1 Overview

Broken Hill Council Chambers is located in the CBD adjacent to the Administrative Centre. This asset is a single–story building that has a modern structural design and a minimalistic interior and is utilised solely for Council services and meetings.

(Source: GHD)

Figure 10.1 Council Chambers

10.2 Overall Performance Index

Table 10.1 presents the overall performance index for the Council Chambers, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Council Chambers MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Council Chambers has not met the benchmark for utilisation, however, has met the benchmark for physical condition, functionality, financial value and community value.

As a result of the optimisation review process the overall measure for the Council Chambers is 48%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered. Based on the outcomes of the optimisation review process, recommendations have been made to increase the assets performance (presented in section 10.4) prioritising improving the physical condition, functionality and utilisation of the asset.

Table 10.1 Council Chambers – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	3 – Satisfactory	61%
Functionality	25	3 – Satisfactory	3 – Satisfactory	50%
Utilisation	20	5 days a week	5 – Very Poor	10%
Financial Value	20	3 – Moderate	2 – Minor	61%
Community Value	10	3 – Average	3 – Average	48%
			Overall Measure	**47%**

10.3 Detailed Assessment

10.3.1 Physical condition

The overall physical condition rating for the Council Chambers is Satisfactory (rating 3) which meets Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Council Chambers is in fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance required.

The physical condition evaluation (undertaken in 2020) indicates the structure of the Council Chambers is in Satisfactory condition (rating 3) whereas the finishes, fittings and services of the Council Chambers are in Good condition (rating 2). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the Council Chambers does not require renewal/replacement over the next 10 years.

Consultation with key stakeholders identified that the building was built in the 1970's for the purpose of council meetings and council related operations. Observations during the site visit alongside consultation with key stakeholders identified the finishes and fittings are in generally good condition with stakeholders advising there were no concerns to the physical condition of the asset. Key stakeholder also advised the Council Chambers building upgraded the audio/visual (AV) equipment in 2021 with the inclusion of a new drop–down projector, a large monitor and a new sound and computer system. Furthermore, stakeholders also advised that the air–conditioning unit and the velvet blinds were both replaced in 2021.

Table 10.2 provides an overview of the status of statutory compliance requirements for the Council Chambers, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $350,000 which is 23.8% of the asset replacement cost.

Table 10.2 Council Chambers – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

10.3.2 Financial value

The financial value of the Council Chambers is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 10.3.1). Therefore, the renewal need of the Council Chambers is Minor (rating 2)

The overall depreciation value of the asset is Minor (rating 2) coming in at 61% which meets Council's set benchmark of >20%. This outcome indicates the asset is unlikely to require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

10.3.3 Functionality

The overall functionality rating for the Council Chambers is Satisfactory (rating 3) which meets the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Council Chambers requires improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include safety and security, power supply, data and voice, furniture and fit out, form and materials and the Internal environment

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces in the Council Chambers during both summer and during winter was Good (rating 2). Consultation with key stakeholders did indicate the inclusion of a new air conditioning unit in 2021 has provided an added feeling of comfort throughout the asset. Furthermore, the functionality assessment indicated the acoustics across the functional spaces were Good (rating 2). Consultation with key stakeholders identified a correlation with the functionality assessment, as it was detailed that the acoustics across the functional spaces are required to be of higher quality due to the assets purpose and the nature of activity that is conducted here.

The functionality assessment further identified that the asset itself has Poor (rating 4) natural ventilation across all room types, with additional comments left from key stakeholders throughout the functionality assessment that the asset lacks natural ventilation due to the insufficient number of windows that open.

Amenity

The functionality assessment conducted by key stakeholders indicated the specialist equipment and appliances throughout the functional spaces received a rating of Good (rating 2). Additional comments throughout the functionality assessment identified that the camera and communications in the open space area of the asset were recently upgraded. The information aligns with feedback received during consultation, indicating the AV technology within the functional spaces, particularly the Council Chambers, has undergone recent upgrades to better support the facilitation of meetings. The functionality assessment conducted by key stakeholders also indicated the data connection points in the functional spaces were Poor (rating 4). Additional comments made during the functionality assessment indicated there are insignificant data connection points in the asset with the Wi–Fi Modems being in the kitchen and the cleaner's room. The functionality assessment also indicated the power supply to the functional spaces was Poor (rating 4). Key stakeholders further highlighted there are also no power points in either of the public seating areas within the asset.

Effectiveness

The functionality assessment identified the ideas around the character and innovation of the building, more specifically the ideas behind the building, the likeliness to influence future design, the look and feel of the building and the ability to express community and councils value received a rating of Average (rating 3). Upon further

discussion with key stakeholders, it was apparent the asset is rarely utilised by the general community and that the building is considered to have an outdated design. The functionality assessment highlighted specific areas of concern regarding the human scale, welcoming aspects, and the attractiveness of the interior within the Council Chambers, resulting in a rating of Poor (rating 4). Key stakeholders further emphasised these concerns during consultation, indicating the space lacks a welcoming atmosphere due to its imposing design and the dark features of the seating area. Despite these challenges, the Council Chambers received an Excellent rating (rating 1) for its clearly understandable layout in the functionality assessment. This suggests that while there are aspects of the space that could be improved for a more inviting ambiance, its overall layout is considered sufficient for its intended purposes.

10.3.4 Utilisation

The overall utilisation of the Council Chambers is currently four days a week, 10% of the total available hours (Very Poor – rating 5) which is below Council's nominated benchmark of five days a week (based on a monthly total of 191.25 hours). Key stakeholders advised the operating hours have since returned to normal after the Covid–19 Pandemic. Currently the Council Chambers is used for Council Meetings, Standing Committee Meetings, Administrative Centre Staff Overflow, Extraordinary Committee Meetings and Public Meetings.

Council Meetings

Key stakeholders advised that the asset is currently utilised monthly for Council meetings. Consultation with key stakeholders identified that these meetings occur on the last Wednesday of each month from 6:30pm – 10:30pm. These meetings occur 12 times a year to discuss business as usual.

Standing Committee Meetings

Key stakeholders advised the asset is currently utilised three times a month for Council standing committee meetings. Key stakeholders indicated these meetings occur on a Monday, Tuesday and Wednesday night from 5:30pm –6:30pm. These meetings occur on average 36 times a year.

Administrative Centre Overflow

Key stakeholders advised the asset is currently utilised by Council staff as an overflow area to host meetings when the Administrative Centre is at capacity for meeting space. Consultation with key stakeholders identified that these meetings occur approximately 12 days a month for approximately 2 – 2.5 hours a day. Therefore, the Council Chambers can be seen as accommodating council staff for meetings for 27 hours per month which accounts for approximately 13.5 days per year.

Public Hearings

Key stakeholders advised the asset is currently utilised on average once a year for public hearings. Consultation indicated these meetings could occur over a two day period for as long as 16 hours. However, these events only occur on an ad hoc basis and therefore may occur at any time throughout the year.

Extraordinary Committee Meetings

Key stakeholders advised that the asset is currently utilised on an ad hoc basis for extraordinary Council meetings. Consultation with key stakeholders identified that these meetings occur at any time throughout the year. These meetings occur on average four times a year and are used to consider urgent matters that must be dealt with prior to the next scheduled Ordinary Council Meeting.

Key stakeholders indicated additional meetings also take place throughout the year on an irregular basis, with the inclusion of public hearings that occur once a year for approximately two days (16 hours total) and extraordinary meetings which occur approximately four times throughout the year (four hours total). Consultation with key stakeholders indicated the usage of the asset is primarily for the use of council and or government. However, it was identified that the asset can be hired out to the public via the service desk at the Administrative Centre. However, consultation indicated this is uncommon due to the poor layout for general public use and the costly amount to hire. Consultation with key stakeholders indicated the Administrative Centre's service desk would be able to provide booking figures for the Council Chambers from previous years. Information provided by council staff, identifies the Council Chambers was booked 58 times during 2019, 69 times during 2020 and 75 times during 2021, indicating a gradual incline since the Covid 19 Pandemic begun in 2019. However, although not

specified during consultation, these numbers are more than likely incorporate all standard bookings made by Council for their monthly and Ad hoc meetings.

10.3.5 Community value

Overall, the community value for the Council Chambers is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the building was generally valued higher than the services and programs offered at the Council Chambers.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with Excellent (rating 1) access by private vehicle and Excellent (rating 1) parking availability on the surrounding streets. Furthermore, the survey results indicated accessibility by active or public transport is considered Excellent (rating 1). Observations during the site visit along with consultation identified users of the Council Chambers are predominantly Council staff, indicating the location of the asset being excellent as it is next door to the Administrative Centre where Council business occurs on a 9:00am –5:00pm basis (as outlined in 2.3.4). Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Poor (rating 4). Consultation indicated this is due to the asset being restricted in terms of its location to the Administrative Centre. However, observations during the site visit indicated the Council Chambers is located centrally in Broken Hill and has the capacity to provide a space for additional user groups. Though, underlying constraints are apparent with the asset holding a restrictive and formal layout which would prevent certain activities and user groups from using the asset (as discussed in 10.3.3).

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholder indicated the asset was built in the 1970's with the original purpose of the asset to hold Council Meetings and be utilised by Council staff. Despite the acknowledgement of 'The Syndicate of Seven Statues' – the original members of the Broken Hill Mining Company, located at the front of the Council Chambers Building, there was no further indication of any heritage significance of the asset. Additionally, key stakeholders indicated the services and programs offered at the Council Chambers are valued Poorly (rating 4) for enabling cultural expression to the local Aboriginal and multicultural communities and for supporting the creative arts sector. Key stakeholders advised the asset is solely used for the purpose of overflow from the Administrative Centre, monthly meetings and irregular ad hoc meetings (as outlined in 10.3.4). Survey results did however indicate the asset was rated Average (rating 3) for its ability to support community gathering and events, however key stakeholders advised although the Council Chambers can be hired out by community members, the formal setting and darker features often deters private users from utilising the asset.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are Poorly (rating 4) valued for their affordability and considered Average (rating 3) for enabling community participation. Consultation identified general community can attend monthly council meetings free of cost if they wish to, however there is a cost incurred if a private user wished to hire out the asset. Survey results also indicated key stakeholders feel job opportunities are Poor (rating 4), with stakeholders advising there are no job opportunities that directly relate to the operation of the Council Chambers. Whereas the asset rated Good (rating 2) for supporting learning/training opportunities. This appeared to be reflective of the asset being a space for monthly council meetings and a means of overflow for internal council meetings and public hearings which in perspective contribute to learning opportunities for council staff and community members.

However, in response to the asset being a space that provides community participation, more specifically a space that contributes to community resilience and contributes to the promotion of community engagement, the asset was considered Average (rating 3). Observations during the site visit, paired with consultation, however, indicated the Council Chambers building is utilised as a space that provides community members the ability to discuss with Broken Hill's decision makers (Broken Hill City Council staff) on the future of their community and empowers community to have a say in economic, social and environmental change in their community.

Health and wellbeing

Survey results indicated key stakeholders feel the asset is considered Good (rating 2) for supporting social cohesion with key stakeholders indicating the space is somewhere where all residents, workers and visitors feel respected and safe regardless of age, gender, physical ability, sexual orientation, ethnicity or cultural beliefs. This is mainly due to the space being affiliated to Broken Hill City Council where OHS practise is applied.

However, survey results and consultation indicated the asset Failed (rating 5) in its ability to support overall wellbeing and active lifestyles. The survey results are reflective of the asset being utilised for the sole purpose of administrative duties and meetings.

10.4 Optimisation Recommendations

As identified in section 10.2, the outcome of the optimisation review for the Council Chambers is an overall performance index of 47% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Council Chambers is recommended to undergo general maintenance and upgrades including refurbishment and consideration of movable seating to enable flexible use, upgrades to general features of the asset including lighter interior and upgrading chairs and inclusion of a second entry point as outlined in Table 10.3.

Table 10.3 Council Chambers – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS.	Physical condition (section 10.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 10.3.1)
High	Integrate the Council Chambers into a centralised booking system. Consider different access authorities for Council staff vs public.	Utilisation (section 10.3.4) Community value (section 10.3.5)
Medium	Undertake upgrades to the interior layout, finishes and furniture to make the space more inviting and enable flexible uses.	Functionality (section 10.3.3) Utilisation (section 10.3.4) Community value (section 10.3.5)

11. The Geo Centre

11.1 Overview

The Geo Centre, also known as the Albert Kersten Mining and Minerals Museum is located in the Broken Hill City Centre on the corner of Bromide Street and Crystal Street (Silver City Highway) as shown in Figure 11.1. The Geo Centre is owned by Broken Hill City Council on freehold land and operated by council staff with one full–time facility manager and one causal support staff.

The original heritage building was initially built in 1892 as a Bond Store with the Broken Hill City Council purchasing and restoring the building in 1986 as a community museum. As a result of the identified need for a museum dedicated to the minerals and unique geology of Broken Hill, the Albert Kersten Mining and Minerals Museum was opened in 1993 (Broken Hill City Council, n.d.). Today the Geo Centre consists of mining and mineral displays and installations, and a cellar used for collection classification and storage located in the original heritage building. There is an exhibition centre located in an additional connected extension to the original heritage building, as well as a heritage cottage located at the rear and separate to the main asset.

This asset is the only facility of its kind in Broken Hill, housing scarce and valuable minerals, and providing the local community and visitors the opportunity to learn about the rich mining and mineral history of Broken Hill. The mineral collection features a 42kg silver nugget and a range of information surrounding Broken Hill's unique geology. Consultation with the facility manager, indicated there are currently around 3,000 minerals yet to be classified and put on display, providing opportunity to update the current displays and installations.

(Source: GHD)

Figure 11.1 The Geo Centre

11.2 Overall Performance Index

Table 11.1 presents the overall performance index for the Geo Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Geo Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Geo Centre has not met the benchmark for functionality or utilisation however, it has met the benchmark for financial value and exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the Geo Centre is 57%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review, process recommendations to increase the assets performance (presented in section 11.4) should prioritise increasing the functionality and utilisation of the asset.

Table 11.1 The Geo Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Review Rating	Measure
Physical Condition	25	3 – Satisfactory	3 – Satisfactory	57%
Functionality	25	3 – Satisfactory	4 – Poor	40%
Utilisation	20	6 days a week	3 – Acceptable	71%
Financial Value	20	3 – Moderate	2 – Minor	57%
Community Value	10	3 – Average	2 – Good	76%
			Overall Measure	**57%**

11.3 Optimisation review outcomes

11.3.1 Physical condition

The overall physical condition rating for the Geo Centre is Satisfactory (rating 3) which currently meets the Council nominated benchmark. Despite this outcome the Geo Centre has significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.

The physical condition evaluation (undertaken in 2020) indicates the finishes, fittings and services of the Albert Kersten Mining and Minerals Museum (original heritage building), are in Satisfactory condition (rating 3) while the structure is in Poor condition (rating 4). However, the exhibition centre's (building extension) structure, finishes and fittings are all in Good condition (rating 2) indicating this section of the asset only requires minor routine maintenance along with planned cyclic inspection and maintenance. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Albert Kersten Mining and Minerals Museum (original heritage building) would require renewal/replacement in 2029 at an estimated replacement cost of $85,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are becoming worn and outdated, particularly in the Albert Kersten Mining and Minerals Museum (original heritage building). Stakeholders noted that Council was usually responsive with general maintenance requirements, but it was more reactive than regular.

It is also important to note the physical condition evaluation for the Heritage Cottage (although not included as a contributing factor towards this optimisation review's physical condition ratings) indicates the structure, finishes, fittings and services would all rate poorly. Based on the indicated residual life of each element of the Heritage Cottage, the finishes, fittings and services would require renewal/replacement in 2024 at a total estimated replacement cost of $51,000 (based on the At Cost Value). However, the condition of the Heritage Cottage is

reflective of its purpose at the Geo Centre, to represent a typical minor's cottage for its period. Any maintenance or renewals would need to consider this purpose and enable the ongoing preservation of this heritage building.

Table 11.2 provides an overview of the status of statutory compliance requirements for the Geo Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council estimates costs to remedy non–compliance and improve standards is $400,000 which is 14.5% of the asset replacement cost.

Table 11.2 The Geo Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	No	Emergency Evacuation Plan 2018 & WH&S audit reviewed 2018. Process maintenance required
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	Consultation and observations during site visit indicate the asset would not meet current DA standards. This means upgrades would likely be required. BHCC to follow up.

11.3.2 Financial value

The financial value of the Geo Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 11.3.1). Therefore, the renewal need of the Geo Centre is Minor (rating 2).

The overall depreciation value of the asset is Minor (rating 2) coming in at 57% which meets Council's set benchmark of >20%. This outcome indicates the asset is unlikely to require maintenance, refurbishment, redevelopment or disposal to be addressed in the near future.

11.3.3 Functionality

The overall functionality rating for the Geo Centre is Poor (rating 4) which is below the Council nominated benchmark Satisfactory (rating 3). This outcome indicates the Geo Centre requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, ventilation, lighting, equipment and appliances, storage and the connection between the main building and the outdoor space and heritage cottage.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in the Geo Centre during both summer and winter is Poor (rating 4). Key stakeholders indicated throughout the functionality assessment that a new air conditioning system was installed in 2021, however, it is now non–operational and is awaiting parts. It has been noted the environmental conditions could have been described as excellent or good between the time the new air conditioning system was installed and when it stopped working. Consultation with key stakeholders indicated the air conditioning system was currently in the process of being fixed.

Furthermore, the functionality assessment identified the ventilation and air quality across all spaces in the Geo Centre is Poor (rating 4). Observations during the site visit identified a lack of windows within the functional spaces may have accounted for the relatively low rating in this aspect of the functionality assessment. Additionally, consultation with key stakeholders indicated the ventilation and air quality in the cellar was inadequate due to the lack of airflow and windows in the space. This is a health and safety concern due to the large number of minerals that are handled in this space which expel toxins and result in a significant reduction in the air quality.

The functionality assessment also indicated the lighting across the functional and circulation spaces is Poor (rating 4). Key stakeholders indicated lighting levels are between 10 and 20 Lux which according to occupational health and safety standards, is too low and can cause issues for older visitors who are vision impaired. Consultation with key stakeholders indicated the concerns around lighting was seen as a primary issue and requires immediate attention. In addition, key stakeholders also advised the interactive system/displays have poor lighting, and the toilets operate on a motion detection timer where the lights turn off when the facilities are still in use.

According to key stakeholders, the building is becoming harder to use for the elderly and those who experience a disability. Key stakeholders identified priority improvements to the asset include fixing the lighting issues throughout the building and improving the ventilation in the downstairs storage area to enable this space to be utilised more frequently by staff.

Amenity

The functionality assessment indicated the specialist equipment and appliances throughout the functional spaces are Average (rating 3). Key stakeholders identified the audio aid for the silver tree sculpture and main projector in one of exhibit areas are currently non–functional. These issues, on top of the poor lighting throughout the building, indicate that the asset's equipment and appliances require general maintenance or renewal to improve functionality.

Similarly, the functionality assessment indicated the furniture and fit out of the Geo Centre was Poor (rating 4). Consultation identified the asset is lacking office space and does not provide staff with a designated break room. Additionally, the limited storage is a primary concern for the Geo Centre due to large scale collection of minerals that are preserved and sorted in the asset. Stakeholders also identified the need for improved storage and the need to reorganise the space to better suit the assets operations.

Effectiveness

The functionality assessment saw the character and innovation of the asset was considered Good (rating 2), however the form and internal environment, particularly the positioning of entrances, access to outdoors and legibility of the layout, is Poor (rating 4). Consultation with key stakeholders and observations during the site visit identified there is a disconnect between the main building (including the original heritage building and extension) and the heritage cottage and outdoor space at the rear. Access to the heritage cottage and outdoor space is currently through the emergency fire exit doors at the back of the exhibition centre, which is not necessarily clear to visitors and generally requires a member of staff to accompany visitors outside. Stakeholders indicated there were plans for a dedicated entrance/exit between the outdoor space and the main building at the time of the exhibition centre extension design and construction, but these plans did not eventuate. Future aspirations for the asset would be to address the disconnect between the outdoor space, heritage cottage and the main building to improve the experience for visitors and overall functionality of the asset.

11.3.4 Utilisation

The overall utilisation of the Geo Centre is currently five days a week, 71% of the total available hours (acceptable – rating 3) which is below the Council nominated benchmark of six days a week (49 hours). However, this is a result of the global Covid 19 Pandemic which has seen reduced opening hours to five days a week 10:00am – 5:00pm, Tuesday to Saturday. Prior to the this the Geo Centre's standard opening hours were six days a week, 10:00am – 5:00pm, Monday to Saturday. Current user groups include general walk-ins, school groups, community groups and exhibitors, discussed further below. Additionally, consultation indicated there were a number of tourist tour groups that visited the Geo Centre on Mondays prior to the reduced opening hours. These groups would like the Geo Centre to return to standard opening hours, however, limited staff resources may prevent occurring.

General walk–ins

Admission to the Geo Centre is free with visitors able to provide donations. While stakeholders advised this has a positive effect on utilisation it does limit the ability to accurately record utilisation data. Consultation indicated the asset is currently utilised by general walk–ins throughout the entirety of opening hours (10:00am – 5:00pm). Peak periods include school holidays with a steady flow of general walk–ins between February and November when numbers drop off before picking up again over the Christmas period. Consultation indicated general walk–ins are primarily visitors from outside of Broken Hill (estimated 89%). Prior to the global Covid–19 Pandemic the Geo Centre would receive approximately 13,000 to 16,000 visitors per year which has reduced to around 8,000 people annually.

Community groups

Key stakeholders advised the Geo Centre is currently utilised by community groups for tours (i.e., disability agency groups, personal care tours) approximately three to four times per week. Consultation indicated these tours operate anywhere from 20 minutes long for smaller groups, like personal carer tours to one hour for larger groups such as disability/aged care groups. Consultation indicated these groups often stay for a limited time only due to functionality issues, including accessibility and poor lighting, as discussed in section 11.3.3.

Exhibitions

Key stakeholders advised the exhibition centre is available and utilised on an ad hoc basis with exhibitions occurring any time over a 12-month period. Consultation indicated exhibitions can run anywhere from six weeks, for school-based exhibitions that fit in line with the school curriculum, to four months where an in house or third–party entity hosts an exhibition. Currently the exhibition centre is hosting approximately three exhibitions throughout the year. Consultation also indicated the ability to host travelling exhibitions from the Powerhouse Museum and other exhibitors has reduced due to increases in costs and decreases in funding. Additionally, observations during the site visit and consultation identified the Broken Hill Regional Art Gallery has recently undergone significant renovations and providing a larger exhibition space as an alternative.

School Based Groups

Key stakeholders advised the Geo Centre hosts a number of different school group tours approximately 10 times per year. These tours typically run for 1.5 hours. Consultation indicated this includes both local schools and schools from outside of Broken Hill, including Sydney and Adelaide. A number of schools annually visit the Geo Centre as part of their annual excursions and field trips.

Staff

The Geo Centre is a staffed facility where at least one staff member is present and utilising areas such as the office and entrance/gift shop during opening hours. Consultation also indicated staff utilise the storerooms in the cellar for classification of collection items and preparation of displays which may require staff to be in the cellar for several hours. The time in the cellar must be monitored due to functionality issues, as discussed in section 11.3.3.

11.3.5 Community value

Overall, the community value for the Geo Centre is Good (rating 2) which exceeds Council's nominated benchmark of average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Geo Centre and the physical asset itself are generally valued equally.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with excellent (rating 1) access by private vehicle and sufficient parking availability on the surrounding streets, while accessibility by active or public transport is considered average. Observations during the site visit identified the asset is around 400 meters (5 minute walk) from the train station, as well as being connected into the Broken Hill town centre pedestrian footpath network enabling walkable access to surrounding compatible land uses such as the Visitor Information Centre (located 200 meters from the Geo Centre).

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Average (rating 3). Consultation indicated this is due to constraints such as the heritage listing of the asset as well

as the sites size. Observations during the site visit identified there is rear lane access to the site and outdoor space which may allow some flexibility for future expansion or reconfiguration to improve functionality (discussed in section 11.3.3).

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill, particularly the original heritage building and minors cottage, as outlined in section 11.3.3. Consultation indicated the history of the asset aligns well with the current use as a museum. Additionally, key stakeholders indicated the services and programs offered at the Geo Centre are considered Good (rating 2) for enabling cultural expression. The asset, however, was considered Excellent (rating 1) in terms of its ability to support community gatherings and events. Consultation indicated the exhibition centre supports all artists including local and non–locals, Aboriginal, multicultural and children (schools), as well as provides a space to host gatherings and events.

Local empowerment

Survey results indicated stakeholders feel the services and programs are Excellent (rating 1) in terms of their affordability and enabling community participation. Consultation identified admission for general walk–ins are free, and there are no fees or charges for community groups to put on an exhibition. Additionally, school group tours are considered very affordable at only $3 per person. Consultation indicated providing free and/or affordable admissions empowers the community by enabling vulnerable community groups such as children, elderly, single parent families and those who experience a disability equitable access to a cultural and educational facility.

Survey results also indicated key stakeholders feel job and learning/training opportunities are Average (rating 3). Consultation identified there is currently limited staff resources with only one full-time staff and one casual staff. However, consultation indicated there is potential to provide job and learning/training opportunities through additional casual or part time staff positions, as well as partnerships with tertiary facilities to support students in relevant study or research fields and aiding in the classification of the 3,000 minerals currently unclassified in the collection.

Health and wellbeing

Survey results indicated key stakeholders feel the asset is considered Excellent (rating 1) in terms of offering a space that supports social cohesion and considered Good (rating 2) in terms of supporting programs that support overall wellbeing. Consultation indicated this is due to the welcoming nature of staff and interesting programs/activities that are on offer. However, survey results and consultation indicated the asset could improve its ability to support active lifestyles through improving functionality issues (discussed in section 11.3.3), particularly for the elderly and those who experience a disability.

11.4 Optimisation recommendations

As identified in section 11.2, the outcome of the optimisation review for the Geo Centre is an overall performance index of 57% which is below the Council set standard of 60% and triggers optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Geo Centre is recommended to undergo maintenance/renewal and the consideration of an alternative service model (i.e. co–location of a compatible use with the Geo Centre). A strategic Masterplan for the staged delivery of targeted works should be prepared to guide optimisation. Table 11.3 outlines key works required and considerations to inform the preparation of a strategic Masterplan. Alternatively, Council may choose to address each recommendation individually.

Table 11.3 The Geo Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 11.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 11.3.1)
Low	Replace or renew the fittings in the Albert Kersten Mining and Minerals Museum (original heritage building) as they approach the end of their useful life.	Physical condition (section 11.3.1)
High	Investigate the need to undertake restoration works to the finishes, fittings and services of the minor's cottage as they approach the end of their useful life. Restoration works should preserve the integrity of the heritage asset while enabling the continued access for the community as part of the museum.	Physical condition (section 11.3.1)
Immediate	Confirm air–conditioning system has been fixed and is operating at sustainable consumption levels.	Physical condition (section 11.3.1) Functionality (section 11.3.3)
Immediate	Replace/renew lighting fixtures and fittings.	Physical condition (section 11.3.1) Functionality (section 11.3.3)
High	Investigate options/viability of improving ventilation of the cellar to enable safe working environment.	Functionality (section 11.3.3) Utilisation (section 11.3.4)
High	Upgrade bathroom/toilet facilities to meet recent Disability Access (DA) compliance standards and requirements.	Functionality (section 11.3.3) Utilisation (section 11.3.4) Community value (section 11.3.5)
Medium	Revise exhibition schedule, investigate partnerships to increase utilisation of the exhibition centre and improve marketing/advertising of the exhibition centre as a hireable space for events. **Alternatively** Investigate co–location opportunities for a compatible use (i.e., tourism focused use such as the Visitor Information Centre) to accommodate part or all of the exhibition centre and increase foot traffic through the Geo Centre. This may enable the ability to share staff resources. Note: depending on the compatible use requirements the space may still be able to accommodate exhibitions.	Utilisation (section 11.3.4) Functionality (section 11.3.3)
Medium	Undertake works to improve the flow of the building and connect the inside to the outdoor area and minor's cottage.	Functionality (section 11.3.3) Community value (section 11.3.5)
Medium	Increase staff resources to enable a return to standard opening hours.	Utilisation (section 11.3.4) Community value (section 11.3.5)
High	Review viability of fees and charges of admissions for tour groups and use of the exhibition centre – set a fees and charges schedule. Fees and charges should at least cover routine inspections/maintenance requirements.	Functionality (section 11.3.3)

12. HACC Centre

12.1 Overview

The Home and Community Care (HACC) centre is located In the Broken Hill City CBD. The HACC Centre is a single-story building that accommodates a large number of meeting and activity rooms, large scale shed, amenities, office blocks, and an accessibility ramp.

(Source: GHD)

Figure 12.1 HACC Centre

12.2 Overall Performance Index

Table 12.1 presents the overall performance index for the HACC Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the HACC Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the HACC Centre has not met the benchmark for physical condition or functionality however, it has met the benchmark for utilisation, financial value and has exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the HACC Centre is 57%. This is slightly below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in Section 12.4) should prioritise the physical condition and functionality of the asset.

Table 12.1 HACC Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	3 – Satisfactory	43%
Functionality	25	2 – Good	3 – Average	56%
Utilisation	20	6 days a week	2 – Good	85%
Financial Value	20	3 – Moderate	3 – Moderate	42%
Community Value	10	3 – Average	2 – Good	66%
			Overall Measure	**57%**

12.3 Detailed Assessment

12.3.1 Physical condition

Consultation with key stakeholders identified that the original building was built in the 1900's with additional components gradually added throughout the century and it was not until 1992 that the HACC Centre was officially built. The overall physical condition rating for the HACC Centre is Satisfactory (rating 3) which is below the Council nominated benchmark of Good (rating 2). This outcome indicates the HACC Centre is in fair condition requiring minor routine maintenance along with planned cyclic inspection and maintenance.

The physical condition evaluation (undertaken in 2020) indicates the structure finishes, fittings and services of the HACC Centre are in satisfactory condition (rating 3). However, HACC Centre Old West Post Office Buildings, (now formerly known as Australian Unity), structure, finishes and fittings are all in Poor condition (rating 4) indicating this section of the asset requires significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation indicated the HACC – Big Red Shed is in Good condition (rating 2). Whereas the HACC Centre Ramp Structure is in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Table 12.2 indicates the residual life of each element of the asset at the time of the physical condition evaluation. This Table 12.2 also provides a description for each portion of the asset that requires renewal/replacement with an estimated time frame and an estimated replacement cost (based on the At Cost Value).

Table 12.2 HACC Centre – Deferral Risk Assessment

CVR Description	Required renewal/replacement year	Estimated Replacement Cost (At Cost Value)
HACC Centre – Old West Post Office – Finishes	2027	$350,000
HACC Centre – Old West Post Office – Fittings	2025	$250,000
HACC Centre – Fittings	2029	$130,000

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in generally average condition. Stakeholders advised the only concerns with the physical condition of the asset were damage to sections of the roof from a recent rain event, one of the toilets being non–functional and the issue of flooding and its impact on two storerooms in the Live Better portion of the building. Key stakeholders advised Council was usually responsive with general maintenance requirements, but it was more reactive than regular and that a regular maintenance schedule for general upkeep to the building would be ideal in the future.

Table 12.3 provides an overview of the status of statutory compliance requirements for the HACC Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards at the time of this review, further investigations are required to determine these costs.

Table 12.3 HACC Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being Updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

12.3.2 Financial value

The financial value of the HACC Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 12.2.1). As seen in Table 12.4, the renewal need for each of the HACC Centre structures are identified individually.

Table 12.4 HACC Centre – Depreciation Value Percentage and Financial Value Rating

CVR Description	Depreciation Value (% of Asset replacement cost)	Renewal Need
HACC Centre – RAMP	37%	3 – Moderate
HACC – Big Red Shed	78%	2 – Minor
HACC Centre – Old West Post Office	32%	3 – Moderate
HACC Centre	47%	3 – Moderate

The overall depreciation value of the asset is Moderate (rating 3) coming in at 42% which meets Council's set benchmark of >20%. This outcome of moderate indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

12.3.3 Functionality

The overall functionality rating for the HACC Centre is Satisfactory (rating 3) which is below the Council nominated benchmark of Good (rating 2). This outcome indicates the HACC Centre requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, data and voice, appliances, the form and materials and the internal environment.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces in the HACC Centre during both summer and winter was Good (rating 2). The functionality assessment highlighted that certain functional spaces within the HACC Centre are situated outdoors, suggesting potential challenges in adjusting comfort levels in these areas. Although discussions with key stakeholders did not specifically address the comfort of these spaces during winter and summer, onsite observations revealed the presence of several air conditioning units within the building, specifically in the functional spaces. Furthermore, the functionality assessment identified that the ventilation and air quality across all spaces in the HACC Centre were Good (rating 2). Observations during the site visit indicated that many of the functional spaces had functional windows which could be opened to allow air flow and natural ventilation into the space.

The functionality assessment also indicated the acoustics across the functional spaces were Average (rating 3). Input from stakeholders during consultations highlighted the diverse utilisation of the functional spaces within the HACC Centre, accommodating a range of activities accessible to individuals of all abilities. Stakeholders emphasised these spaces are well suited for their intended purposes. The functionality assessment aligned with

the onsite observations, as there were no apparent issues noted regarding the acoustics within the facility or external noise disturbances.

Amenity

The functionality assessment conducted by key stakeholders indicated the specialist equipment and appliances throughout the functional spaces and amenities received a rating of Average (rating 3). During discussions with key stakeholders, it was highlighted that multiple rooms within the HACC Centre are equipped with specialised tools and appliances. While stakeholders did not express any concerns about the appliances in these rooms, there was an acknowledgment that one of the disabled toilets was non–functional. Stakeholders further communicated challenges in securing a contractor to address the issue promptly.

Similarly, the functionality assessment indicated the furniture and fit out of the HACC Centre was Good (rating 2). Key stakeholders praised the excellent design of the HACC Centre, emphasising its suitability for the aged care and disability sector particularly due to its single story layout and diverse functional spaces. However, during consultations, stakeholders raised concerns about the steepness of the ramp leading from the hall to some main rooms, noting that it does not meet safety standards.

The functionality assessment indicated the safety and security aspects of the functional spaces are Good (rating 2). After further discussions with key stakeholders, it became evident the HACC Centre, considering the nature of its services and the user demographic, requires appropriate security measures, including cameras and security equipment. The functionality assessment conducted by stakeholders also highlighted an Average (rating 3) for the furniture and fit out across storage and utility spaces. During consultations, key stakeholders conveyed that the existing furniture and layout in these spaces are deemed adequate for current needs. They further suggested that with better organisation, the current setup could sufficiently support their ongoing usage. This feedback indicates a practical approach to optimising the storage and utility areas within the HACC Centre for improved functionality.

Effectiveness

The functionality assessment identified the ideas around the character and innovation of the building, more specifically the ideas behind the building and the look and feel of the building and the ability to express community and councils value, received a rating of Good (rating 2). Further consultation also indicated building and services provided by Live Better encourage members to express themselves through artistic design by displaying a range of hand–crafted art works around the asset allowing for the building to be interesting and engaging.

The functionality assessment identified that form and materials received a rating of Average (rating 3) across all spaces in the HACC Centre. Observations during the site visit indicated a generally welcoming atmosphere, especially in office spaces with updated furniture and creative designs on the walls. However, some rooms displayed an outdated design, older furniture, and visible damage to walls and ceilings. The entrances were logically positioned, ensuring good accessibility for elderly and disability users.

Additionally, the functionality assessment indicated the internal environment of the functional space, and more specifically the building being clearly understandable and having good access to the outdoors was Good (rating 2). Consultation with key stakeholders indicated the asset offers users excellent access to outdoor spaces, featuring amenities such as an outdoor pet enclosure, BBQ area, and multiple seating areas. Given that the primary user demographic comprises the elderly and those who experience a disability, the clear and understandable layout of the building aligns with its intended purpose.

12.3.4 Utilisation

The overall utilisation of the HACC Centre is currently open five days a week, 85% of the total available hours (Good – rating 2) which meets the Council nominated benchmark of six days a week (42.5 hours per week). Consultation with key stakeholders indicated the operating hours of the HACC Centre have been affected by the Covid 19 Pandemic as drop-in activities were more frequently run on weekends for their members. Key stakeholders advised drop-in sessions have begun running again on weekends, however, are less frequent and only now occur on one day of the weekend on an ad hoc basis. Current user groups of the HACC Centre include Live Better and Australian Unity.

Live Better

Key stakeholders from the HACC Centre advised that the asset is currently utilised by Live Better from 8:00am – 5:00pm on weekdays, with occasional drop-in activities run on weekends for up to six hours on either a Saturday or Sunday. It was, however, identified during consultation that these activities have become quite irregular, occurring approximately 10 times per year. Furthermore, key stakeholders indicated a range of programs and activities are run throughout the day to service the members of Live Better. Consultation with key stakeholders indicated activities such as cooking, singing, personal care training and dancing were offered. However, due to an extensive number of programs/activities, the project team requested that a detailed summary be provided for a better analysis. From the information provided, it was determined across the month of March, 379 members participated across a range of 27 accessible programs/activities. Of these 27 individual activities/programs, a totally of 235 sessions were run throughout the month.

Australian Unity

Key stakeholders from the HACC Centre advised the asset is currently utilised by Australian Unity from 8:30am – 4:30pm Monday - Friday. Key stakeholders advised Australian Unity provide home care services that aim to support the elder and or people with disabilities stay in their own homes by providing services such as learning how to clean, how to engage in personal care, providing shopping trips and engaging in outings. There was no indication throughout consultation to indicate the number of aged care workers or the number of users from the Australian Unity service.

12.3.5 Community value

Overall, the community value for the HACC Centre is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the HACC Centre were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with Average (rating 3) access by private vehicle and sufficient parking availability on site and on the surrounding streets. Survey results also indicated accessibility by active or public transport is also considered Good (rating 2). Observations during the site visit alongside consultation identified Live Better provide a transport service which picks up and drops off members as well as transporting members when they are engaging in activities that require travel. Observations during the site visit indicated there was several parking spots on the premises for staff and users.

Survey results indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Average (rating 3). Consultation indicated the Live Better portion of the building has undergone expansion in segments. Observations clarified this claim with the asset appearing to look like segments have been added to the building over time to increase the size and space of the asset. It appears, however, that there is not a much more room for expansion of the asset on the existing site. It was evident through consultation that stakeholders from Australian Unity would look to move from the HACC Centre if the opportunity presented. This is primarily due to the fact that they are in direct competition with their neighbour and the current space they occupy does not allow for expansion or meets their current operational needs.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill. Consultation indicated the asset was previously run by Home Care NSW; a Council run aged care service. Key stakeholders identified the asset is known as a place that provides services to the elderly and those who experience a disability.

Additionally, key stakeholders indicated the services and programs offered at the HACC Centre are considered Average (rating 3) for enabling cultural expression to the local Aboriginal and multicultural communities and for the asset supporting the creative arts sector. Key stakeholders advised during consultation that Live Better services a number of Aboriginal stakeholders, however, there is no specific Aboriginal or multi–cultural programs that are run. As for the asset as a space that supports community gatherings and events, the HACC Centre rated Average (rating 3). Observations during the site visit, coupled with consultation, underscored the primary objective of the

asset is to assist, organise events, and facilitate activities specifically tailored for members with disabilities or the elderly. Contrary to survey results ranking it as Average (rating 3) in supporting the creative arts sector, onsite observations revealed that Live Better significantly fosters the creative arts. The organisation runs programs enabling individuals to engage in various creative pursuits such as design, painting, cooking, dancing, and singing (as outlined in section 12.3.4).

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Average (rating 3) for their affordability and enabling community participation. Consultation revealed that programs at the HACC Centre are offered through a menu, allowing individuals to choose their preferred activities. Users can select programs within the limit of their NDIS funding. Key stakeholders emphasised the affordability of the programs, with no additional costs for utilising the HACC Centre itself. General walk–ins enjoy free admission, and community groups face no fees for organising exhibitions. School group tours are reasonably priced at $3 per person. This approach, as highlighted in the survey results, empowers the community by providing accessible cultural, educational, and supportive facilities, especially benefiting vulnerable groups such as children, the elderly, single–parent families, and individuals with disabilities. Live Better currently supports approximately 120 members in the Broken Hill community.

Survey results also indicated that key stakeholders perceive job and learning/training opportunities as Good (rating 2). However, consultation disclosed limited staff resources, with only one full–time staff member and one casual staff member. Despite this, stakeholders expressed the potential for Live Better to offer more job and learning/training opportunities. During consultation, it was revealed that Live Better is actively seeking two more team leaders and five additional disability support workers. Volunteer opportunities are consistently available for those interested in supporting elderly individuals or individuals with disabilities.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the HACC Centre are considered Good (rating 2) for supporting social cohesion and overall wellbeing. Consultation indicated this is due to everyone feeling welcomed and respected which supports social interactions and mental health. Further to this, key stakeholders advised the range of services run help to provide users with real world knowledge, for example personal care and cooking skills alongside enjoyable activities that increase mental health and overall wellbeing.

Similarly, stakeholders from Australian Unity advised the services they provide to the community similarly support users to learn how to cook, clean, shop with dementia or other illnesses. It was made apparent through observations that the users of both Australian Unity and Live Better are socially cohesive, where residents, workers and visitors feel respected and safe regardless of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs. Additionally, it was apparent the programs and services run at the HACC Centre positively contribute to the overall wellbeing and mental health of those that engage in the services provided.

Moreover, survey results indicate the asset rated Average (rating 3) for promoting active lifestyles. However, observations made during the site visit, paired with key stakeholder discussions, indicated the asset effectively supports active lifestyles, with members of the HACC Centre having the ability to engage in a multitude of activities that support active living (as outlined in section 12.3.4).

12.4 Optimisation recommendations

As identified in section 12.2, the outcome of the optimisation review for the HACC Centre is an overall performance index of 57% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the HACC Centre is recommended to undergo general maintenance and minor upgrades to improve disability access and storage as outlined in Table 12.5.

Table 12.5 HACC Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 12.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 12.3.1)
High	Undertake minor upgrades to improve disability access and bring the building up to standards, particularly the entrance ramp.	Physical condition (section 12.3.1) Functionality (section 12.3.3)
Low	Council to work with Australian Unity to identify if they would prefer to relocated and to find an alternative location that may be more suitable for their operational needs. This would open up space for Live Better to utilise the current Australian Unity space to expand its operations and/or have more storage space.	Functionality (section 12.3.3) Community Value (section 12.3.5)

13. Newmarket Raceway

13.1 Overview

Newmarket Raceway is, a greyhound racetrack, located in the Broken Hill township. This facility incorporates a number of structures, including dog starting kennels, callers' box, a photo finish tower, a club house, electricity switch room, general ground (including track, fencing and lighting), a shelter, an amenities block, a canteen, the secretary office and the new kennels. This large asset hosts several events and meetings each year, with the most prominent being the St Patricks Race club that hosts one meeting each year with nine races.

(Source: GHD)

Figure 13.1 Newmarket Raceway

13.2 Overall Performance Index

Table 13.1 presents the overall performance index for the Newmarket Raceway, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Newmarket Raceway MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Newmarket Raceway has not met the benchmark for physical condition, functionality or utilisation, however, has met the benchmark for financial value and community value.

As a result of the optimisation review process the overall measure for the Newmarket Raceway is 27%. This is well below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 13.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 13.1 Newmarket Raceway – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	25%
Functionality	25	3 – Satisfactory	4 – Poor	40%
Utilisation	20	5 days a week	5 – Very Poor	7%
Financial Value	20	3 – Moderate	3 – Moderate	25%
Community Value	10	3 – Average	3 – Average	46%
			Overall Measure	**27%**

13.3 Detailed Assessment

13.3.1 Physical condition

Consultation with key stakeholders identified that the Newmarket Raceway was built in 1974. The overall physical condition rating for the Newmarket Raceway is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Newmarket Raceway is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure finishes, fittings and services of the Newmarket Raceway – New Kennels 1982 are in Satisfactory condition (rating 3). This indicates the Newmarket Raceway – New Kennels 1982 are in fair condition, however, there are some significant defects that may require upgrades and/or substantial maintenance and higher levels of inspection to keep this section of the asset serviceable. However, Newmarket Raceway – Dog Secretary Office structure, finishes and fittings are all in Poor condition (rating 4) indicating this section of the asset requires significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure finishes, fittings and services of the Newmarket Raceway – Canteen/Ladies/Shelter are in Poor condition (rating 4). This indicates the Newmarket Raceway – Canteen/Ladies/Shelter is in poor condition with this portion of the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable. Similarly, the physical condition evaluation (undertaken in 2020) indicates the structure finishes, fittings and services of the Newmarket Raceway – Amenities (male) is in Poor condition (rating 4) with this portion of the asset also requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

Furthermore, the physical condition evaluation (undertaken in 2020) indicates the Newmarket Raceway – Shelter, electricity switch room, Clubhouse, Photo finish tower and dog starting kennels were all in Poor condition (rating 4) with these portions of the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable. In addition, the physical condition evaluation (undertaken in 2020) indicates the Newmarket Raceway – Grounds (includes track, fencing & lighting) and the Callers Box – Structure were in very Poor condition (rating 5) indicating this portion of the asset is physically unsound and/or beyond rehabilitation and renewal is required. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Table 13.2 indicates the residual life of each element of the asset at the time of the physical condition evaluation. Table 13.2 also provides a description for each portion of the asset that requires renewal/replacement with an estimated time frame and an estimated replacement cost (based on the At Cost Value).

Table 13.2 Newmarket Raceway – Deferral Risk Assessment

CVR Description	Required renewal/ replacement year	Estimated Replacement Cost (At Cost Value)	Deferred Risk
Newmarket Raceway – Callers Box – Structure	2023	$20,000	DR2
NEWMARKET RACEWAY – Grounds (includes track, fencing & lighting)	2022	$1,531,050	DR4
Newmarket Raceway – Amenities (male) – Finishes	2023	$9,800	DR5
Newmarket Raceway – Amenities (male) – Fittings	2021	$3,300	DR4
Newmarket Raceway – Amenities (male) – Services	2025	$44,000	DR3
Newmarket Raceway – Canteen/Ladies/Shelter – Finishes	2023	$12,000	DR5
Newmarket Raceway – Canteen/Ladies/Shelter – Fittings	2021	$3,900	DR4
Newmarket Raceway – Canteen/Ladies/Shelter – Services	2025	$52,000	DR3
Newmarket Raceway – Dog Secretary Office – Finishes	2022	$17,000	DR5
Newmarket Raceway – Dog Secretary Office – Fittings	2022	$5,200	DR4
Newmarket Raceway – Dog Secretary Office – Services	2025	$56,000	DR3
Newmarket Raceway – New Kennels 1982 – Fittings	2027	$7,300	DR4

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in poor condition. Observations made during the site visit, paired with stakeholder's concerns, indicated there were issues with the available toilet blocks, the age of the canteen structure and the current grandstand. However, key stakeholders advised the grandstand is in the process of being upgrade in the near future.

Table 13.3 provides an overview of the status of statutory compliance requirements for the Newmarket Raceway, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards at the time of this review. Further investigations are required to determine these costs.

Table 13.3 Statutory compliance status – Newmarket Raceway

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	No	Emergency Evacuation Plan March 2022 & WH&S audit required
Fire protection	Is the annual fire Safety Certification complete?	No	Non–compliant
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	BHCC to follow up

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Not supplied	BHCC to follow up
Electrical	Are the electrical switch boards compliant?	Not supplied	BHCC to follow up
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

13.3.2 Financial value

The financial value of the Newmarket Raceway and its structures is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 13.3.1). As seen in Table 13.4, the renewal value for each of the Newmarket Raceway structures is identified individually.

Table 13.4 Newmarket Raceway – Depreciation Value Percentage and Financial Value Rating

CVR Description	Depreciation Value (% of Asset replacement cost)	Renewal Need
Newmarket Raceway – dog starting kennels	18%	4 – Major
Newmarket Raceway – callers' box – structure	8%	4 – Major
Newmarket Raceway – Photo finish Tower (includes two sets of seating)	18%	4 – Major
Newmarket S/Ground – clubhouse (Ridus room)	28%	3 – Moderate
Newmarket Raceway – Electricity switch room	28%	3 – Moderate
Newmarket Raceway – Grounds (includes track, fencing & lighting)	8%	4 – Major
Newmarket Raceway – Shelter	23%	3 – Moderate
Newmarket Raceway – Amenities (male) – Sub Structure	22%	3 – Moderate
Newmarket Raceway – canteen/ladies/shelter – services	18%	4 – Major
Newmarket Raceway – dog secretary office – sub structure	18%	4 – Major
Newmarket Raceway – new kennels 1982 – sub structure	48%	3 – Moderate

The overall depreciation value of the asset is Moderate (rating 3) coming in at 25% which meets Council's set benchmark of >20%, however, the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

13.3.3 Functionality

The overall functionality rating for the Newmarket Raceway is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Newmarket Raceway requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, ventilation, safety and security, data and voice, furniture and fit out, the character and innovation, the form and materials and the internal environment.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the Newmarket Raceway during both summer and winter received a rating of Poor (rating 4). However, this assessment included areas which were exposed to the outdoor climate where temperature and comfort cannot be controlled, therefore effecting the overall rating. Furthermore, the functionality assessment highlighted that the ventilation, lighting, and acoustics across all functional spaces in the Newmarket Raceway received a rating of Average (rating 3). Across the amenities, however, the air quality and acoustics rated Average (rating 3) whereas the ventilation and lighting were Poor (rating 4). Stakeholders expressed concerns regarding ventilation in the amenities, insufficient lighting, and accessibility challenges for the elderly or those who experience disability. Key stakeholders expressed the need for improved ventilation and lighting, particularly for the nature of the business conducted at the raceway. Attempts to secure funding for elongated lights were reportedly unsuccessful. Moreover, stakeholders emphasised the necessity for a new toilet block and the addition of wood heaters to address heating deficiencies at the venue.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security across the functional spaces were Average (rating 3) The functionality assessment conducted by stakeholders identified the furniture and fit out, power supply, adequate appliances and specialist equipment across the functional spaces were Average (rating 3). Key stakeholder consultations revealed that safety and security aspects at the Newmarket Raceway are considered average, with many spaces requiring a key for entry. Additionally, the grandstands are currently undergoing upgrades to enhance safety and provide a more modern aesthetic. The recent refurbishment of the race caller's tower was highlighted, although stakeholders noted the overall look and feel of the raceway appeared outdated compared to the refurbished areas. The functionality assessment by stakeholders also rated data and voice elements of the functional spaces as Poor (rating 4), although there was no indication during consultation of limited internet access across the asset.

Effectiveness

The functionality assessment conducted by key stakeholders identified that the character and innovation of the functional spaces, more specifically the ideas around the design of the spaces, how interesting the spaces are to look at and move around in, the expression of council and community values and the likeliness to influence future designs were Poor (rating 4). Consultation with key stakeholders indicated the Newmarket Raceway was built in stages, indicating that some spaces are older than others.

The functionality assessment conducted by key stakeholders identified that the form and materials of the functional spaces, more specifically the human scale and feel of the spaces, the design of the functional spaces and their ability to take advantage of natural light and shelters from prevailing winds, logicality of the entrances and the external materials were Poor (rating 4). During consultation, stakeholders emphasised the Newmarket Raceway is intended to function as an outdoor activity space, however, the outdated design and the absence of structural upgrades limit its welcoming atmosphere and human scale. Stakeholders expressed that incorporating a new grandstand, along with a new canteen and amenities, would be the initial steps in upgrading the asset.

The functionality assessment conducted by key stakeholders identified that the internal environment, more specifically the views from inside the functional spaces, access and availability to the outdoors, the configuration of the building and the attractiveness of the interior were Poor (rating 4). Consultation with key stakeholders did not reflect on the rating that was provided in the functionality assessment, however upon touring the asset, it was notable that access to the outdoors from the functional spaces were good, with the views from inside the functional spaces providing clear sightline of the track.

13.3.4 Utilisation

The overall utilisation of the Newmarket Raceway is currently open on average two days a week, 7% of the total available hours (Very Poor – rating 5) which is below the Council nominated benchmark of five days a week (84 hours per week). This rating has been determined on the basis of key stakeholders advising that the Newmarket Raceway is being utilised 22 times a year for the regular race season and an additional 21 times per year for race trials. Key stakeholders advised the operating hours of the Newmarket Raceway have returned to normal after the

Covid 19 Pandemic. Broken Hill Greyhound Racing Club are currently the only user group of the Newmarket Raceway. Outside of the race season and racing trials the asset is not utilised.

Broken Hill Greyhound Racing Club

Key stakeholders from the Newmarket Raceway advised that the Broken Hill Grey Hound Racing Club currently utilised the asset approximately 22 times throughout a regular race season on a Friday and Saturday from April – November with trial racing occurring approximately 21 times a year on a Sunday from 7:30 – 9:30am. Key stakeholders advised there are currently 12 volunteers who assist with operations. Key stakeholders advised volunteers will arrive approximately three hours before a race event starts to begin setting up the venue. Stakeholders did address their concern with the limited number of volunteers and expressed their desire to attract more in the future. Key stakeholders indicated the Newmarket Raceway is utilised from 9:00am – 6:00pm during a day event and 12:00pm – 10:00pm during a standard night event on a designated Friday or Saturday. Stakeholders advised during the day events, volunteers arrive at 9:00am on the morning of race day to prepare, with the doors opening to the public at 12:30. As for a night event, stakeholders advised that staff would arrive at 12:00pm to prepare with the doors opening to the public at 4:30pm.

Key stakeholders indicated an ordinary race day would attract approximately 80–100 attendees, whereas in the warmer months 100–150 attend. During consultation it was advised that during the colder months there are typically no night races on a Friday or Saturday due to the colder weather. Stakeholders indicated general upkeep is done to preserve the grass for race days. Further comments were made that indicated the track is mowed twice a year and that prior to an event the track will be watered on a Wednesday. Key stakeholders indicated during April 2022, the Broken Hill Greyhound racing club hosted two televised events which attracted 180 attendees one weekend and 400 attendees the following weekend. It was advised that an additional four televised events are forecasted for 2022 with aspirations to host more in the future.

Additional information was provided during consultation that indicated that the goal for the Broken Hill Greyhound Racing Club is to engage in more advertising to promote events. It was further advised that the Broken Hill Greyhound racing club would be open to sharing the space with other users in order to further utilise the asset. Lastly, stakeholders advised that Greyhounds NSW funds the greyhound racing side of the operations at the Newmarket Raceway. This was seen by key stakeholders as an opportunity for Greyhound racing Australia to purchase the Newmarket Raceway based on the nature of operations currently being undertaken at the asset.

13.3.5 Community value

Overall, the community value for the Newmarket Raceway is Average (rating 3) which meets Council’s nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Newmarket Raceway were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset’s location in relation to its user groups is Average (rating 3), with access by private vehicle and parking availability on the surrounding street also seen as Average (rating 3). Survey results further saw that accessibility by active or public transport is considered Poor (rating 4). Observations from the site visit revealed that parking availability at the Newmarket Raceway was less than adequate, lacking a formal designated carpark for users. Additionally, the survey indicated an Average rating (rating 3) in terms of the asset's relation to compatible land uses. Consultation observations further pointed out the asset's isolated location on the outskirts of the north side of Broken Hill.

Survey results also highlighted that key stakeholders believe the physical asset has Good (rating 2) flexibility to adapt to future demand. The site visit and discussions during consultation confirmed the Newmarket Raceway has the potential for extension and upgrades to accommodate future usage. Stakeholders expressed openness to hiring out the space to potential users, with the possibility of Greyhound Racing NSW even considering purchasing the asset, recognising its future potential and revenue benefits for the organisation.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Average (rating 3) by the community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders advised the Newmarket Raceway was built in 1974, however there was no indication through consultation that alluded to any heritage significance of the asset or of it being an iconic landmark in Broken Hill.

Additionally, key stakeholders indicated the services and programs offered at the New Market Raceway are Poorly (rating 4) valued for enabling cultural expression to the local Aboriginal and multicultural communities and for supporting the creative arts sector. Key stakeholders emphasised the primary purpose of the Newmarket Raceway is to serve as a venue for individuals who enjoy greyhound racing in Broken Hill. Consultation revealed the Greyhound Racing Club, specifically, is committed to supporting all users of the asset, regardless of whether they are local or non–local, Aboriginal, or multicultural. The space is seen as a place to host events and provide enjoyment to people, particularly on weekends.

Survey results rated the asset as Average (rating 3) for supporting community gatherings and events. However, observations during the site visit, combined with consultation discussions, indicated that the space indeed plays a role in supporting community gatherings and events, with activities primarily taking place on weekends, especially during the warmer months.

Local empowerment

Survey results indicated key stakeholders feel the services and programs were considered Good (rating 2) for their affordability and enabling community participation. Consultation identified admission for general walk–ins are free, with stakeholders advising a fee of $5.50 was dropped eight years ago as they wanted to allow anyone to enjoy the services on offer.

Survey results also indicated key stakeholders feel job and learning/training opportunities are Average (rating 3). Consultation identified there are currently 12 volunteers who work alongside the Grey Hound Racing club to perform regular setup and pack up, canteen duties and cleaning. Key stakeholders advised there were no paid employment opportunities, however with the potential of race day numbers expanding in the future, the opportunity for volunteers to engage in work is likely.

As for community participation, the Newmarket Raceway rated Average (rating 3) for invoking a sense of pride and belonging and contributing to community resilience. Key stakeholders highlighted that the Greyhound Racing Club has a substantial number of repeat customers, indicating a strong sense of belonging among its user base. Despite survey results rating the asset Poorly (rating 4) for promoting community engagement and ownership, consultation discussions made it clear that users of the Greyhound Racing Club play a significant role in influencing its management and evolution. The introduction of additional TAB meets and events, along with televised broadcasts, emerged as key contributors to the club's revenue. This approach enables users to place bets and engage in gambling activities from various locations worldwide, showcasing a substantial level of community influence over the management and financial aspects of the Greyhound Racing Club.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Newmarket Raceway moderately support social cohesion, overall wellbeing and active lifestyles, receiving a rating of average (rating 3). Consultation revealed the Newmarket Raceway aims to provide a social experience for individuals who enjoy betting and gambling, offering a night out with friends and family. However, observations during the site visit emphasised that the facility is not well suited for elderly individuals or those with physical disabilities. Furthermore, it was noted that greyhound racing, being a controversial sport, does not support approval from all members of the community. This disagreement on the nature of the sport contributes to challenges in fostering social cohesion and overall community wellbeing.

13.4 Optimisation recommendations

As identified in section 13.2, the outcome of the optimisation review for the Newmarket Raceway is an overall performance index of 27% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the Newmarket Raceway is recommended to be sold/transferred to Greyhound Racing NSW. Alternatively, Council could choose to work with Broken Hill Grey Hound Racing Club and Greyhound Racing NSW to undertake significant maintenance and upgrades to the asset as outlined in Table 13.5.

Table 13.5 Newmarket Raceway – Optimisation recommendations

Priority	Recommendations
High	Council should investigate any opportunity to transfer the asset from Crown Lands management to either the Greyhound Club or Greyhound Racing NSW. In the instance where it is not feasible to transfer the asset Council should investigate funding partnership with Broken Hill Grey Hound Racing Club and Greyhound Racing NSW to undertake significant maintenance and upgrades to improve disability access and bring the various building up to standards, particularly the walkways and toilet blocks. Investigate opportunity to update lease arrangement, increasing the rent and/or requiring a gate fee to be charged.
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.
Medium	Integrate spaces that could be available for hire into a centralised booking system.

14. North Mine Hall (Queen Elizabeth Park)

14.1 Overview

North Mine Hall (Queen Elizabeth Park) is located within Queen Elizabeth Park. The asset includes both the single-story hall with a rear pergola and a fence. This asset is highly valued in Broken Hill due to its reception of Queen Elizabeth II on the 18th of March 1954. The visit saw the park renamed to Queen Elizabeth Park. The park serves as a neighbourhood park for surrounding residents, and it is frequently known as the main dog off leash area for Broken Hill.

(Source: GHD)

Figure 14.1 North Mine Hall

14.2 Overall Performance Index

Table 14.1 presents the overall performance index for the North Mine Hall, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the North Mine Hall MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the North Mine Hall has not met the benchmark for physical condition, functionality or utilisation, however, has met the benchmark for financial value and exceed the benchmark for community value.

As a result of the optimisation review process, the overall measure for the North Mine Hall is 39%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 14.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 14.1 North Mine Hall – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	38%
Functionality	25	3 – Satisfactory	4 – Poor	37%
Utilisation	20	5 days a week	5 – Very Poor	28%
Financial Value	20	3 – Moderate	3 – Moderate	38%
Community Value	10	3 – Average	2 – Good	69%
			Overall Measure	**39%**

14.3 Detailed Assessment

14.3.1 Physical condition

The overall physical condition rating for the North Mine Hall is Poor (rating 4) which is below Council nominated benchmark of Average (rating 3). This outcome indicates the North Mine Hall is in Poor condition with the asset requiring regular maintenance on top of planned cyclic inspections and maintenance.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the North Mine Hall are in Poor condition (rating 4). Whereas the physical condition evaluation (undertaken in 2020) indicates the North Mine Hall –Rear Pergola and Fenced area is in excellent condition (rating 1) with this portion of the asset being in new or as new condition with only planned cyclic inspection and maintenance as required. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the North Mine Hall would require renewal/replacement in 2025 at an estimated replacement cost of $15,000 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the North Mine Hall would require renewal/replacement in 2028 at an estimated replacement cost of $140,000 (based on the At Cost Value).

Observations during the site visit, alongside consultation with key stakeholders, identified the finishes and fittings are in generally poor condition with stakeholders advising there were issues with the roof leaking where the air conditioning unit is located, the exit door being faulty and opening on its own and the kitchen and toilets being of poor quality.

Table 14.2 provides an overview of the status of statutory compliance requirements for the North Mine Hall, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards at the time of this review, further investigations are required to determine these costs.

Table 14.2 North Mine Hall – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	BHCC to follow up

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Not supplied	BHCC to follow up
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

14.3.2 Financial value

The financial value of the North Mine Hall is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 14.3.1). Therefore, the renewal need of the North Mine Hall is Moderate (rating 3) while the renewal need of the North Mine Hall Rear Pergola & Fenced area is Insignificant (rating 1).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 38% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

14.3.3 Functionality

The overall functionality rating for the North Mine Hall is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the North Mine Hall requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include ventilation, acoustics, safety and security, the appliances, furniture and fit out, the character and innovation, the form and materials.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the North Mine Hall during both summer and winter, received a rating of Good (rating 2). However, the ventilation and acoustics across all functional spaces in the North Mine Hall received a rating of Poor (rating 4). Air quality and lighting across the functional spaces was considered Average (rating 3), whereas the ventilation rated Poor (rating 4). During consultations with key stakeholders, specific details regarding comfort levels inside the building were not extensively discussed. However, stakeholders expressed satisfaction with the existing air–conditioning unit, highlighting its effectiveness. Additionally, stakeholders indicated that the air quality throughout the asset is considered good, benefiting from its location behind Queen Elizabeth Dog Park. As a result, there were no apparent issues related to the comfort of the building.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security, the data connection points and the appliances and specialist equipment across the functional spaces Failed (rating 5). The functionality assessment also identified that the furniture and fit out across the functional spaces was Poor (rating 4) and the power supply across the functional spaces was Average (rating 3). In discussions with key stakeholders, it was revealed the windows of the North Mine Hall are secured with steel cages to prevent unauthorised access. However, concerns were raised about the emergency exit at the back of the hall, which reportedly does not close properly and requires a lock chain to prevent unintended opening. The functionality assessment included comments by stakeholders indicating the presence of Wi-Fi throughout the building, though the assessment itself assigned a rating of Failed (rating 5). Clarification during consultations did not provide information about the existence of an internet connection.

Further discussions with key stakeholders highlighted issues with the fit out of the kitchen and toilets, suggesting that these areas do not meet acceptable standards. Accessibility concerns were also raised, particularly regarding the stage, which is challenging to access due to a steep staircase and limited space, further combined by its current use as an overflow area for storage. The demographic of users was emphasised in these discussions, with a focus on the need for refurbishments to address accessibility and outdated features that pose challenges for specific user groups.

The functionality assessment conducted by key stakeholders identified that the furniture and fit out for the storage and utility spaces were Average (rating 3). However, consultation indicated the storage space provided was too small with the stage being utilised as an overflow area for storage from both the dementia group and the aged care group. Consultation with key stakeholders identified that additional storage is needed if the asset is to continue to be used by current and/or future groups.

Effectiveness

The functionality assessment conducted by key stakeholders identified that the character and innovation of the asset, more specifically the ideas around the design of the spaces and how interesting the spaces are to look at and move around in were Average (rating 3). Consultation with key stakeholders revealed that, despite its outdated design, the North Mine Hall is deemed to serve its intended purpose.

The functionality assessment conducted by key stakeholders identified that the form and materials of the functional spaces, more specifically the human scale and feel of the spaces was Average (rating 3). The design of the functional spaces and their ability to take advantage of natural light and shelters from prevailing winds Failed (rating 5) and the logicality of the entrances and the external materials were Poor (rating 4). Observations during the site visit identified the prevalence of steel cages around each of the windows, a poorly maintained emergency exit door and discoloured vinyl flooring.

The functionality assessment conducted by key stakeholders identified that the internal environment, more specifically the views from inside the functional spaces Failed (rating 5) and the access and availability to the outdoors, the configuration of the building and the attractiveness of the interior were Average (rating 3). Consultation with key stakeholders did not directly address the rating provided in the functionality assessment, however, upon touring the asset, it was observed that access to the outdoors from the functional spaces was consistent, if not better, than the rating suggested in the assessment. This was attributed to the North Mine Hall's location on Queen Elizabeth Dog Park. Conversely, stakeholders identified that the views from inside the building were poor, aligning with the functionality assessment rating of Poor (rating 4) as steel cages obstructed visibility to the outdoors.

14.3.4 Utilisation

The overall utilisation of the North Mine Hall is currently three days a week, 28% of the total available hours (Very Poor – rating 5) which is below the Council nominated benchmark of five days a week (60 hours per week). Key stakeholders advised the operating hours of the North Mine Hall have returned to normal after the Covid 19 Pandemic. Current user groups of the North Mine Hall are currently a Dementia Group, and an aged Care group associated to Live Better. There are no other users of the asset, and the hall is not currently available for hire due to the nature and requirements of the existing user groups.

Dementia Group

Key stakeholders from the North Mine Hall advised that the asset is currently utilised by the Dementia Group once a week on Monday from 10:00am –3:00pm. Consultation with key stakeholders indicated the Dementia group currently have 10 members and utilise the North Mine Hall as a space to host a range of activities on a Monday.

Aged Care Social Group

Key stakeholders from the North Mine Hall advised that the asset is currently utilised by the Aged Care Social Group twice a week on Tuesdays and Wednesdays from 9:00am – 3:00pm. Further discussion indicated the Aged Care Social Group will occasionally utilise the asset on additional Fridays from 9:00am – 3:00pm, however this occurs rarely. Further consultation indicated the Aged Care Social Group have approximately 30 members aged 65 to 90, predominantly female, who engage in craft activities at the hall. Consultation with key stakeholders also indicated a hairdresser operates a service from the North Mine Hall for the Aged Care Social Group.

Further discussions were made with key stakeholders about the future usage of the hall for both groups. Key stakeholders indicated it may be difficult to find alternate space in Broken Hill with the amount of open floor space needed to operate two seniors' groups. However, they would not be opposed to moving if there was an appropriate space available.

Staff

The North Mine Hall is a facility that is only staffed when either of the user groups are present and utilising the space. Consultation indicated while the asset is occupied, staff utilise all the functional spaces to host activities along with the storerooms and amenities which are utilised for storage and preparing food.

14.3.5 Community value

Overall, the community value for the North Mine Hall is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the North Mine Hall were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability on the surrounding street also seen as Good (rating 2) while accessibility by active or public transport is considered Average (rating 3). Observations made during the site visit indicated the availability of parking was adequate for the activities that are hosted with the asset providing a designated carpark for users. Key stakeholders also indicated Live Better transports users of the North Mine Hall by a community bus. Furthermore, the survey indicated the asset rated Average (rating 3) in terms of its relation to compatible land uses. Observation during consultation indicated the asset was well situated, with North Mine Hall located behind Queen Elizabeth Park.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Good (rating 2). Observations during the site visit, paired with the consultation, identified that the North Mine Hall has the capacity to extend and upgrade to accommodate future use of the asset. Consultation indicated the North Mine Hall have already recently upgraded the outside pergola area to provide users with a shelter, small herb garden and new outdoor furniture.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill. However, consultation with key stakeholders did not indicate any reasoning as to the heritage significance of the asset or it being an iconic landmark in Broken Hill.

Additionally, key stakeholders indicated the services and programs offered at the North Mine Hall are considered Average (rating 3) for enabling cultural expression to the local Aboriginal and multicultural communities and for supporting the creative arts sector. Key stakeholders advised during consultation that Live Better service a small number of Aboriginal and multicultural users, however there is no specific Aboriginal or multicultural programs that are run. As for the asset as a space that supports community gatherings and events, the North Mine Hall rated Good (rating 2). Key stakeholders advised the asset is only used to service members of Live Better, with the main function of the North Mine Hall being to provide support, run events and host activities for members who have a disability or are elderly. As outlined in section 14.3.4, the users of the asset are a dementia group and an aged care group who engage in a multitude of activities within the hall. Key stakeholders advised the North Mine Hall is also used in conjunction with the HACC Centre as an additional space to host the activities Live Better provide from the HACC Centre (as outlined in 12.3.4). Furthermore, survey results indicated the asset is considered Average (rating 3) for supporting the creative arts sector. However, key stakeholders indicated during consultation that Live Better support users with art and craft activities, through design workshops that allow users to create and sell their art works to each other.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Average (rating 3) for their affordability and ability to enable community participation. Consultation revealed that access to the North Mine Hall is free, with no indication of a booking process or hiring fee. The Aged Care Group does, however, pay a nominal weekly $10 fee to cover general expenses (e.g. tea and coffee). The local hairdresser offers a service by providing affordable haircuts to the Aged Care Group of users. There were no fees associated with the dementia group using the North Mine Hall, and admission for general walk–ins is free, with a $5.50 fee dropped eight years ago to make the services more accessible.

In terms of job and learning/training opportunities, survey results indicated key stakeholders felt these were Average (rating 3). Consultation identified that the Aged Care Social Group has four permanent part–time staff, while the Dementia Group has two support staff and three volunteers. Live Better, which manages the facility, is always looking to take on more staff and gain volunteers.

Regarding community participation, the North Mine Hall was rated Good (rating 2) for invoking a sense of pride and belonging and contributing to community resilience. Key stakeholders mentioned that Live Better's services at the North Mine Hall create a sense of belonging among users, bringing people together, allowing them to communicate with likeminded people, and fostering a sense of belonging to a group regardless of age or ability.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the North Mine Hall were considered Excellent (rating 1) for supporting social cohesion and overall wellbeing. Consultation emphasised that the services provided at the North Mine Hall aim to encourage the elderly and those who experience a disability to engage in activities with likeminded people. Key stakeholders expressed that Live Better's services are addressing a significant need for disability services in Broken Hill, adding a valuable service to the community.

14.4 Optimisation Recommendations

As identified in section 14.2, the outcome of the optimisation review for the North Mine Hall is an overall performance index of 39% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the North Mine Hall is recommended to undertake required maintenance and upgrades and establish a revised lease agreement as outlined in Table 14.3

Table 14.3 North Mine Hall – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
High	Council to undertake significant capital works to bring the asset up to standard, particularly the toilets and emergency exit.	Physical condition (14.3.1) Functionality (14.3.3)
High	Review and revise lease arrangement with Live Better. Implement fees for use of the asset. Alternatively, if Live Better chose to vacate the asset integrate it into a centralised booking system as a hall for hire.	Financial value (section 14.3.2) Utilisation (section 14.3.4)
High	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 14.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 14.3.1)

15. South Community Centre

15.1 Overview

The South Community Centre is located on the southern side of Broken Hill adjacent to Patton Park and Alma Mechanics Institute. This centre is a single story facility that consists of the South Community Centre Library and Playtime Preschool. In addition, there is an adjacent storage shed used by Playtime Preschool.

(Source: GHD)

Figure 15.1 South Community Centre

15.2 Overall Performance Index

Table 15.1 presents the overall performance index for the South Community Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the South Community Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the South Community Centre has not met the benchmark for physical condition and functionality, however, has met the benchmark for financial value and exceeds the benchmark for utilisation and community value.

As a result of the optimisation review process the overall measure for the South Community Centre is 46%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 15.4) should prioritise increasing the functionality and utilisation of the asset.

Table 15.1 South Community Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	32%
Functionality	25	3 – Satisfactory	4 – Poor	24%
Utilisation	20	5 days a week	2 – Good	90%
Financial Value	20	3 – Moderate	3 – Moderate	31%
Community Value	10	3 – Average	2 – Good	79%
			Overall Measure	**46%**

15.3 Detailed Assessment

15.3.1 Physical Condition

The overall physical condition rating for the South Community Centre is Poor (rating 4) which is below Councils nominated benchmark of Average (rating 3). This outcome indicates the South Community Centre is in poor condition requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the South Community Centre are in Poor condition (rating 4). Additionally, Playtime Preschool's onsite storage shed is in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the South Community Centre would require renewal/replacement in 2026 at an estimated replacement cost of $130,000 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the South Community Centre would require renewal/replacement in 2027 at an estimated replacement cost of $230,000 (based on the At Cost Value).

Observations during the site visit, alongside consultation with key stakeholders, identified the finishes and fittings are in generally average condition with stakeholders advising there were minor issues with the asset. Key stakeholders identified concerns with the flooring in the South Community Centre needing replacement, the wooden doors around the asset needing replacing and a portion of Playtime Preschool's back wall in the outdoor play area being damaged from the recent toilet block installed in Patton Park.

Table 15.2 provides an overview of the status of statutory compliance requirements for the South Community Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards

Table 15.2 South Community Centre – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	No	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

15.3.2 Financial value

The financial value of the South Community Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 15.3.1). Therefore, the renewal need of the South Community Centre is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 31% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

15.3.3 Functionality

The overall functionality rating for the South Community Centre is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the South Community Centre requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, ventilation, Safety and Security lighting, data and voice, storage, the character and innovation, the form and materials and the internal environment.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the South Community Centre during both summer and winter, received a rating of Poor (rating 4). Key stakeholders indicated the air conditioning, especially the heating in the Playtime Preschool was poor. Key stakeholders occupying the South Community Centre Library further indicated their concerns with the air conditioning, as the temperature cannot be adjusted, and the timer cannot be changed as it is operated externally by Council. Key stakeholders also advised that the gas to the heating runs out often.

Furthermore, the functionality assessment highlighted that the ventilation, air quality, acoustics, and lighting across all functional spaces in the South Community Centre were Poor (rating 4). Key stakeholders occupying the South Community Centre Library highlighted concerns about ventilation, citing the front and back doors as the sole source of ventilation. They noted the windows are not frequently opened due to difficulties in their operation. Stakeholders also mentioned the air quality in this part of the asset was average. Despite the functionality assessment rating ventilation and air quality as Poor (rating 4), onsite observations during the visit indicated that ventilation and air quality inside Playtime Preschool were at an acceptable standard. Many rooms in Playtime Preschool had accessible windows, and the main functional space had adequate ventilation with a large door leading to the outside play area. However, some offices were observed to be poorly ventilated, with tight, compact rooms contributing to poor air quality.

Observations during the site visit also noted that lighting across the spaces was generally poor. While the main functional space provided sufficient lighting, many office and amenity spaces were observed to lack adequate lighting.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security, power supply, appliances and the furniture and fit out across the functional spaces were Poor (rating 4). Key stakeholders from the South Community Library indicated the safety and security of the asset is average with stakeholders indicating there are no security systems in place with keys to the front entrance being the only security measure. Key stakeholders from the South Community Library further identified there is only way in and out to this portion of the

asset and that there is no emergency exit which is a safety concern. As for Playtime Preschool, key stakeholders advised they had a few break ins in 2017 which led to the implementation of steel cages around the windows of the asset. Furthermore, key stakeholder across the South Community Library and Playtime Preschool indicated the data connection points across the asset were poor. Key stakeholders indicated the internet connection throughout the preschool was inadequate and advised better Wi–Fi coverage would be more suitable. Key stakeholders from the South Community Centre Library advised there originally was internet for the computers, however prior to the Covid 19 pandemic the internet was disconnected.

The functionality assessment conducted by key stakeholders identified the furniture and fit out of the asset was Poor (rating 4). Key stakeholders from Playtime Preschool raised concerns about the condition of the floors, noting that they date back to the 1950s and are in poor condition, requiring upgrading. Additionally, stakeholders highlighted issues with many wooden doors, citing poor functionality and difficulties in locking properly. Moreover, stakeholders emphasised a substantial wait list for children aged 2–3, advocating for the need of additional space to accommodate more students. Storage was identified as a significant concern, with stakeholders expressing the need for additional storage in the future. Stakeholders from the South Community Centre Library, however, mentioned the current furniture and fit out are suitable for the existing user groups. They did however note that if additional and more dynamic user groups were to utilise the asset in its current state, it may not provide the required level of accessibility.

The functionality assessment conducted by key stakeholders identified the data connection points across all spaces of the asset Failed (rating 5). Consultation with key stakeholders revealed insufficient data connection points in both the South Community Centre Library and Playtime Preschool. Stakeholders from the South Community Centre Library indicated a need for additional power points, especially if future user groups are to utilise the facility. They further noted the current reliance on multiple extension cords within the South Community Centre Library, which could pose a trip hazard. In Playtime Preschool, key stakeholders expressed concerns about certain power points leaking green liquid, suggesting a potential reaction between PVC piping and copper. Stakeholders acknowledged these concerns and shared that they avoid using those specific power points whenever possible.

Effectiveness

The functionality assessment conducted by key stakeholders identified that the character and innovation of the whole asset, more specifically the ideas around the design of the spaces and how interesting the spaces are to look at and move around in were Poor (rating 4). Similarly, key stakeholders identified the form and materials of all spaces across the asset, more specifically the human scale and feel of the spaces and the internal environment, for example the views from inside the asset, access and availability to the outdoors, the configuration of the building and the attractiveness of the interior were Poor (rating 4). Observations during the site visit, along with input from key stakeholders, highlighted the diverse nature of the functional spaces within the South Community Centre, particularly in the Playtime Preschool classroom area. Recent improvements in furniture and visual aesthetics were noted, creating an engaging environment for users. However, some offices and amenity spaces showed signs of neglect.

Key stakeholders from the South Community Centre Library emphasised the positive character and innovation within the library section, describing it as interesting and user friendly. Despite an unappealing external appearance, the interior, especially the bookshelves, was considered welcoming and homely. Entrances to both Playtime Preschool and the South Community Centre Library were logically arranged, with clear signage distinguishing between the two sections. Natural lighting and shelter varied between the South Community Centre Library and Playtime Preschool. The South Community Centre Library experienced more natural light and wind protection, while Playtime Preschool's entrance, situated in a breezeway, offered increased natural lighting but less protection from the wind.

Observations and stakeholder feedback suggested that manoeuvring through Playtime Preschool and South Community Centre Library was straightforward and understandable. However, the attractiveness of the interior functional spaces were deemed Poor (rating 4).

15.3.4 Utilisation

The overall utilisation of the South Community Centre is currently five days a week, 90% of the total available hours (Good – rating 2) which meets the Council nominated benchmark of five days a week (42.5 hours per week).

Key stakeholders advised the South Community Centre has two separately run spaces, with the main section operating as Playtime Preschool. Key stakeholders advised that Playtime Preschool is often additionally utilised on Saturdays to perform administrative duties.

Key stakeholders advised that the South Community Library Centre is utilised by numerous organisations to host meetings, services and programs. Key stakeholders advised the operating hours of Playtime Preschool have returned to normal after the Covid 19 Pandemic, whereas the South Community Centre Library was utilised more frequently prior to the Covid 19 Pandemic, with addition user groups utilising the library on an additional Thursday throughout the week. The Patton Village Society and the Country Women's Association are current user groups of the South Community Centre Library.

Playtime Preschool

Key stakeholders from the South Community Centre advised that the asset is currently utilised for general day care throughout the entirety of the day. Consultation with key stakeholders identified that Playtime Preschool centre is open from 8:00am – 4:30pm Monday - Friday. Key stakeholders advised that on Mondays and Tuesdays the centre provides services to four-year old's, on Wednesday the centre provides support to children aged two to five years old and on Thursday and Friday the Centre provides support for three year olds. Stakeholders advised that Playtime Preschool staff also attend on Saturdays for three hours to perform administrative duties. Key stakeholders advised that currently there are 64 children that attend the preschool throughout the week, with 17.5% of these children identifying as Aboriginal and/or Torres Strait Islander. Consultation with key stakeholders also advised during consultation that there is a wait list of approximately 67 children, mainly two and three year olds. Consultation with key stakeholders also indicated that there is a need for additional storage and functional space. The Playtime Preschool Centre expressed interest in utilising the South Community Library as an additional room to operate from which would allow for many of the children on the wait list to be accommodated for.

Patton Village Association

Key stakeholders advised before the Covid 19 Pandemic the asset was being utilised regularly by the Patton Village Association. This usage has dropped off since the pandemic.

Stakeholders advised the current users of the asset associated with the Patton Village Association are the Board Game group and Patton Village Association committee members. The Boardgame Group currently utilise the asset for two hours on a Tuesday night. The Patton Village Association have approximately 8–10 committee members who hold committee meetings approximately six times per year for two hours per meeting. Stakeholders advised these meetings are generally ad hoc and only occur on a need's basis. In addition, there is also the ability to have ad hoc workshops facilitated by a range of users.

Stakeholders also advised a computer club was utilising the asset after school for four hours on a Thursday and approximately six hours on a Sunday, but this is no longer the case.

Furthermore, key stakeholders advised there is an opportunity to better incorporate the South Community Centre Library and the surrounding environment into a precinct that supports the community and the availability to utilise the space in South Broken Hill better. Key stakeholders suggested moving the carpark behind the Playtime Preschool Centre and integrate the thoroughfare between the South Community Centre Library and the preschool into a better connected space through to Patton Park. This would create an open space precinct plan that would provide the Broken Hill community with a well connected space for the south side of Broken Hill.

Country Women's Association

Key stakeholders from the Country Women's Association indicated they utilise the South Community Centre Library on average six times a month for three hours. Of these six visits, activities consist of monthly meetings that occur on the first and last Monday of the month. These meetings consist of general discussion between the group and a group dinner. Additional activities include subcommittee meetings that occur 2–3 times a month and craft days which occur on an ad hoc basis approximately twice throughout the month. Key stakeholders advised the Country Women's Association currently have 35 female members, with approximately 25 members who attend each meeting consistently. Key stakeholders advised the kitchen is predominantly utilised to prepare food and organise tea and coffee for each of the events that take place.

Staff

The Playtime Preschool is a facility that is staffed Monday to Friday, with key stakeholders advising staff occasionally perform administrative duties on Saturdays. Key stakeholders indicated staff utilise all the functional spaces throughout the day along with the storerooms and amenities which are utilised for storage and preparing food and drinks for the children.

15.3.5 Community value

Overall, the community value for the South Community Centre is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the South Community Centre were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with access by private vehicle and parking availability also seen as Excellent (rating 1). Similarly, survey results also indicate the accessibility by active or public transport is considered Excellent (rating 1). Observations during the site visit indicated that there is sufficient parking available for users of the South Community Centre, with both a designated parking area and ample street parking. The asset's strategic location is well suited to its target demographic, with Alma Public School only 100 meters away (2–minute walk). Additionally, Bells Milk Bar is located across the road, the South Sports and Recreational Centre is within 500 meters (5–minute walk), and Patton Park is situated adjacent to the South Community Centre. Feedback from key stakeholders emphasised the convenience of the preschool's location for families, especially with Alma Public School just across the road, facilitating easy pick–up and drop–off for parents.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Good (rating 2). Consultation with key stakeholders indicated the South Community Centre, more specifically the preschool could improve their services by acquiring the South Community Centre Library during the day to service more children aged two to three years old on the current waiting list (as outlined in section 15.3.3). Key stakeholders highlighted the potential for expanding Playtime Preschool to include additional classrooms or to repurpose the space for community gardening. However, they emphasised the importance of ensuring safety, considering the condemned status of the park at the back due to potential lead contamination. Members of the Patton Village Association proposed the idea of creating a precinct along Patton Park, integrating surrounding facilities and infrastructure into a cohesive area to enhance the South Side of Broken Hill. This vision includes repurposing the South Community Centre Library into a community centre closely linked with the Alma Mechanics Institute, Patton Park, and surrounding infrastructure to boost the activation of the entire area.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Average (rating 3) by the community for its heritage significance and as an iconic landmark in Broken Hill. Additionally, services and programs offered at the South Community Centre were also considered Average (rating 3) for enabling cultural expression to the local Aboriginal communities, whereas was considered Good (rating 2) for enabling cultural expression to multicultural communities and for the asset supporting the creative arts sector. Consultation revealed strong connections between Playtime Preschool and the local multicultural and Aboriginal communities in Broken Hill. Key stakeholders reported that 17% of preschool students are Aboriginal and/or Torres Strait Islander, and efforts have been made to enhance accessibility through a bus service for students who face transportation challenges.

Survey results indicated an Excellent rating (rating 1) for the South Community Centre Library as a space supporting community gatherings and events. Key stakeholders mentioned collaborations with the Country Women's Association and the Patton Village Association, providing diverse services for various demographics, from the elderly to board game enthusiasts. Before the Covid–19 pandemic, the Patton Village Association offered computer and electronic game services on Thursday nights for children from families facing financial difficulties.

Moreover, survey results reflected a Good rating (rating 2) for supporting the creative/arts sector in the South Community Centre. Key stakeholders confirmed this, with the Patton Village Association hosting arts and crafts

workshops at the South Community Centre Library throughout the year. Playtime Preschool also engages students in a variety of arts and craft activities, as evidenced by the decorated main classroom observed during the site visit.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Good (rating 2) for their affordability and enabling community participation. Consultation identified the current government initiative grants children fee free preschool, indicating the costs associated to providing early education at Playtime Preschool are excellent. As for the groups occupying the South Community Centre Library, stakeholders advised there is currently no rental fee, however, they are in the process of establishing a revised lease agreement which would include rental fees in the future. Consultation indicated providing free and/or affordable admissions empowers the community by enabling vulnerable community groups such as children, elderly, single parent families and those who experience inequitable access to education, material goods and societal interactions, in particular events, activities and experiences.

Survey results also indicated key stakeholders feel job and learning/training opportunities are Average (rating 3). However, survey results suggested job and learning opportunities at Playtime Preschool were Good (rating 2) compared to those at the South Community Centre Library that are considered Average (rating 3). Key stakeholder indicated the preschool currently has two full-time employees, four permanent part time employees and four casuals, with job opportunities actively available to those who wish to enter the early education sector and wish to study further to become a teacher. As for the Country Women's Association, key stakeholders advised there were no job or learning opportunities, with the club considering themselves as members rather than volunteers. Similarly, the Patton Village Association have approximately 8–10 Committee members, with opportunities to volunteer and help facilitate events and fundraisers that are hosted by the group.

Survey results indicated community participation rated Good (rating 2) across the asset, as it provides a space that invokes a sense of community pride and belonging and contributes to community resilience. Key stakeholders from the preschool indicated the services run are for more than just the children, with stakeholders understanding families are just as important to help provide services too and improve overall wellbeing. Key stakeholders indicated they are trying to upskill and encourage children to be the best they possibly can be, with staff working alongside trauma informed children and families to support a better standard of living. Key stakeholders advised they also work closely alongside Maari Ma (the local Aboriginal health service) to accommodate children who require extra support.

Similarly, key stakeholders from the South Community Centre Library advised the services run from the asset are attempting to provide support to individuals who are financial disadvantaged, offering services and activities within the space to encourage and empower self–fulfilment.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the South Community Centre support social cohesion, overall wellbeing and active lifestyles, receiving a rating of Good (rating 2) for all these characteristics. Consultation with various stakeholders consistently highlighted the South Community Centre as an inclusive space where everyone feels welcomed, irrespective of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs. Users of this space are supported to be their best selves, fostering an environment where individuals feel respected. This inclusivity contributes positively to social interactions and mental health among the community members who engage with the services provided by the South Community Centre.

15.4 Optimisation recommendations

As identified in section 15.2, the outcome of the optimisation review for the South Community Centre is an overall performance index of 46% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the South Community Centre is recommended to undergo moderate maintenance and upgrades to make it more fit–for–purpose as outlined in Table 15.3

Table 15.3 South Community Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 15.3.1)
Immediate	Undertake required general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 15.3.1)
High	Prepare a strategic Masterplan for the Patton Park precinct including Alma Mechanics Institute, Patton Park and South Community Centre to inform coordinated planning and decision making across the assets.	Physical condition (section 15.3.1) Functionality (section 15.3.3) Utilisation (section 15.3.4) Community value (section 15.3.5)
High	Investigate feasibility of refurbishing the South Community Centre Library space to enable shared use (e.g. preschool use during weekdays and community use in the evenings/ weekends) or full use by Playtime Preschool. Potential to transition some community groups into the Alma Mechanics Institute, pending required upgrades.	Functionality (section 15.3.3) Utilisation (section 15.3.4) Community value (section 15.3.5)

16. State Emergency Services (SES) Building

16.1 Overview

The State Emergency Services (SES) Building is located in the north of Broken Hill. It is a singular structure (Shed) containing meeting rooms, a kitchen, amenities, and additional rooms for services (i.e. rescue, communications, training rooms). The SES building primarily serves the SES volunteers in the Broken Hill LGA.

(Source: GHD)

Figure 16.1 SES building

16.2 Overall Performance Index

Table 16.1 presents the overall performance index for the SES Building, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the SES building MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the SES Building has not met the benchmark for utilisation, however, has met the benchmark for functionality, financial value and community value and exceeded the benchmark for physical condition.

As a result of the optimisation review process the overall measure for the SES building is 62%. This exceeds the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is not triggered to increase the assets performance. However, based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 16.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 16.1 SES building – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Average	2 – Good	69%
Functionality	25	3 – Average	3 – Average	58%
Utilisation	20	7 days a week	4 – Poor	52%
Financial Value	20	3 – Moderate	2 – Minor	69%
Community Value	10	3 – Average	3 – Average	56%
			Overall Measure	**62%**

16.3 Detailed Assessment

16.3.1 Physical condition

The overall physical condition rating for the SES Building is Good (rating 2) which exceeds Council's nominated benchmark of Satisfactory (rating 3). This outcome indicates the SES Building is in good condition with minor defects requiring minor routine maintenance along with planned cyclic inspection and maintenance. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

The physical condition evaluation (undertaken in 2020) indicated the structure of the SES Building is Average (rating 3) suggesting the structure is in fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance. However, the physical condition report indicates the finishes, and fittings of the SES building are in Good condition (rating 2) This indicates this portion of the SES Building is in good condition with minor defects indicating only minor routine maintenance along with planned cyclic inspection and maintenance is required.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the SES Building does not require renewal/replacement over the next 10 years.

Key stakeholders identified the SES moved into the asset in 2009, however, there was no indication of the age of the building itself. Consultation with key stakeholders and observations during the site visit identified the structure, finishes and fittings are in generally average condition. Observations during the site visit, along with consultation with key stakeholders, advised the SES Building requires newer amenities, with the toilets and change rooms being of poor condition; better cover in the outdoor areas; better storage than two shipping containers; and the outdoor entrance pathway should be repaved due to the excess loose gravel which is a trip hazard. Key stakeholders also advised that the SES building had recently been heavily affected by heavy rainfall, with water entering the building. Key stakeholders advised that the issue of flash flooding and water catchment to the asset needs to be addressed quickly as the physical condition of the SES building cannot be put under this stress with the nature of operations that occur.

Table 16.2 provides an overview of the status of statutory compliance requirements for the SES Building, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Council has not provided an estimated cost to remedy non–compliance and improve standards.

Table 16.2 SES building – Statutory Compliance Status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

16.3.2 Financial value

The financial value of the SES building is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 16.3.1). Therefore, the renewal need of the Warnock Street – SES Shed is Minor (rating 2)

The overall depreciation value of the asset is Minor (rating 2) coming in at 69% which meets Council's set benchmark of >20%. This asset is unlikely to require maintenance, refurbishment, redevelopment, or disposal in the near future

16.3.3 Functionality

The overall functionality rating for the SES building is Average (rating 4) which meets Councils nominated benchmark of Average (rating 3). This outcome indicates the SES requires limited improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air quality, lighting, storage. character and innovation, and the internal environment.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the SES building during both summer and winter, received a rating of Good (rating 2). Additionally, the functionality assessment highlighted that the ventilation and air quality across all functional spaces in the SES Building were Good (rating 2). The functionality assessment, however, indicated the lighting and acoustics across the functional spaces were Average (rating 3). Consultation with key stakeholders revealed that the SES facility has several air conditioning units in various functional spaces. However, the main vehicle storage garage lacks temperature control and relies on natural air circulation due to its open layout and the nature of the building's services. There were no concerns raised about air quality and ventilation during consultation. In fact, observations made during the site visit indicated good air quality and ventilation in most of the functional spaces, with an ample number of windows providing airflow.

While the functionality assessment rated the lighting in functional spaces as Average (rating 3), concerns were raised during consultation regarding outdoor lighting and visibility at night. However, there were no indications of concerns regarding interior lighting throughout the entire facility.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security across the functional spaces was Good (rating 2) The functionality assessment also identified that the furniture and fit out, power supply, adequate appliances and specialist equipment across the functional spaces were also Good (rating 2). As for data and voice in the functional spaces, more specifically adequate data connection points in these spaces, the functionality assessment identified them as Average (rating 3). Consultation with key stakeholders highlighted the current furniture and fit out of the functional spaces were suitable for their intended purposes. While there were no expressed concerns about power supply and data connection points during the consultation, it can be assumed that these are well distributed throughout the building to support the communication and operational needs of an SES facility.

On the other hand, the functionality assessment by key stakeholders rated the furniture and fit out of the amenities as Average (rating 3). During the consultation, concerns were raised about the poor state of the toilets and change rooms, emphasising the inadequate space for female changing rooms. This lack of space not only causes discomfort but also serves as a deterrent for female members, prompting recommendations from stakeholders to upgrade the current amenities. Additionally, stakeholders expressed dissatisfaction with the storage situation, noting that much of the equipment is stored in containers outside, highlighting the need for more storage space in the future.

Effectiveness

The functionality assessment conducted by key stakeholders identified that the character and innovation of the functional spaces, more specifically the ideas around the design of the spaces, how interesting the spaces are to look at and move around in, the expression of council and community values and the likeliness to influence future designs were Average (rating 3). Consultation with key stakeholders indicated the SES Building has been designed in a way to be easily accessible and manoeuvre through quickly when responding to an emergency. Due to the nature of services provided at the asset, it can be assumed that the building is unlikely to influence future design, mainly due to its inability to host a range of alternate user groups.

The functionality assessment conducted by key stakeholders identified that the form and materials of the functional spaces, more specifically the human scale and feel of the spaces, the design of the functional spaces and their ability to take advantage of natural light and shelters from prevailing winds were Average (rating 3). Consultation emphasised the asset, being a large scale shed designed for emergency response, may not necessarily require a human scale or a welcoming outlook, but more so a design that is easy to manoeuvre through. The functionality assessment supported this notion by rating the logicality of the entrances as Excellent (rating 1). While not explicitly discussed during consultation, it can be assumed that logically positioned entrances and exits are crucial in a SES building to facilitate rapid response to emergencies. There were concerns raised during consultation regarding the need for upgrades to the amenities.

The functionality assessment conducted by key stakeholders identified that the internal environment, more specifically the views from inside the functional spaces the attractiveness of the interior was Average (rating 3). The functionality assessment revealed that the configuration of the functional spaces inside the building was rated Good (rating 2), while the access and availability to the outdoors received an average rating (rating 3). It is important to note that this assessment might be skewed due to one functional space being rated poorly. Although not explicitly discussed during the consultation, it is assumed that the internal look and feel of the asset may not be as critical as the logicality of the building's entrances, exits, and walkways, given the nature and purpose of the facility. During further consultation, concerns were raised about loose bitumen and potholes outside the entry gates, highlighting a safety hazard. This issue is particularly significant due to the high foot traffic in the area, posing a danger to State Emergency Service volunteers who frequently move around. Addressing these safety concerns should be a priority to ensure the wellbeing of those using the facility.

16.3.4 Utilisation

The overall utilisation of the SES building is currently open six days a week, 52% of the total available hours (Poor – rating 4) which is below the Council nominated benchmark of seven days a week (84 hours per week). Key stakeholders advised the State Emergency (SES) Building is often utilised on an emergency response basis and the utilisation of the asset is largely dependent on the need to respond to emergencies. Key stakeholders advised the operating hours of the SES building have returned to normal after the Covid 19 Pandemic. Current user groups of the State Emergency Services Building (SES) are the SES volunteers.

SES

Key stakeholders from the SES building advised that the asset is currently utilised by the SES consistently from 7:00am – 3:00pm each day. Key stakeholders advised the asset is utilised on a call out basis which is dependent on an emergency. It was further advised that the SES engage in meetings every Monday night from 6:30pm – 10:00pm. Additionally, the SES have weekend training that occurs an ad hoc basis. It was further identified that the SES in Broken Hill currently have 40 active volunteers, with a general mix between male and female members alongside one full-time employee. Further discussion indicated of these 40 members, there are a number of Aboriginal and multicultural members. Consultation with key stakeholders also indicated the Broken Hill SES is an

active SES, indicating that they respond to a wider range of emergencies and engage in rescue missions and out of areas responses.

Further consultation indicated the building is utilised for standard SES emergency response, regular weekly meetings, ad hoc training and supporting the rotary club for storage of a trailer during the Ag Fair. Most actions involving the State Emergencies Services (SES) will occur from the asset and it was further advised that in a largescale operation, for example major flooding or bushfires, the Broken Hill SES building will be the location of preference and may host other SES precinct members.

Consultation with key stakeholders further addressed that members will rarely use the showers in the amenities due to the poor condition and limited space. Further comments were made that the Broken Hill State Emergency Services would like to increase the number of volunteers from 40 members to 50 members. However, concerns across consultation indicated the amenities would need upgrading and/or to be redesigned to accommodate this growth.

16.3.5 Community value

Overall, the community value for the State Emergency building is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the SES building were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability also seen as Good (rating 2). Furthermore, survey results indicated the accessibility by active or public transport is considered Average (rating 3). Observations during the site visit indicated there was adequate parking for the SES Staff and volunteers, with a designated car park and sufficient street parking available. Survey results further indicated the asset was considered average in terms of its location in relation to compatible land uses, with key stakeholders during consultation indicating the asset was central to Broken Hill and was located close to Broken Hill City Council (known as the Administrative Centre) and close to Memorial Oval and Sanderson Stadium which are disaster relief areas in Broken Hill.

Survey results also indicated key stakeholders feel the physical asset's flexibility to adapt to future demand is Average (rating 3). Consultation with key stakeholders indicated the SES building, does not support the users and volunteers who utilise the asset well, with stakeholders identifying the amenities (change rooms and bathrooms) are in poor condition which makes it hard to attract female volunteers. Key stakeholders indicated the capacity to undergo upgrades to the building were feasible but difficult due to the inability and lack of council engagement when concerns or upgrades are required to the asset. Key stakeholders indicated it is often difficult to get in contact with someone from council and to get someone from council to visit the asset when there are concerns.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is poorly (rating 4) valued by the community for its heritage significance and as an iconic landmark in Broken Hill. There was no indication during consultation of any extensive heritage significance for the SES building, nor was there any indication of it being seen as an iconic landmark in Broken Hill. Key stakeholders provided information that the asset was established in 2009, and observations during the site visit confirmed that the asset takes the form of a larger–scale shed–type structure, limiting its heritage significance to the Broken Hill community.

Additionally, survey results indicated that the asset is considered Good (rating 2) in supporting services/programs that contribute to the Aboriginal and multicultural community. Key stakeholders confirmed this, noting that the SES has a small number of Aboriginal and multicultural volunteers within their ranks. However, survey results suggested that the services and programs offered at the SES building are considered Average (rating 3) in supporting the creative arts sector. Observations during the site visit reinforced that the primary purpose of the asset is for emergency response and the storage of equipment for emergencies.

Survey results further indicated the asset rated Good (rating 2) as a space that supports community gatherings and events. Consultation indicated the SES building does, however, moderately support community gathering and events, with stakeholders identifying regular training, meetings and emergency response occurs within the asset.

However, it is important to note the asset is not considered a space where social events and community activities occur.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Average (rating 3) for their affordability and enabling community participation. There was no indication throughout consultation with key stakeholders that there was a cost affiliated to the use of the asset or becoming a member. Survey results also indicated key stakeholders feel job opportunities were Average (rating 3) whereas learning/training opportunities are Good (rating 2). Key stakeholders indicated there is only one full-time paid position within Broken Hill SES. However, key stakeholders indicated there are a number of volunteering positions available, with key stakeholders indicating they would like to raise the current number of volunteers from 40 to 50 in the near future.

Survey results indicated community participation was considered Average (rating 3) across the asset in terms of providing a space that invokes a sense of community pride and belonging and supporting the promotion of community engagement and ownership. Survey results also saw the asset supporting and contributing to community resilience (adapting to and managing economic, social and environmental change the community has influence over its management and evolution) as Good (rating 2). Observations during the site visit highlighted that volunteers at the SES engage in emergency response work with the aim of invoking a sense of community pride and belonging. Volunteers find self–fulfilment in helping others within their community. Throughout consultation, it became evident that these volunteers contribute significantly to community resilience by empowering, not only themselves but, the entire community during challenging times. This commitment to community service was exemplified by a photo displayed inside the training room, depicting a lady and her dog who were found by the Broken Hill State Emergency Services; a touching reflection and remembrance of the courageous work provided by SES volunteers.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the SES building is considered Average (rating 3) for supporting social cohesion and overall wellbeing. Key stakeholders indicated during consultation the services provided by the volunteers do moderately promote personal growth and allow for users to engage in social interactions, however, it was advised throughout consultation that not all volunteers get along, with cultural and personal opinions sometimes clashing. It was also advised during consultation that female volunteers often do not feel supported or safe within the space due to the lack of female amenities. Survey results further indicated the asset rated Poorly (rating 4) for supporting programs that promote active lifestyles. However, observations during the site visit indicated the asset positively promotes active lifestyles, as volunteers are actively engaging in training and responding to emergencies that requires physical activity.

16.4 Optimisation Recommendations

As identified in section 16.2, the outcome of the optimisation review for the SES building is an overall performance index of 62% which is above the Council set standard of 60% and does not trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the SES building is recommended to be transferred to SES NSW. However, we note this is not currently feasible due to current Legislative requirements. Therefore, it is recommended Broken Hill City Council, and the Broken Hill NSW SES unit keep attuned to Legislative requirement changes and revisit this option in the future. Immediate recommendations are for moderate upgrades to be undertaken to bring the asset to standard as outlined in Table 16.3.

Table 16.3 SES building – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Keep attuned to current Legislative requirements and revisit option to transfer or sell the asset to NSW SES across the next 10 years if available.	Financial value (section 16.3.2)
High	Moderate upgrades will be required to bring the building up to standard. This would include replacing the upstairs	Physical condition (section 16.3.1)

Priority	Recommendations	Relevant performance measure
	storage room, updating the bathrooms and adding a female changing room, additional storage and covered outdoor area, as well as improved storm water management.	Functionality (section 16.3.3)
High	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 15.3.1)
High	Undertake required general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 15.3.1)

17. South Sports and Recreation Centre

17.1 Overview

The South Sports and Recreation Centre is located on the southern side of Broken Hill on the same block as the Alma Swimming Club Building and the Broken Hill Basketball Association. The building is a single–story structure that currently has one tenant – the Broken Hill Gymnastics Club.

(Source: GHD)

Figure 17.1 South Sports and Recreation Centre

17.2 Overall Performance Index

Table 17.1 presents the overall performance index for the South Sports and Recreation Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the South Sports and Recreation Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the South Sports and Recreation Centre has not met the benchmark for physical condition, functionality or utilisation, however, has met the benchmark for financial value and exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the South Sports and Recreation Centre is 39%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 17.4) should prioritise increasing the physical condition and utilisation of the asset of the asset.

Table 17.1 South Sports and Recreation Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	29%
Functionality	25	3 – Satisfactory	3 – Satisfactory	46%
Utilisation	20	5 days a week	4 – Poor	36%
Financial Value	20	3 – Moderate	3 – Moderate	28%
Community Value	10	3 – Average	2 – Good	74%
			Overall Measure	**39%**

17.3 Detailed Assessment

17.3.1 Physical Condition

The overall physical condition rating for the South Sports and Recreation Centre is Poor (rating 4) which is below Councils nominated benchmark of satisfactory (rating 3). This outcome indicates the South Sports and Recreation Centre is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes and fittings of the South Sports and Recreation Centre are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the South Sports and Recreation Centre would require renewal/replacement in 2026 at an estimated replacement cost of $180,000 (based on the At Cost Value). Furthermore, at the time of the physical condition evaluation, the finishes of the South Sports and Recreation Centre would require renewal/replacement in 2027 at an estimated replacement cost of $420,000 (based on the At Cost Value).

Observations during the site visit alongside consultation with key stakeholders identified the finishes and fittings are in generally in poor condition with stakeholders advising the physical condition of the building was also in poor condition. The roof across many of the functional rooms needs repairing; all amenities across the space are in poor condition; the tiles throughout the asset are outdated and damaged; the paint has faded and cracked; and the entrance door and gate are outdated. Key stakeholders did, however, advise that Broken Hill City Council replaced the gutters on the roof and have fixed the ceiling three times. The South Sports and Recreation Centre have also invested approximately $30,000, since 2015, on general upgrades and maintenance. There is, however, a need for a better maintenance plan to be put in place.

Table 17.2Table 17.2 provides an overview of the status of statutory compliance requirements for the South Sports and Recreation Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards.

Table 17.2 South Sports and Recreation Centre –Statutory Compliance Status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	BHCC to follow up
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

17.3.2 Financial value

The financial value of the South Sports and Recreation Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 17.3.1). Therefore, the renewal need of the Sport/Recreation Centre is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 28% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

17.3.3 Functionality

The overall functionality rating for the South Sports and Recreation Centre is average (rating 3) which meets Councils nominated benchmark of Average (rating 3). This outcome indicates South Sports and Recreation Centre requires limited improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include safety and security, data and voice, furniture and fit out lighting, the character and innovation, and the internal environment of the building.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the South Sports and Recreation Centre building during both summer and during winter, received a rating of Average (rating 3). Additionally, the functionality assessment highlighted that the ventilation, air quality, acoustics, and lighting across all functional spaces in the South Sports and Recreation Centre were Average (rating 3). Further analysis of the functionality assessment saw that the temperature across the functional spaces were adequate except for those in the main open area and in the lobby which appeared to be poor. Consultation with key stakeholders indicated there was ducted air conditioning throughout the building that services the asset well all year round.

The functionality assessment conducted by key stakeholders did not indicate any concerns with the air quality, acoustics, and lighting across the asset, receiving a rating of Average (rating 3) for each of these aspects. When touring the asset, it was significantly noticeable that the structure is currently in poor condition. There is significant damage, including cracks, holes, and chips in various parts of the roof structure, ceiling, walls, and tiles in the foyer and amenity spaces. These deteriorations could contribute to poor air quality by allowing the accumulation of dust and other external pollutants inside the building. Additionally, concerns were raised during consultation about the poor exterior lighting of the South Sports and Recreation Centre, which requires replacement. However, there was no indication during consultation that suggested any concerns regarding the acoustics and interior lighting within the building.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security across the functional spaces was Poor (rating 4) The functionality assessment also identified that the furniture and fit out across the functional spaces was Poor (rating 4), while the appliances and specialist equipment across the functional spaces were considered Average (rating 3). As for data and voice in the functional spaces, more specifically adequate data connection points in these spaces, this received a rating of Failed (rating 5). The functionality assessment saw that the power supply throughout the functional spaces were Good (rating 2). Throughout the consultation process, there was no indication of any security measures in place at the South

Sports and Recreation Centre. During the tour of the asset, it became apparent that the existing security measures are inadequate, relying solely on windows with protective steel cages and a padlocked front door when the facility is not in use. There was no mention of security cameras during the consultation, presenting a notable risk, especially considering the facility's typical audience, which includes a younger demographic.

Moreover, key stakeholders expressed dissatisfaction with the furniture and fit–out of the South Sports and Recreation Centre. Concerns were raised about various areas, including the desk placement, kitchen, bathrooms, entrance foyer, kinder gym roof, party room ceiling, and hot water system, all of which require attention. However, there were no concerns regarding storage space, and the power supply to the asset did not raise any apparent issues. Despite this, the functionality assessment indicated a lack of data connection points (Wi-Fi) throughout the building, a point not highlighted during the consultation but marked as Failed (rating 5) in the assessment.

Effectiveness

The functionality assessment conducted by key stakeholders identified that the character and innovation of the functional spaces, more specifically the ideas around the design of the spaces, how interesting the spaces are to look at and move around in and expression of council and community values were Average (rating 3). Whereas the functionality assessment indicated the likeliness for the asset to influence future designs was Good (rating 2) Consultation with key stakeholders emphasised the South Sports and Recreation Centre serves as an excellent facility capable of accommodating multiple groups simultaneously. Stakeholders highlighted the space's flexibility, availability, and high ceilings, particularly suitable for gymnastics. The general fit–out was praised for its versatility, allowing for parties and various classes in different spaces, however, stakeholders also mentioned challenges associated with the high ceiling, citing difficulty in cleaning, leading to the accumulation of dust and debris. Additionally, concerns were raised about the fading paint job, contributing to a dull and outdated appearance, though stakeholders expressed plans to address this with a repaint in the upcoming years.

The functionality assessment conducted by key stakeholders identified that the form and materials of the functional spaces, more specifically the human scale and feel of the spaces, the design of the functional spaces and their ability to take advantage of natural light and shelters from prevailing winds, the logicality of the entrances and exits as well as the quality of the external materials were average (rating 3). During consultation, it was noted that the South Sports and Recreation Centre provides a welcoming and appropriately scaled environment for its younger users. However, concerns were expressed about the facility's appearance, particularly the paint job, steel cages around windows, lack of vegetation at the entry, and noticeable interior damage, which might create a less inviting atmosphere for older users. Suggestions were made to enhance entrances by incorporating vegetation along the walkway and installing an electronic door, as the current entry features a cage door followed by a childproof gate in the foyer. The consultation did not provide information on the facility's utilisation of natural light and protection from prevailing winds.

The functionality assessment conducted by key stakeholders identified that the internal environment, more specifically the views from inside the functional spaces as well as the access to the outdoors Failed (rating 5). Whereas the functionality assessment saw the configuration of the functional spaces inside the building and attractiveness of the interior was Average (rating 3). Consultation with key stakeholders indicated the views to the outdoors are poor, due to the steel cages around the windows impeding visibility. There was no indication throughout consultation in regard to the access to the outdoors, however the concerns of the entry way itself and the need for an electronic sliding door may account for the failed rating received for access to the outdoors. As previously addressed, consultation with key stakeholders indicated the interior of the building was outdated and of poor quality. While the functionality assessment indicated the interior across the functional spaces, amenities and storage was Average (rating 3), consultation indicated this was not the case, with the need for significant upgrades across the functional spaces, and to the amenities and the storage rooms to improve its overall appeal.

17.3.4 Utilisation

The overall utilisation of the South Sports and Recreation Centre is currently seven days a week but only 36% of the total available hours (Poor– rating 4) which is below the Council nominated benchmark of five days a week (84 hours per week). Key stakeholders advised the operating hours of the South Sports and Recreation Centre have returned to normal after the Covid 19 pandemic. Consultation during engagement indicated the South Sports and Recreation Centre is utilised primarily by a gymnastics group who host a range of programs and activities such as a kinder gym group, recreation classes for a range of age groups, school–based programs, gymnastics

classes/competition training and for birthday parties. Consultation with key stakeholders indicated the asset is the only gymnastic based facility in town and attracts children as young as four years old. The Broken Hill Gymnastics club has approximately 126 members in 2022, with most of these being female.

Kinder Gym

Key stakeholders from the South Sports and Recreation Centre advised that the asset is currently utilised by the Kinder Gym group six times a week on Tuesdays and Thursdays and Sunday from 9:30am – 10:30am and again from 10:30am – 11:30am. It was advised during consultation that the Kinder Gym program utilises the main open area and the kinder gym room. There was no indication of how many members attend during a session, however, it was indicated this program Is for children aged four and under.

Recreational Classes

Key stakeholders from the South Sports and Recreation Centre advised that the asset is currently utilised for Recreational Classes four times a week on Mondays, Tuesdays, Wednesday, and Thursdays from 4:00pm – 5:00pm. It was advised during consultation that these classes cater to a certain age group, with the class on Monday's catering to five year olds, Tuesdays catering for six to seven year olds, Wednesdays catering for four year olds and Thursdays catering for 7–13 year olds. It was advised during consultation that the recreational classes utilise all the functional spaces except for the kinder gym room. Further consultation revealed that these classes have a capacity of 25 children.

School based Programs

Key stakeholders from the South Sports and Recreation Centre advised that the asset is currently utilised for School Based Programs three times a week on Mondays, Wednesdays and Fridays from 1:30pm – 2:30pm. There was no indication during consultation that indicated which rooms were utilised by the school-based programs, however, it was advised that there are approximately 32 children per session.

Gymnastics classes/competition training

Key stakeholders from the South Sports and Recreation Centre advised that the asset is currently utilised for gymnastics classes and competition training two times a week on Wednesdays, and Thursdays from 4:00pm – 7:00pm and that competition training takes place on Saturdays. It was advised during consultation that the gymnastics classes/competition training utilise all the functional spaces except for the kinder gym room.

Birthday Parties

Key stakeholders from the South Sports and Recreation Centre advised that the asset is currently utilised for hosting birthday parties anywhere from two to six times a week from 11:00am – 4:00pm on Saturdays and 11:30 – 5:00 on Sundays. It was advised during consultation that for birthday parties, only the main open area, the kinder gym room and the kitchen are utilised. Consultation with key stakeholders indicated the kitchen is primarily used to store and prepare food and beverages for parties.

17.3.5 Community value

Overall, the community value for the South Sport and Recreation Centre is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the South Sport and Recreation Centre were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability also considered Good (rating 2). Whereas survey results indicate that accessibility by active or public transport is considered Average (rating 3). Observations during the site visit indicated there was adequate parking for the users, with a designated car park and sufficient street parking, however, the carpark needed resurfacing. Similarly, the asset was considered Good (rating 2) in regard to its location in relation to its target demographic and compatible land uses, with Alma Public School and the South Community Centre being located close by. Consultation indicated the location of the South Sport and Recreation Centre is great for families and children on the south side of Broken Hill. Survey results also indicated

stakeholders feel the physical asset's flexibility to adapt to future demand is Good (rating 2). Consultation with key stakeholders indicated the asset has large enough spaces to accommodate more uses, however, the gymnastics equipment is not easily moved/packed up. Key stakeholders advised a dance group had previously shared the space but moving the gymnastics equipment became too difficult.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill. Consultation with key stakeholders indicated the South Sport and Recreation Centre is an old building with adult stakeholders recalling it looked 'exactly the same' when they were young and at school. Additionally, services and programs offered at the South Sport and Recreation Centre were also considered average (rating 3) for enabling cultural expression to multicultural communities, Good (rating 2) for enabling cultural expression to the local Aboriginal communities and Excellent (rating 1) for the asset supporting the creative arts sector. Consultation indicated the gymnastics club has a high participation of Aboriginal children, Indian children and a number of children who experience a disability. Additionally, consultation indicated the south side of Broken Hill is often associated with a lower socio–economic demographic and being the only gymnastics club in Broken Hill the asset helps to provide those more vulnerable families with equitable access to sport and recreation.

Survey results further indicated the asset was considered Good (rating 2) as a space that supports community gatherings and events. Consultation and the site visit identified one of the rooms is set up as a party room which is available for hire and is quite popular for children's birthday parties.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered affordable. Consultation indicated, while the gymnastics club does charge membership fees it is minimal to try and maintain affordability for everyone. Membership fees in combination with party room hire helps to cover the $180 per month rental fee for the gymnastic club's use of the South Sport and Recreation Centre. Survey results indicated stakeholders feel the asset moderately evokes a sense of community pride, receiving a rating of Average (rating 3). Based on consultation and observations during the site visit, it was noted that the asset is aging and exhibits damage in multiple areas. Survey results further revealed that key stakeholders perceive job and learning/training opportunities associated with the asset as Good (rating 2). Key stakeholder indicated the gymnastics club is a purely volunteer organisation with seven volunteer coaches. The club contributes to coaches learning and training through gaining their qualifications with gymnastics Australia.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the South Sport and Recreation Centre are considered excellent for supporting social cohesion, overall wellbeing and active lifestyles. Consultation across all stakeholders indicated the South Sport and Recreation Centre is a space where everyone feels welcomed regardless of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs and are supported to be the best they possibly can be both as gymnasts and people.

17.4 Optimisation Recommendations

As identified in section 17.2, the outcome of the optimisation review for the South Sports and Recreation Centre is an overall performance index of 39% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the South Sports and Recreation Centre is recommended for significant redevelopment including either replacement or extensive renovations and upgrades as outlined in Table 17.3

Table 17.3 South Sports and Recreation Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake general maintenance of the building to comply with health and safety standards, including fixing leaking ceilings and insulation, and removing gas bottles from the emergency exit. Alternatively, Council could vacate the gymnastics club to a temporary location during planning, design and constructure of a new/upgraded facility.	Physical condition (section 17.3.1)
High	Work with the gymnastics club and other interested community sporting groups to plan and design the new/upgraded facility. Consideration should be given to: – Location/position and use of surrounding landscape (recommended for it to remain on the same block) – Additional rooms/spaces to accommodate other sporting groups – Storage requirements – New Bathrooms and change rooms – New kitchen facilities It will be important to understand requirements for a temporary space for the gymnastics club during construction.	Physical condition (section 17.3.1) Functionality (section 17.3.2) Utilisation (section 17.3.4) Community value (section 17.3.5)
High	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 17.3.1)
High	Undertake required general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 17.3.1)
High	Integrate the South Sport and Recreation Centre into a centralised booking system.	Utilisation (section 17.3.4) Community value (section 17.3.5)

18. Town Hall Façade

18.1 Overview

Town Hall Façade is located in Broken Hill's City Centre. This heritage listed building is a two–story structure. In 1889 the council borrowed 5,000 pounds to build the present Town Hall. Later, in 1911, a new section was added to include a library and additional office space. This heritage listed building underwent restoration in 1976 as part of the National Estate program.

Key stakeholders advised that the rear portion of the asset was knocked down in 1972 to build a carpark. Further consultation also indicated the intention was to completely knock down the building, however protests prevented this from occurring. Key stakeholders advised Council have invested money in installing a projector in the upstairs portion of the building to display a projection in the windows at night.

(Source: GHD)

Figure 18.1 Town Hall Façade

18.2 Overall Performance Index

Table 18.1Table 17.1 presents the overall performance index for the Town Hall Façade, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Town Hall Façade MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows Town Hall Façade has not met the benchmark for physical condition, functionality or utilisation, however, has met the benchmark for financial value and exceed the benchmark for community value.

As a result of the optimisation review process the overall measure for the Town Hall Façade is 45%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation*

document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 18.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 18.1 Overall Performance Index – Town Hall Façade

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	4 – Poor	37%
Functionality	25	2 – Good	3 – Average	54%
Utilisation	20	7 days a week	4 – Poor	43%
Financial Value	20	3 – Moderate	3 – Moderate	40%
Community Value	10	3 – Average	3 – Average	59%
			Overall Measure	**45%**

18.3 Detailed Assessment

18.3.1 Physical condition

The overall physical condition rating for the Town Hall Façade is Poor (rating 4) which is below Councils nominated benchmark of Good (rating 2). This outcome indicates the Town Hall Façade is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes and fittings of the Town Hall Façade are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Town Hall Façade would require renewal/replacement in 2027 at an estimated replacement cost of $61,000 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the Town Hall Façade would require renewal/replacement in 2029 at an estimated replacement cost of $350,000 (based on the At Cost Value).

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in relatively poor condition. However, stakeholders advised that maintenance and servicing by Council is regular. Key stakeholders also advised that the back portion of the Town Hall Façade was knocked down in 1972 to make way for the library carpark, however, key stakeholders did not advise when the asset was built. Observations during the site visit along with consultation indicated the physical structure of the building was in poor condition with stakeholders advising that the asset has significant roof damage, water leaking through the windows and the balcony of the first floor, poor amenities, damage, and cracks to a number of walls and cracked tilling in the downstairs breezeways. Additionally, key stakeholders advised there is a possibility of the Town Hall Façade being integrated with the plans for the new library which indicates the Town Hall Façade may become more utilised in the coming years.

Table 18.2 provides an overview of the status of statutory compliance requirements for the Town Hall Façade, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard

Table 18.2 Town Hall Façade – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	BHCC to follow up
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	No	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

18.3.2 Financial value

The financial value of the Town Hall Façade is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 18.3.1). Therefore, the renewal need of the Town Hall Façade is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 40% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

18.3.3 Functionality

The overall functionality rating for the Town Hall Façade is Average (rating 3) which is below Councils nominated benchmark of Good (rating 2). This outcome indicates the Town Hall Façade requires improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include air conditioning, acoustics, safety and security, data and voice, power supply, furniture and fit out, the form and materials, and the internal environment of the building.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the Town Hall Façade building during both summer and winter, received a rating of Good (rating 2). Additionally, the functionality assessment highlighted that the ventilation and lighting across all functional spaces in the Town Hall Façade were Good (rating 2). Whereas the functionality assessment saw the air quality and acoustics as Average (rating 3). Further analysis of the functionality assessment however saw that the temperature across the amenities and circulation were Poor (rating 4). In the functionality assessment, comments were made suggesting that the air conditioning unit only covers the functional office spaces in the upstairs portion of the asset, leaving the remaining rooms without any form of temperature control. Key stakeholders expressed concerns during consultation about poor room temperature in one of the upstairs offices due to a generator running constantly, generating excess heat. There were no apparent concerns with air quality mentioned during consultation. However, during the site visit, it was observed that the asset has significant ceiling damage, damage to tiles in the downstairs portion, minor cracks in the foundation of the upstairs portion, and items stored in the main foyer exposed to dust and external pollutants, potentially affecting air quality.

Moreover, consultation with key stakeholders revealed that the noise produced by the generator in the upstairs office space is loud and disruptive. It was further mentioned that the generator is fixed in position and cannot be moved, posing a potential issue for future use of the asset.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security across the functional spaces was Good (rating 2). The functionality assessment also identified that the furniture and fit out and the power supply across the functional spaces was Average (rating 3), whereas the data connection points and the appliances and specialist equipment across the functional spaces were Poor (rating 4). Across consultation, there was no indication of any safety and security systems located throughout the asset. During the site visit, it was observed that most spaces in the Town Hall Façade are locked with a padlock and require a key to enter. Breezeways are also locked off from the public, mainly due to concerns about the potential for squatters occupying the space. Key stakeholders expressed during consultation that the fit–out of the Town Hall Façade has a generally outdated design, citing concerns about the steepness of the staircase for residents, the lack of amenities for public use (as a key is needed to enter the breezeway where the toilets are located), and the absence of hot water across all spaces in the asset. Recommendations from key stakeholders included adjustments to include meeting rooms throughout the building and the installation of a lift to address accessibility concerns.

There was no indication during consultation of concerns with the power supply, specialist equipment and appliances, and data connection points. During the site visit, it was evident there was sufficient power supply to the top floor offices, where computers, printers, and a generator were located. The asset also projects heritage images onto the back of the building, requiring ample power. As for specialist equipment and appliances, the asset is relatively simple in its design, with limited appliances and equipment currently in use.

Effectiveness

The functionality assessment conducted by key stakeholders identified that the character and innovation of the functional spaces, more specifically the ideas around the design of the spaces, how interesting the spaces are to look at and move around in and expression of council and community values were Excellent (rating 1). The functionality assessment also indicated the likeliness for the asset to influence future designs was Excellent (rating 1). Consultation with key stakeholders highlighted that the Town Hall Façade is a heritage listed building, drawing tourists who explore and admire its historic structure. The projection of heritage images onto the front of the building every night also serves as an attraction for tourists. While the design of the spaces is considered simplistic due to the building's old design, stakeholders expressed that the aesthetic and historic features make it an excellent space to operate from. Although there was no explicit indication during consultation that this asset would likely influence future designs, the possibility of incorporating the Town Hall Façade into the new library plans suggests its potential impact on future designs, particularly as a space for additional meeting rooms.

The functionality assessment conducted by key stakeholders identified that the form and materials of all spaces across the asset, more specifically the human scale and feel of the spaces, the logicality of the entrances and exits as well as the quality of the external materials were Excellent (rating 1). Whereas the functionality assessment indicated the design of all spaces in the asset and their ability to take advantage of natural light and shelters from prevailing winds were Good (rating 2). During the consultation, stakeholders expressed that the Town Hall Façade has a welcoming feel, largely serving as a tourist attraction in Broken Hill due to its historic and aesthetic design. However, stakeholders also mentioned that the steel gates, although necessary for security purposes, hinder the welcoming feeling, particularly in the breezeway area. While there were no concerns mentioned in the consultation regarding the entry points of the asset, touring the facility revealed that access to bathrooms and various office spaces downstairs could be challenging, involving the need to unlock gates to the breezeway.

The consultation did not indicate any issues with the asset taking advantage of natural light, especially in the office spaces, where large and well positioned windows provided good natural light. Protection from prevailing winds was not explicitly discussed during consultation, but observations during the site visit noted that entering the amenities and office spaces on the bottom floor through the breezeways could expose users to prevailing winds due to the design.

The functionality assessment conducted by key stakeholders identified that the internal environment, more specifically the views from inside all spaces, as well as the access to the outdoors were average (rating 3). Whereas the functionality assessment saw the configuration of the functional spaces inside the building and attractiveness of the interior as Good (rating 2). The views from inside the Town Hall Façade, as indicated during the consultation with key stakeholders, primarily look out to Argent Street and the Charles Rasp Library car park. Stakeholders also noted two entry and exit points on the ground floor, along with additional entry and exit points in

the breezeways. Furthermore, users have access to three small outdoor balconies on the first floor. Throughout consultation, it was discussed that the interior of the building was considered average. Visual concerns were raised regarding the condition of some rooms, including issues such as chipped and damaged tiling, stripped painting, outdated finishes (e.g., window frames and doors), water damage to the ceiling and walls, and an overall outdated appearance of the amenities.

18.3.4 Utilisation

The overall utilisation of the Town Hall Façade is currently five days a week, 43% of the total available hours (Poor – rating 4) which is below the Council nominated benchmark of seven days a week (59.5 hours per week). Key stakeholders advised the Town Hall Façade originally was operating as a Gallery prior to the Covid 19 pandemic, however, there was no indication of any changes of operating times. The current user groups of the Town Hall Façade at the time of assessment were the West Darling Arts Preservation Society, however, key stakeholders advised they were in the process of moving, indicating the asset will be untenanted. Therefore, the proposition of integrating the Town Hall Façade into the potential new library plans may be more seamless as the asset will not be occupied by any user groups.

West Darling Arts Preservation Society

Key stakeholders from the Geo Centre advised that the asset is currently utilised by the West Darling Arts Preservation Society across five days. Consultation with key stakeholders advised that the group operates from 8:00am – 4:30pm, Monday – Friday. Key stakeholders advised the West Darling Arts Preservation Society have occupied the Town Hall façade for approximately 20 years. Consultation with key stakeholders indicated the downstairs lobby area was temporarily being used for storage whereas primary operations occurred in the upstairs offices. Consultation indicated the West Darling Arts Preservation Society had originally been running the asset as a gallery, however, the onset of the Covid 19 pandemic prevented this from continuing.

Additional comments made from stakeholders during consultation indicated there have been previous users of the asset, such as a multicultural women's centre in the downstairs area, an artist utilising one of the upstairs office rooms and the asset being utilised as a gallery prior to the Covid 19 pandemic. In addition to this, it was also detailed through consultation that the Town Hall Façade was previously utilised as the Broken Hill Town Hall. Key stakeholders also indicated the previous General Manager of Council anticipated using the downstairs portion of the asset as an office space, however, this never eventuated.

Further consultation with key stakeholders addressed that the new Charles Rasp Library development that is anticipated to begin in 2023 will incorporate the Town Hall Façade into its plans. Consultation indicated the Town Hall Façade is scoped to include additional meeting spaces for the new library upgrade as well as integrating the asset itself as a thoroughfare to the new library. However, key stakeholders advised that they were not certain on the details regarding the new plans and advised the information they were providing was merely speculation.

18.3.5 Community value

Overall, the community value for the Town Hall Façade is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the physical structure of the asset is valued higher than the services and programs ran at the Town Hall Façade.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with access by private vehicle and parking availability also seen as Excellent (rating 1). Furthermore, survey results indicated the accessibility by active or public transport is considered Excellent (rating 1). Observations during the site visit indicated there was adequate parking for users of the Town Hall Façade with a car park located on the rear of the asset (Charles Rasp Library dedicated car park) and sufficient street parking available. However, key stakeholders indicated the proposed library plans to build on the car park to extend the current size of the Charles Rasp Library. Survey results further indicated the asset was Excellently (rating 1) located in relation to its compatible land uses with key stakeholders indicating the asset is centrally located in the north side of Broken Hill and within walking distance from the Charles Rasp Library, Civic Centre, Geo Centre and the Visitors Information Centre, which are all considered tourists hot spots within the area.

Survey results further indicated the asset location is Excellent (rating 1) in relation to flexibility and adapting to future demand. Key stakeholders indicated the asset has had a number of users over the years, with a number of user groups also wanting to use the space for a variety of activities. Stakeholders further advised the proposed library plans and the idea to integrate the asset into the new plans (As outlined in 18.3.3) suggest the asset is flexible to adapting to future demand and identifying potential new uses for a heritage listed asset .

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered excellent by the community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders indicated during consultation the West Darling Arts Preservation Society have occupied the building for 20 years. It was further indicated the asset originally was the Broken Hill Town Hall up until the back portion of the asset was knocked down in 1972. Stakeholders advised the original plans were to knock down the whole building, however, large protests prevented this from occurring, leaving just the front face of the asset.

Additionally, survey results indicated stakeholders feel the asset is considered Poor (rating 4) for enabling cultural expression to multicultural communities, Average (rating 3) for enabling cultural expression to the local Aboriginal communities and Good (rating 2) for the asset supporting the creative arts sector. Consultation with key stakeholders did not indicate the asset supported the Aboriginal and multicultural community. The information provided during consultation corelated with the results of the functionality assessment, as key stakeholders confirmed the Town Hall Façade was historically an art gallery, is currently utilised by the West Darling Arts Preservation Society, and plays a significant role in showcasing heritage projections every night for the enjoyment and education of tourists.

Survey results further indicated the asset rated Poor (rating 4) as a space that supports community gatherings and events. Consultation paired with observations made during the site visit indicated the current layout of the Town Hall Façade does not support community gathering and events, with the asset having poor accessibility, outdated internal furniture, limited water supply, limited functional spaces and poor fittings and finishes (as outlined in section 18.3.3).

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Average (rating 3) for their affordability and enabling community participation. Key stakeholders from the West Darling Art Preservation Society advised they were currently relocating from the asset at the time of our assessment but did indicate they were paying $200 a week to utilise the asset. Survey results also indicated stakeholders feel job and learning/training opportunities are poor (rating 4). However, there was no discussion throughout consultation that indicated the West Darling Arts Preservation Society provided job or learning opportunities for community members.

Survey results further indicated community participation rated relatively Poorly (rating 4) across the asset for community resilience and supporting the promotion of community engagement and ownership, whereas survey results saw the asset providing a space that invokes a sense of community pride as Good (rating 2). Observations during the site visit paired with consultation indicated the asset is not highly utilised which could account for the low rating in the survey. Key stakeholders indicated the number of concerns affiliated with the internal look and feel of the building hinders its ability to be utilised and to make a difference as a community space. Survey results did indicate, however, the asset rated Good (rating 2) in terms of providing a space that invokes community pride. Stakeholders advised the Town Hall Façade is a largely admired tourist attraction, with stakeholders advising tourists often take photos and admire the building throughout the day and night.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Town Hall Façade were considered Average (rating 3) for supporting social cohesion and Poorly (rating 4) for supporting overall wellbeing and active lifestyles. Consultation with key stakeholders indicated the asset was open to accepting visitors regardless of age, gender, physical ability, sexual orientation, ethnicity or cultural beliefs. The presence of physical barriers, such as a large and steep staircase, and limitations in amenities can impede the participation of elderly and those who experience a disability. Additionally, the current services and activities may not adequately support active lifestyles. The potential for expansion on activities promoting active lifestyles is noted, but it is essential to

address accessibility restrictions for the space to become more socially cohesive and inclusive for a diverse range of users.

18.4 Optimisation Recommendations

As identified in section 18.2, the outcome of the optimisation review for the Town Hall Façade is an overall performance index of 37% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Town Hall Façade is recommended to undergo significant upgrades to activate it as a staged part of the redeveloped Charles Rasp Library precinct as outlined in Table 18.3.

Table 18.3 Town Hall Façade– Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Prepare an overall Community Precinct Masterplan which would include Town Hall Façade, Broken Hill Police Station, the new Charles Rasp Library the Civic Centre and Aged Person Rest Centre. This purpose of the Masterplan would be to support strategic decision–making and investment to improve the overall functionality and connections of the co–located spaces.	Functionality (section 18.3.3) Community value (section 18.3.5)
High	Undertake planned capital works to upgrade the Town Hall Façade including the minimum provision of additional meeting space and updated bathrooms and open up the breezeways. Consider inclusion of a lift to enable equitable access to the second floor.	Functionality (section 18.3.3) Utilisation (section 18.3.4) Community value (section 18.3.5)
High	Once the renovations are complete integrate the Town Hall Façade and its new meeting rooms into a centralised booking system.	Utilisation (section 18.3.4)
Medium	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 18.3.1)
Medium	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 18.3.1)
Medium	Relocate light display to project onto the back wall of the Town Hall Façade. This would help to restore functionality to the upstairs rooms and activate the community space between the library and Town Hall Façade in the evenings.	Functionality (section 18.3.3) Utilisation (section 18.3.4) Community value (section 18.3.5)

19. Visitor Information Centre

19.1 Overview

The Broken Hill Visitor Information Centre is located in the Broken Hill CBD. The Visitor information centre is a single–story building hosting offices, amenities block, café/dining facility, gift shop, Tourist Information office and a display lounge and a carpark. The Primary purpose of this building is to offer tourists and travellers a service for their travels to the city of Broken Hill.

(Source: Broken Hill Visitor Information Centre)

Figure 19.1 Broken Hill Visitor Information Centre

19.2 Overall Performance Index

Table 19.1 presents the overall performance index for the Visitor Information Centre, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Visitor Information Centre MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Visitor Information Centre has not met the benchmark for physical condition, functionality, or utilisation, however, it has met the benchmark for financial value and exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the Visitor Information Centre is 52%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 19.4) should prioritise increasing the physical condition and functionality of the asset.

Table 19.1 Visitors Information Centre – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	4 – Poor	39%
Functionality	25	2 – Good	3 – Average	51%
Utilisation	20	7 days a week	3 – Acceptable	75%
Financial Value	20	3 – Moderate	3 – Moderate	40%
Community Value	10	3 – Average	2 – Good	66%
			Overall Measure	**52%**

19.3 Detailed Assessment

19.3.1 Physical condition

The overall physical condition rating for the Visitors Information Centre is Poor (rating 4) which is below Councils nominated benchmark of Good (rating 2). This outcome indicates the Visitors Information Centre is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes and fittings of the Visitors Information Centre are in Poor condition (rating 4). However, the Visitor Information Centre – Wash Bay Structure is in Satisfactory condition (rating 3) indicating this portion of the asset is in fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the finishes of the Visitor Information Centre would require renewal/replacement in 2029 at an estimated replacement cost of $560,000 (based on the At Cost Value).

Key stakeholders advised during consultation that the asset was built in the 1970's with its physical condition being generally average. Key stakeholders advised that the asset requires new toilet amenities as the current bathrooms are outdated. Key stakeholders advised that maintenance and servicing by Council is regular, however a maintenance schedule would be beneficial. Consultation with additional stakeholders also advised that SIXT Car rentals are investing $50,000 into upgrading their office space. There was no indication during consultation of any further concerns with the physical condition of the building.

Table 19.2 provides an overview of the status of statutory compliance requirements for the Visitor Information Centre, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 19.2 Statutory Compliance Table – Visitor Information Centre

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not Supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

19.3.2 Financial value

The financial value of the Visitor Information Centre is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 19.3.1). Therefore, the renewal need of the Visitor Information Centre is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 40% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

19.3.3 Functionality

The overall functionality rating for the Visitor Information Centre is Average (rating 3) which is below Councils nominated benchmark of Good (rating 2). This outcome indicates Visitor Information Centre requires improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, lighting, safety and security, furniture and fit out, storage furniture and fit out, the form and materials, and the internal environment of the building.

Comfort

The functionality assessment indicated the temperature and comfort across the functional spaces of the Town Hall Façade building during both summer and winter, received a rating of Average (rating 3). Additionally, the functionality assessment highlighted that the air quality across all functional spaces in the Visitor Information Centre was Good (rating 2). Whereas the functionality assessment saw the ventilation across the functional spaces as Poor (rating 4) and the acoustics and lighting as Average (rating 3). Further analysis of the functionality assessment saw that the temperature across the amenities was Poor (rating 4), and the circulation spaces were Average (rating 3). The feedback from key stakeholders and observations during the site visit for the Visitors Information Centre indicates a ducted air conditioning system was installed to cover all spaces and comfort was good, the functionality assessment data, however, suggests otherwise. Lighting was generally considered good, but some areas, including corridors and external spaces, were identified as needing an upgrade to better support users, particularly those with mobility challenges. The high foot traffic within the asset makes adequate lighting crucial, especially for the elderly or those experiencing a disability. Additionally, there were no indications of concerns with air quality and ventilation during consultation, but it became evident during the tour that several functional office spaces lacked access to fresh air, highlighting a potential issue with ventilation.

Amenity

The functionality assessment conducted by key stakeholders identified that safety and security across the functional spaces was Average (rating 3) The functionality assessment also identified that the furniture and fit out and the power supply across the functional spaces was Good (rating 2), whereas the data connection points and the appliances and specialist equipment across the functional spaces were Average (rating 3). The feedback from key stakeholders regarding the Visitors Information Centre highlights several key points. There was a consensus among stakeholders that there is a need for improved security systems throughout the asset. Although there is a security camera in the SIXT Car Rental office, concerns were raised about people who experience homeless entering the Visitor Information Centre after hours due to insufficient closing procedures. In terms of the furniture and fit–out, opinions varied among stakeholders. While one stakeholder found the café's furniture and layout perfect, another identified a generally outdated design, especially in the entrance area, contributing to an outdated feel. Storage emerged as a significant concern, with stakeholders noting a lack of space to store equipment, archives, and miscellaneous items, as well as insufficient car space availability for hire cars.

Regarding power supply and data connection, there were no specific concerns raised by stakeholders during consultation. The functionality assessment, however, indicated that power supply across functional spaces was considered adequate, but there were issues with data connectivity (WIFI) in specific areas like the café dining area, display lounge, and café serving area.

Effectiveness

The functionality assessment conducted by key stakeholders identified the character and innovation of the functional spaces, more specifically the ideas around the design of the spaces, how interesting the spaces are to look at and move around in, the expression of council and community values and the likeliness for the asset to influence future designs were Average (rating 3). The feedback from key stakeholders regarding the design of the spaces within the Visitors Information Centre reveals differing perspectives. One stakeholder found the design of the café perfect for their business needs, particularly appreciating the large seating space and outdoor views. However, other stakeholders expressed that their spaces, including SIXT Car rentals and the electronic repair store, were functional but might benefit from upgrades to enhance their operational aspects.

Regarding the Visitor Information Centre, stakeholders generally considered the design to be sufficient. However, there was a shared desire among stakeholders to incorporate more interactive elements into the Visitors Information Centre, such as a book swapping station or other engaging features. These ideas are seen as a way to capture the interest of both residents and tourists. Despite these desires for enhancements, there was no indication during consultation that the Visitors Information Centre was likely to influence future design.

The functionality assessment conducted by key stakeholders identified that the form and materials across the functional spaces in the asset, more specifically the human scale and feel of the spaces, the logicality of the entrances and exits as well as the quality of the external materials were Average (rating 3). Whereas the functionality assessment indicated the design of all spaces in the asset and their ability to take advantage of natural light and shelters from prevailing winds were Good (rating 2). The perceptions of the welcoming feeling and human scale of the Visitor Information Centre varied among stakeholders, reflecting the diverse opinions from different groups associated with the facility. Stakeholders linked to the café expressed that the building and its functional spaces provided a welcoming feeling. However, key stakeholders associated with the Visitor Information Centre itself, and SIXT Car rentals, indicated that the building had an uninteresting feel, citing outdated features such as furniture, tiling, and the overall layout of the asset.

While there were differing opinions on the aesthetics, stakeholders generally acknowledged the importance of the Visitor Information Centre having a welcoming feel, especially as it is often the first point of contact for tourists. The logicality of entrances, external materials of the building, and the design of the building takin advantage of natural light and shelter from wind were not raised as concerns during the consultation. In fact, stakeholders recognised the asset effectively utilised natural light through its glass exterior and provided good protection from surrounding winds.

However, during the site visit, it became evident the entrances to the asset were confusing, with multiple doors located around the building and limited signage, making it challenging for visitors to identify the specific section of the asset they were entering. This observation underscores the importance of clear wayfinding and signage to enhance the overall visitor experience.

The functionality assessment conducted by key stakeholders identified that the internal environment, more specifically the views from inside all spaces as well as the logicality of the spaces were Average (rating 3). Whereas the functionality assessment saw access to the outdoors as Good (rating 2) and the attractiveness of the interior as Poor (rating 4). Consultation with key stakeholders revealed that the views from inside the asset, particularly from areas such as the foyer, main dining area, visitor information centre, display lounge, display area, and office spaces, were considered good due to the presence of large open–style windows. However, stakeholders expressed varying opinions on the attractiveness of the interior, with the café section of the Visitor Information Centre receiving positive feedback for its appealing design.

Concerns were raised about the outdated design of some furniture, the lack of updates to the fit–out throughout the asset, including issues such as fading paint on walls and doors, cracked and faded tiling, and a perceived lack of service and maintenance in the bathrooms. These observations underscore the importance of regular maintenance and aesthetic upgrades to ensure a positive and appealing environment for both visitors and staff. It may be beneficial to address these concerns to enhance the overall experience within the asset.

19.3.4 Utilisation

The overall utilisation of the Visitor Information Centre is currently seven days a week, 75% of the total available hours (Acceptable – rating 3) which meets the Council nominated benchmark of seven days a week (56 hours per week). Key stakeholders advised the only changes to operating times since the beginning of the Covid 19 pandemic where Gloria Jeans, who originally were operating from 7:30am – 5:00pm throughout the weekdays. However, at the time of assessment Gloria Jeans was open from 7:30am – 3:00pm. The current tenants of the Visitor information Centre were the Visitors Information Centre itself, Gloria Jeans, SIXT Car Rentals and BrokenFixIt. It is crucial to note that each of these four businesses run their own operating schedule, indicating the asset is subject to various opening hours throughout the week.

Visitor Information Centre

Key stakeholders from the Visitors Information Centre advised that the asset is currently utilised by the Visitor Information Centre seven days a week from 9:00am – 4:00pm Monday – Friday and from 10:00am – 2:00pm on Saturdays and Sundays. It was advised during consultation that during the year of 2022 the Visitor Information Centre had approximately 5,500 people utilise the asset throughout the month of March and approximately 8,955 people throughout the month of April. Key stakeholders advised throughout the months of December – March they regularly service 2,500 patrons per month with September being identified as the busiest time due to school holidays. Further discussion with key stakeholders identified that the main user groups are young families or the older demographic who visit as tourists. Key stakeholders identified that in recent years the Visitor Information Centre has seen a decline in the younger demographic using the asset. Key stakeholders also indicated the Visitor Information Centre provides a ticketing service at the front counter as well as promotes events that are occurring throughout the city thus increasing the foot traffic of the asset. Key stakeholders indicated the Visitor Information Centre also offer free walking tours on Monday – Friday from 10:00am for two hours. These tours often have approximately 20 individuals. They commence from the Visitor Information Centre and tour a 3.5 block radius to the Broken Hill Art Gallery. The Visitor Information Centre is also the designated departure and arrival spot for events, with buses primarily leaving daily from the visitor Information Centre.

Gloria Jeans

Key stakeholders from the Visitors Information Centre advised that the asset is currently utilised by Gloria Jeans seven days a week from 7:30am – 2:00pm Monday –Friday and from 10:00am – 2:00pm on Saturdays and Sundays. Consultation with key stakeholders advised that Gloria Jeans Broken Hill is one of the top three grossing Gloria Jeans in Australia. Key stakeholders indicated Gloria Jeans Broken Hill service approximately 12% of the Broken Hill population a week which amounts to approximately 3,500 individuals. Key stakeholders further advised that prior to Covid 19, they serviced more school aged children and seniors whereas post Covid 19 there appears to be a higher number of families and seniors. Stakeholders also advised that before the onset of the Covid 19 pandemic, Gloria Jeans was open from 7:30am – 5:00pm and anticipate going back to this timing in the near future. Key stakeholders indicated Gloria Jeans provides service to a range of user groups. The space is used by small businesses as a place for interviews and meetings; a mental health group who book twice a week; and receive regular bookings from family groups. Key stakeholders indicated Gloria Jeans Broken Hill is rarely empty and has consistent foot traffic throughout all periods of the year.

SIXT Car Rentals

Key stakeholders from the Visitors Information Centre advised that the asset is currently utilised by SIXT Car Rentals six days a week from 9:00am – 4:00pm Monday – Friday and from 8:00am – 11:00pm on Saturdays. It was advised during consultation that Tuesdays are often the busiest day as the train arrives to Broken Hill on Monday night. Patrons often sleep on the train overnight and catch a bus to the Visitor Information Centre on Tuesday mornings where they can hire a car. Key stakeholders advised that before the Covid 19 pandemic, the train would travel to Broken Hill twice a week, however, there was uncertainty around stakeholders if the train would begin operating twice a week in the coming future. Key stakeholders addressed concern with the limited car spaces available to store hire cars at the Visitor Information Centre. It was advised during consultation that having limited car space availability effects their potential income due to the lack of available cars for rental. Key stakeholders indicated that due to the Visitor Information Centre lacking available car space, the office is primarily used for the administrative side of managing the company, as most of the cars are stored at the airport where there is more parking availability.

BrokenFixIt

Key stakeholders from the Visitors Information Centre advised that the asset is currently utilised by BrokenFixIt five days a week from 9:30am – 4:30pm Monday to Thursday and from 10:00am – 12:00pm and 3:00pm – 5:00pm on Fridays. Key stakeholders advised that BrokenFixIt also operate after hours in store appointments, however, this occurs on an ad hoc basis. There were no further discussions with key stakeholders regarding BrokenFixIt and their operations from the Visitor Information Centre.

19.3.5 Community value

Overall, the community value for the Visitor Information Centre is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Visitor Information Centre were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability also seen as Good (rating 2). However, survey results indicated the accessibility by active or public transport is considered Average (rating 3). Key stakeholders from the Visitors Information Centre indicated there was excellent parking at the asset, however key stakeholders from SIXT Car Rentals advised the current parking availability was inadequate, with minimal spots available and poor signage indicating where cars should be dropped off. Key stakeholders have highlighted additional challenges, noting that SIXT Car Rentals faces issues related to limited staffing capacity, leading to difficulties in regularly moving cars to the designated storage spot on Blende Street. This operational constraint reduces the availability of parking spaces for other users of the Visitor Information Centre. This issue may need to be addressed collaboratively to optimise the use of parking spaces and ensure a smoother experience for all visitors.

Moreover, observations during the site visit, coupled with stakeholder input, emphasised the importance of public transport, particularly buses, which operate frequently and provide transportation to and from the Visitor Information Centre. The Broken Hill town coach stop, located adjacent to the centre, plays a crucial role in facilitating convenient travel. Stakeholders noted that buses leave town daily, transporting users to various events, and trains arriving from Sydney and Adelaide on Monday nights transport users to the Visitor Information Centre on Tuesday mornings. This information underscores the centre's accessibility through various modes of transportation, contributing to its role as a hub for visitors and tourists.

Survey results further indicated the asset location is Good (rating 2) in relation to flexibility and adapting to future demand. Observations during the site visit indicated the Visitor Information Centre could adapt to future demand, with the asset already providing four different services (as outlined in 19.3.4) to the community. Each of these services have the flexibility to expand and account for future demand, with the SIXT Car Rentals office planning to undergo maintenance in the near future (as discussed in 19.3.3) to better account for the ongoing and future demand.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered average in terms of its community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders indicated during consultation the Visitors Information Centre was built in the 1970's and was originally the main bus shelter for Broken Hill. There was no indication throughout consultation that indicated when the building transitioned to the Visitors Information Centre. There was no indication throughout consultation indicating the asset had heritage significance, however, it was made apparent through consultation that the asset is an iconic local landmark as it is often the first-place tourists come to on their arrival into Broken Hill.

Additionally, survey results indicated stakeholders feel the asset is considered Average (rating 3) for enabling cultural expression to Aboriginal and multicultural communities. Consultation with key stakeholders indicated the asset minimally supports the Aboriginal and multicultural community as it is services provided (as discussed in 19.3.4) rather than activities and programs. Similarly, survey results indicated the asset was considered Average (rating 3) for supporting the creative arts sectors, which is indicative of the asset not actively hosting or supporting creative/art activities from the asset directly.

Survey results further indicated the asset rated Average (rating 3) as a space that contributes to activated streets and open spaces and rated Good (rating 2) for supporting community gatherings and events. Observations during the site visit have highlighted the positive impact of the asset on activated streets, particularly through the provision of free walking tours from the Visitors Information Centre on Mondays (as discussed in section 19.3.4). This initiative encourages users to explore compatible facilities and tourist attractions within a short walking distance from the centre, enhancing the overall vibrancy of the surrounding streets.

Furthermore, both observations and stakeholder consultations emphasise the asset plays a vital role in supporting community gatherings and events. Gloria Jeans, within the centre, provides a space for users and visitors to socially gather, fostering a sense of community. Key stakeholders have confirmed this, noting regular groups and services provided throughout the week. Additionally, the Visitors Information Centre, as its main purpose, excels in supporting community gatherings and events by offering guidance on various attractions and events, enriching the experience for both residents and tourists. This underscores the centre's multifaceted role in fostering community engagement and contributing to the cultural life of Broken Hill.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are Excellent (rating 1) value for their affordability. Key stakeholders from the Visitors Information Centre advised entry into the building is free with the asset providing free guidance for visitors looking to explore the wider Broken Hill area. Furthermore, key stakeholders across all services provided at the Visitors Information Centre (as outlined in 19.3.4) indicated the support services are affordable, with the only costs associated to the services and goods provided being tours and tickets for events or programs; souvenirs; food and drinks from Gloria Jeans; Car hire from SIXT Car Rentals; and technology repairs from BrokenFixIt. Key stakeholders from each of these establishments indicated the costs associated to the services provided are affordable.

Furthermore, survey results indicated the asset is Excellent (rating 1) for job opportunities and moderately supported learning/training opportunities. Key stakeholders across each of the services run explained there were a range of job opportunities available, specifically from the Visitors Information Centre and Gloria Jeans who advised they were open to taking on more employees.

Survey results further indicated community participation, in particular the asset providing a space that invokes community pride and wellbeing were Good (rating 2). Key stakeholders advised the asset positively contributes to community pride and belonging by providing services to tourist who are entering Broken Hill for the first time. Further to this, it was apparent key stakeholders operating and providing services from the Visitor Information Centre achieve a sense of joy and fulfilment in providing information and knowledge behind the history and main attractions of Broken Hill. Similarly, key stakeholders from Gloria Jeans advised the asset provides a space for a range of user groups, such as families during the holiday period, regular family group bookings, mental health groups and businesses who use the space for meetings. Therefore, the Visitors Information Centre can be seen as a versatile space that services a range of community members and tourists.

Survey results, however, indicated the asset is considered Average (rating 3) for contributing to community resilience (adapting to and managing economic, social, and environmental change) and contributing to the promotion of community engagement and ownership, where the community has influence over its management and evolution. Observations during the site visit have pointed out that the survey results, which indicated community participation in the asset, may be more indicative of a focus on providing information rather than actively engaging and servicing visitors. The experience users receive at the Visitor Information Centre was observed to lack excitement and did not seem to actively support community participation, particularly in comparison to the expectations of a dynamic information centre. Key stakeholders were aware the asset lacked interactive features and an appealing atmosphere, which could potentially explain the average rating provided in the survey. Addressing these aspects could enhance the overall experience and community engagement at the Visitor Information Centre.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Visitors Information Centre is considered Good (rating 2) for supporting social cohesion and is considered Average (rating 3) for supporting overall wellbeing. As for the asset supporting active lifestyles, the asset received a rating of Poor (rating 4). Consultation with key stakeholders highlighted the asset actively supports visitors, irrespective of age, gender,

physical ability, sexual orientation, ethnicity, or cultural beliefs. Key stakeholders emphasised the asset is easily accessible, being a single–level structure with no physical barriers hindering access. Additionally, observations during the site visit saw the Visitors Information Centre as a welcoming space with a variety of programs, events, and services where people feel safe and respected. Observations during the site visit further indicated that the asset moderately supports active lifestyles, with several services and events offered by the Visitors Information Centre contributing to physical activity. However, certain services like Gloria Jeans, BrokenFixIt, and SIXT Car Rentals were identified as not directly contributing to active lifestyles. Overall, the programs offered by the Visitors Information Centre were seen to positively support mental wellbeing by providing opportunities for a diverse range of users, including families, the elderly, and individuals who experience a disability, to engage in social interactions and exploration, contributing to personal growth and improved mental health and wellbeing.

19.4 Optimisation Recommendations

As identified in section 19.2, the outcome of the optimisation review for the Visitor Information Centre is an overall performance index of 52% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Visitors Information Centre is recommended to either relocate the Visitor Information Centre or look at restructuring the asset in order to provide more commercial space as outlined in Table 19.3.

Table 19.3 Visitor Information Centre – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
High	Investigate feasibility of relocating the Visitor Information Centre to another suitable location. Pending requirements of transfer, other tenants may be able to remain.	Utilisation (section 19.3.4) Community value (section 19.3.5)
High	In the instance Council determines not to relocate the Visitor Information Centre, a feasibility study looking at restructuring the asset in order to provide more commercial space should be considered. Moderate upgrades and general maintenance would also be required to improve the functionality and physical condition of the asset.	Physical condition (section 19.3.1) Functionality (section 19.3.3) Utilisation (section 19.3.4)
Medium	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 19.3.1)
Medium	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 19.3.1)

20. Youth Services Building

20.1 Overview

The Youth Services Building has had a number of previous uses and is currently occupied by the West Darling Arts Machinery Society. The asset consists of a main building which includes a number of rooms, a kitchen and garage and the surrounding lot also includes a number of large sheds and bays which house machinery.

(Source: Broken Hill City Council)

Figure 20.1 Youth Services Building

20.2 Overall Performance Index

Table 20.1 presents the overall performance index for the Youth Services Building, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Youth Services Building MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows Youth Services Building has not met the benchmark for physical condition or utilisation, however, has met the benchmark for financial value and exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the Youth Services Building is 42%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 20.4) should prioritise increasing the physical condition and utilisation of the asset.

Table 20.1 Overall Performance Index – Youth Services Building

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	21%
Functionality	25	3 – Satisfactory	3 – Satisfactory	60%
Utilisation	20	6 days a week	4 – Poor	54%
Financial Value	20	3 – Moderate	3 – Moderate	21%
Community Value	10	3 – Average	2 – Good	63%
			Overall Measure	**42%**

20.3 Detailed Assessment

20.3.1 Physical condition

The overall physical condition rating for the Youth Services Building is Poor (rating 4) which is below Councils nominated benchmark of Satisfactory (rating 3). This outcome indicates the Youth Services Building is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, and services of the Youth Services Building are in Poor condition (rating 4). Similarly, the storage bay structure is also in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Youth Services Building would require renewal/replacement in 2024 at an estimated replacement cost of $47,000 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the Youth Services Building would require renewal/replacement in 2024 at an estimated replacement cost of $150,000 (based on the At Cost Value). Furthermore, at the time of the physical condition evaluation, the services of the Youth Services Building would require renewal/replacement in 2025 at an estimated replacement cost of $510,000 (based on the At Cost Value).

Key stakeholders from the West Darling Arts Machinery Society indicated they moved into the building in 1990. However, there was no indication as to how old the structure of the asset was during consultation. Observations made during the site visit, paired with key stakeholder's comments, indicated the finishes and fittings are becoming worn and outdated in the main building. At the time of the assessment, key stakeholders did not advise of any structural concerns to the asset, however, stakeholders did advise that a new disability ramp had been recently installed from a grant they received; the roof of the building was fixed through insurance after a hailstorm; new lights were recently installed inside; and a self–funded new fence was built around the perimeter of the asset. Stakeholders noted that Council was usually responsive with general maintenance requirements, but it was more reactive than regular. Stakeholders further advised that many of the upgrades completed to the asset were through revenue received through the club.

Table 20.2 provides an overview of the status of statutory compliance requirements for the Youth Services Building, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 20.2 Youth Services Building – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	No	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

20.3.2 Financial value

The financial value of the Youth Services Building is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 20.3.1). Therefore, the overall renewal need of the Youth Centre Main Building is Moderate (rating 3) however, the renewal need of the finishings, services and Youth Centre storage bay is Major (rating 4).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 21% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed

20.3.3 Functionality

The overall functionality rating for the Youth Services Building is 60% (rating 3) which meets Councils nominated benchmark of Satisfactory (rating 3). This outcome indicates the Youth Services Building requires minimal improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include ventilation, air quality, furniture and fit out, data and voice and the form and materials of the asset.

Comfort

The functionality assessment for the Youth Services Building indicated that the temperature and comfort across the functional spaces during both summer and winter received a rating of Good (rating 2). Observations during the site visit revealed the presence of wall mounted air conditioning units in some functional spaces, along with ceiling fans in some rooms. However, there was no indication of any temperature controlling aspects such as air conditioning or fans in the amenity spaces, aligning with the functionality assessment's Average rating (rating 3) for these areas. The assessment also highlighted Good (rating 2) temperature conditions in the storage and utility spaces and circulation spaces. However, it appears that the circulation spaces may have received this rating as many functional rooms lack doors, allowing temperature to flow from these rooms into the corridors.

The functionality assessment pointed out that ventilation, air quality, and lighting across the functional spaces were Average (rating 3), while acoustics received a rating of Good (rating 2). Observations during the site visit supported these findings, revealing that many functional spaces were concealed within concrete walls with awning style windows. However, these windows were closed during the visit and may only be opened when rooms are in use or as needed. Some functional rooms displayed antique items and equipment, making them prone to dust and necessitating better ventilation. Although there were air vents observed in the main workshop, they may not meet the standard implied by the functionality assessment. Lighting within the functional spaces was deemed adequate during the site visit, with natural and artificial lighting available in all rooms. Key stakeholders mentioned that

lighting throughout the asset had recently been replaced. However, it was observed that some functional rooms had windows with blinds that were shut, suggesting that these may stay closed when the asset is not in use.

Amenity

The functionality assessment for the Youth Services Building indicated that safety and security across the functional spaces were rated as Average (rating 3). Power supply across the functional spaces received a Good (rating 2), while furniture and fit–out as well as appliances across all spaces were rated as Average (rating 3). However, the data connection points across all spaces within the asset received a Poor (rating 4).

Observations during the site visit did not reveal any additional security measures beyond standard keylocks. Despite the nature of operations and the items on display within the asset, the observed safety and security measures did not align with the details provided in the functionality assessment. Key stakeholders expressed openness to the idea of potentially hiring out some rooms within the asset but concerns about the lack of security were identified as a barrier to doing so.

Further observations, along with discussions with key stakeholders, indicated that there was more than an adequate number of power outlets and power supply, especially within the functional spaces of the asset. This ample power supply is attributed to the nature of activities that take place within the asset.

Observations during the site visit also supported the functionality assessment's findings that furniture and fit–out, as well as appliances, were rated as Average (rating 3). The observed furniture on display was deemed fit for purpose but appeared relatively old and outdated. Key stakeholders mentioned that furniture and equipment are often donated. The kitchen, which is frequently utilised, was observed to be of poor quality and in need of an upgrade. Key stakeholders expressed a desire to update and extend the kitchen with the potential acquisition of a grant, which would enable them to host more events with improved facilities.

Effectiveness

The functionality assessment completed by key stakeholders indicated the character and innovation of the functional spaces, more specifically the ideas behind the design of these spaces and whether they were interesting to look at and move around in were seen as Average (rating 3). Consultation with key stakeholders indicated before the West Darling Arts Machinery Society moved to the building, it was previously used as a youth service building and also to house pigeons. Therefore, the original concept behind the design of the building does not align with current operations. Observation made during the site visit, however, did indicate that the building was interesting to move around in, with historic artwork and antiques on display in the display rooms and a number of machines and equipment located in the workshop.

The functionality assessment completed by key stakeholder indicated the form and materials of the asset, more specifically if the asset had a human scale and feel welcoming, if the design of the asset took advantage of natural light and shelter from prevailing winds and if the external materials appeared to be of high quality were rated as Average (rating 3). Observations during the site visit indicated the asset did have somewhat of a welcoming feel. However, its dated look and feel did not align with the rating received during the functionality assessment. The rooms throughout the asset did somewhat take advantage of natural lighting and shelter from prevailing winds, however, much of the displays and equipment were located outside in open storage sheds. Consultation with key stakeholders indicated that one of their aspirations were to have enclosed sheds to better store machines and equipment.

Observation during the site visit indicated the external materials of the asset were in relatively average to poor condition. Throughout the site visit, there were no major underlying concerns, however the asset looked to be in a relatively old condition and require significant upgrades. Key stakeholders indicated during consultation the roof had recently been fixed through Councils insurance after the most recent hailstorm that took place, however, observations suggest the asset in its entirety requires significant upgrade rather than addressing maintenance issues on a need’s basis.

The functionality assessment completed by key stakeholders indicated that access to the outdoors, the layout of the asset and the interiors attractiveness of all were Average (rating 3). Further to this, the functionality assessment indicated the views from inside the building were Poor (rating 4). Observations made during the site visit indicated that the building is somewhat understandable to manoeuvre through, with the layout of many of the rooms branching off the ‘L’ shaped corridor. However, entry into the asset itself appeared to be somewhat confusing, with access appearing to only be available through the backdoor. In addition, observations throughout

the site visit indicated the interior of the functional spaces were attractive, with many of them having antiques, photos, and machines on display. During the site visit, it was evident that the building's interior views were poor, aligning with the functionality assessment results. This was primarily attributed to the placement of windows in several rooms, situated higher on the walls, thus limiting visibility from within.

20.3.4 Utilisation

The overall utilisation of the Youth Services Building is currently six days a week, 54% of the total available hours (Poor – rating 4) which is below the Council nominated benchmark of six days a week (84 hours per week). Key stakeholders did not indicate the current operating hours have been affected by the Covid 19 pandemic. Consultation with key stakeholders indicated the asset is used solely by the West Darling Arts Machinery Society.

West Darling Arts Machinery Society

Key stakeholders from the Youth Services Building advised that the asset is currently utilised by the West Darling Arts Machinery Society. Consultation with key stakeholders identified that the asset is available for users to visit from 9:00am – 5:00pm, Monday to Friday with the exception of Wednesday when they open for an additional two hours from 7:00pm – 9:00pm and from 9:00 am – 12:00pm on Sundays. Consultation with key stakeholders indicated members are predominately male and range from 22 – 90 years old. As of 2022, there were 40 members affiliated to the West Darling Arts Machinery Society with stakeholders indicating the main reason for declining membership is members passing away. Stakeholders identified that the West Darling Arts Machinery Societies members and general walk ins are predominately retirees, engineers, or new residents of Broken Hill. Further consultation with key stakeholders identified all the rooms are currently utilised by the group, with a number of the exhibit rooms also being utilised as social gathering rooms for the wives of the members when their husbands are engaging in activities. Key stakeholders advised that the busiest times of the year are through school holidays. There was further indication throughout consultation that indicated the West Darling Arts Machinery Society host social events and fundraisers, which may incorporate taking members out for lunch and hosting cake stalls. Key stakeholders indicated the West Darling Arts Machinery Society has a great social aspect for the older demographic and has a positive bearing on the wellbeing and mentality of users. Stakeholders identified that they aspire to host tours throughout the building to display many of the machines and various nostalgia they have to offer.

20.3.5 Community value

Overall, the community value for the Youth Services Building is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Youth Services Building were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with access by private vehicle and parking availability seen as average (rating 3). Whereas survey results indicated the accessibility by active or public transport is considered Poor (rating 4). Key stakeholders from the Youth Services Building identified parking for users was adequate, with stakeholders advising the only availability for parking being on the street. However, there was no specific indication throughout consultation detailing the public transport was available to the asset. Survey results indicated the assets' location in relation to compatible land uses was Poor (rating 4). This was consistent throughout consultation, with key stakeholders indicating the asset is located away from most surrounding infrastructure on the south side of Broken Hill.

Survey results further indicated the asset location is Good (rating 2) in relation to flexibility and adapting to future demand. Observations during the site visit indicated the Youth Services Building occupies a large space with ample space to restructure and upgrade the asset to account for future demand. Key stakeholders indicated throughout consultation the need for additional storage would provide more availability to upgrade and reconfigure the asset. Stakeholders did, however, address they can only renew the lease every year, making it difficult to do any upgrades due to the uncertainty of vacating the space.

Social and cultural significance

The survey results for the Youth Services Building indicated that key stakeholders feel the physical asset is considered Good (rating 2) by the community for its heritage significance and as an iconic landmark in Broken Hill. During consultation, key stakeholders mentioned that the Youth Services Building has been occupied by the West Darling Arts Machinery Society since 1990, following its previous use as a pigeon shelter. However, there was no specific information obtained during consultation regarding when the asset was initially built. Additionally, there was no indication during consultation that highlighted the heritage significance of the asset or its recognition as an iconic local landmark in Broken Hill, particularly given its location within the industrial region of south Broken Hill.

Survey results further indicated that stakeholders feel the asset is Poorly valued (rating 4) for the services and programs that enable cultural expression among Aboriginal communities. In contrast, the survey results indicated the asset is Excellent (rating 1) value for the services and programs that enable cultural expression for multicultural communities. Key stakeholders explained during consultation that there are minimal Aboriginal users of the West Darling Arts Machinery Society, but there is active engagement from a number of multicultural members participating in various activities.

Moreover, survey results indicated that the asset is considered Good (rating 2) for supporting community gatherings and events, while it was rated Average (rating 3) for supporting the creative/arts sector. However, observations during the site visit contradicted this rating, showing that the asset excellently supports community gatherings and events, as well as the creative/arts sector. Members and volunteers of the West Darling Arts Machinery Society were observed engaging in activities, restoring antique and modern machinery, and participating in social interactions, indicating strong support for the creative/arts sector. Key stakeholders emphasised that the services provided by the Youth Services Building are well perceived in the Broken Hill community, providing older members with opportunities for activities that promote overall wellbeing and encourage social gatherings.

Local empowerment

The survey results for the Youth Services Building indicated that key stakeholders feel the services and programs are considered Average (rating 3) for their affordability. During consultation, stakeholders mentioned that membership for the West Darling Arts Preservation Society, which utilises the Youth Services Building, costs $20 per year, covering liability insurance. Although survey results indicated an Average (rating 3) value for affordability there was no indication during consultation of additional costs for members. Thus, based on the information gathered during consultation, it can be considered that the affordability of the asset is excellent for members of the West Darling Arts Machinery Society utilising the Youth Services Building.

Survey results further indicated that the asset Poorly (rating 4) supported job opportunities but Excellently (rating 1) supported learning/training opportunities. Key stakeholders across the West Darling Arts Preservation Society mentioned during consultation that the asset and the services provided do not have employment opportunities, but they actively encourage learning opportunities. Stakeholders shared that in recent times, five younger members gained mechanical knowledge, which helped them in obtaining apprenticeships.

Moreover, survey results indicated that community participation, particularly the asset providing a space that invokes community pride and wellbeing, was Excellent (rating 1). Key stakeholders emphasised during consultation that the asset positively contributes to community pride and belonging through various activities, events, and restorations undertaken by the West Darling Arts Machinery Society. Fundraisers are also held to raise awareness for causes, such as cancer, through activities like cake stalls and operating the little train at Queen Elizabeth Park. Stakeholders mentioned that many members take pride in their work on restorations and in participating in fundraising events. However, survey results indicated the asset was considered Average (rating 3) for contributing to the promotion of community engagement and ownership, where the community influences its management and evolution. Observations during the site visit suggested that the asset is operated on a volunteer basis, and stakeholders see potential for improved community engagement by hosting additional tours of the asset with restored items displayed throughout the Youth Services Building.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Youth Services Building Excellently (rating 1) support social cohesion and overall wellbeing. Whereas survey results saw the asset rated Average (rating 3) for promoting active lifestyles. Consultation with key stakeholders indicated that the Youth Services Building actively supports visitors regardless of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs. Key stakeholders mentioned during consultation that efforts have been made to enhance accessibility, such as the recent addition of a disability ramp. However, stakeholders acknowledged that there is more that can be done to improve accessibility, and they expressed a commitment to creating a space that is easily accessible, where users feel safe and respected. Observations during the site visit also suggested that the asset Excellently (rating 1) supports overall wellbeing and mental health, as users are provided with opportunities to express themselves through the restoration of machinery. Although specific programs supporting active lifestyles were not highlighted, services and events from the Youth Services Building allow community members and users to actively engage in recreational activities that contribute to overall health and wellbeing.

20.4 Optimisation Recommendations

As identified in section 20.2, the outcome of the optimisation review for the Youth Services Building is an overall performance index of 42% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process the Youth Services Building is recommended to undergo general maintenance and upgrades to enable shared use of the asset. There is potential to sub divide and sell part of the lot, however, consideration would need to be given to the sale/storage of some of the machinery currently occupying the lot as outlined in Table 20.3.

Table 20.3 Youth Services Building – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 20.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 20.3.1)
High	Undertake maintenance and upgrades to the asset to enable shared use, including a minimum of updates to the kitchen, bathrooms and conversion of some of the other rooms into meeting rooms available for hire.	Functionality (section 20.3.5) Utilisation (section 20.3.4)
High	Integrate new meeting rooms into a centralised booking system.	Utilisation (section 20.3.4)
Medium	Investigate feasibility to sub–divide and sell part of the lot. consideration will need to be given to the sale/storage of some of the machinery currently occupying the lot.	Financial value (section 20.3.2)

21. Mosque

21.1 Overview

The Broken Hill Mosque is located on the outskirts of the Broken Hill City CBD. The Broken Hill Afghan Mosque Museum was built in 1887 and is now the only surviving mosque built by cameleers in Australia. The structure was rededicated as a place of worship and opened as a museum in 1968. The Mosque offers specialised open days that currently run on Sundays between 2–4pm. These sessions provide opportunities to learn the extensive history associated with the Cameleers and the Mosque.

(Source: Broken Hill City Council)

Figure 21.1 Mosque

21.2 Overall Performance Index

Table 21.1 presents the overall performance index for the Mosque, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Mosque MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Mosque has not met the benchmark for physical condition, functionality, or utilisation, however, has met the benchmark for financial value and community value.

As a result of the optimisation review process the overall measure for the Mosque is 26%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 21.4) should prioritise increasing the physical condition and utilisation of the asset.

Table 21.1 Mosque – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	27%
Functionality	25	3 –Satisfactory	4 – Poor	25%
Utilisation	20	6 days a week	5 – Failed	5%
Financial Value	20	3 – Moderate	3 – Moderate	27%
Community Value	10	3 – Average	3 – Average	63%
			Overall Measure	**26%**

21.3 Detailed Assessment

21.3.1 Physical condition

The overall physical condition rating for the Mosque is Poor (rating 4) which is below Councils nominated benchmark of Poor (rating 4). This outcome indicates Mosque is in poor condition with asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings, and services of the Mosque are in Poor condition (rating 4), the structure of the Mosque Shelter is also in Poor condition (rating 4). However, the Mosque Shed Shelter is in Average condition (rating 3). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Mosque would require renewal/replacement in 2024 at an estimated replacement cost of $1,400 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the Mosque would require renewal/replacement in 2024 at an estimated replacement cost of $19,000 (based on the At Cost Value). Lastly, at the time of the physical condition evaluation, the services of the Mosque would require renewal/replacement in 2027 at an estimated replacement cost of $25,000 (based on the At Cost Value).

Key stakeholders advised during consultation that the asset was built in 1891 with its physical condition being generally poor. Key stakeholders advised that the asset recently received new floors and new iron to the walls. There was no indication during consultation of any concerns with the physical condition of the building. Consultation with key stakeholders, and observations during the site visit, identified the finishes and fittings are in relatively poor condition with stakeholders advising that maintenance and servicing by Council was regular.

Table 21.2 provides an overview of the status of statutory compliance requirements for the Mosque, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 21.2 Mosque – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	BHCC to follow up

Topic	Characteristics	Yes/No	Comment
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

21.3.2 Financial value

The financial value of the Mosque is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 21.3.1). Therefore, the renewal need of the Mosque is Major (rating 4), and the Mosque Shed is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 27% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

21.3.3 Functionality

The overall functionality rating for the Mosque is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Mosque requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, ventilation, air quality, lighting, equipment and appliances, power supply, data connection and the furniture and fit out.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in the Mosque during both summer and winter is Poor (rating 4). The functionality assessment for the Mosque identified Poor (rating 4) temperature and comfort across functional spaces. Key stakeholders mentioned in the assessment that there is a small, portable air conditioning unit in the lobby area, and during consultation, it was noted that a portable fan is used in the prayer room. However, stakeholders expressed that these methods are not sufficient during warmer and cooler months.

Moreover, the functionality assessment highlighted Poor (rating 4) ventilation and air quality across all spaces in the Mosque. Observations during the site visit revealed a lack of windows in the functional spaces, possibly contributing to the low rating. Stakeholders mentioned that the original design included two doors, but one was removed. Additionally, it was noted during the site visit that the windows did not open, limiting airflow and ventilation within the building. The assessment also indicated Poor (rating 4) lighting across functional spaces. Consultation with key stakeholders revealed a reliance on natural light, with no physical lighting fixtures in the building. This could pose an accessibility issue during the late afternoon/evenings or under poor weather conditions when sunlight is limited.

Amenity

The functionality assessment indicated the specialist equipment and appliances throughout the functional spaces Failed (rating 5). Consultation with key stakeholders identified that due to the physical and cultural background of the Mosque, there is no need for appliances and specialist equipment. Similarly, the functionality assessment indicated the furniture and fit out of the Mosque was Poor (rating 4). Consultation with key stakeholders identified that the asset holds numerous heritage items on display in the main lobby with the Prayer room needing to be empty for cultural practice. There were also aspirations to include steppingstones in the lobby, aligning with mosque cultural practices. The lack of toilets onsite was noted as a concern, requiring members to leave the property for bathroom access.

Additionally, the functionality assessment indicated the power supply to the functional spaces and the safety and security aspects to the building were Poor (rating 4). Following a similar trend the data connection to the functional spaces Failed (rating 5). However, consultation with key stakeholders indicated no immediate need to improve the

power supply, considering the nature of the asset. Stakeholders mentioned that both the entry to the main lobby and the prayer room are supported by lockable doors. Additionally, the assessment pointed out Poor (rating 4) data connection to the functional spaces. Stakeholders mentioned the absence of an internet connection throughout the Mosque, expressing a desire to include it for facilitating donations through mobile transactions.

Effectiveness

The functionality assessment indicated the character and innovation of the functional spaces in the asset is Average (rating 3), but the form and internal environment, particularly external materials and detailing of the functional spaces were Poor (rating 4). Consultation with key stakeholders, and observations during the site visit, identified the asset is somewhat difficult to modernise due to the cultural significance of the Mosque. Further consultation indicated new floors and new iron on the walls were implemented to improve its functionality, with observations during the site visit, indicating that the external materials were in generally average condition. The functionality assessment, however, indicated the asset was clearly understandable and the interior was attractive, receiving a rating of Good (rating 2). Stakeholder discussions and site visit observations pointed out that the small and easily manoeuvrable foundation of the building contributed to this rating. Additionally, the historical feeling of the spaces and items displayed inside the asset was noted as a positive aspect. Further observation and consultation indicated the interior of the asset was good due to its historical feeling of the spaces and items the items that were displayed.

21.3.4 Utilisation

The overall utilisation of the Mosque is currently one day a week, 5% of the total available hours (Failed – rating 5) which is below the Council nominated benchmark of three days a week (56 hours per week). Stakeholders indicated that the Mosque also operates outside of these times but only on an appointment basis. Stakeholders advised that before the Covid 19 pandemic the Mosque serviced more patrons, however, there was no indication of a change in operating times. Consultation with key stakeholders indicated the asset is only utilised as a Mosque.

Mosque

Key stakeholders from the Mosque advised that the asset is currently utilised for one day of the week, primarily attracting travellers. Consultation indicated the Mosque can be used more regularly throughout the week by appointment. Consultation with key stakeholders identified that the Mosque is available to the public from 10:30am –12:30pm every Friday, with additional patrons using the asset throughout the week on ad hoc basis. Consultation with key stakeholders advised that during 2022, 14 people attended the Mosque during February, 52 people during the month of March, 69 people during the month of April and 58 people during May. Consultation with key stakeholders indicated the Mosque was very quiet during the pandemic due to limited overseas travellers, however numbers have begun to pick up again this year. Key stakeholders also indicated on the rare occasion schools visit the Mosque if it fits in with the school curriculum.

Key stakeholders indicated before the Covid 19 pandemic the Mosque was servicing approximately 300 people a year. In contrast, the asset has already serviced approximately 200 people during the first half of this year. Consultation with key stakeholders also indicated of these current figures, 89% of visitors are tourists and 11% are local community members. Additional information provided by key stakeholders of the Mosque indicated they would like a designated person to operate and manage marketing and customer relations to potentially draw more schools, groups, and people to the Mosque. It was advised that better advertising and use of online media platforms would be beneficial.

21.3.5 Community value

Overall, the community value for the Mosque is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Mosque were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability seen as Average (rating 3). Similarly, survey results indicated the accessibility by active or public transport is also considered Average (rating 3). Key stakeholders from the Mosque identified the only available parking for its users is street parking. Key stakeholders also advised that a bus travels from the Visitors Information Centre and stops out the front of the Mosque once a week. Key stakeholders further advised the location of the Mosque is well located to its user's group, with consultation indicting there are a large number of the Afghan population still residing in Broken Hill and utilising the Mosque. Furthermore, survey results indicated the assets' location in relation to compatible land uses was Average (rating 3). This was consistent throughout consultation, with key stakeholders indicating the asset is located away from most surrounding infrastructure on the north–east side of Broken Hill.

Survey results further indicated the asset location is Poor (rating 4) in relation to flexibility and adapting to future demand. Consultation with key stakeholders, paired with observations during the site visit, indicated the Mosque has potential to expand, with stakeholders indicating the Mosque was promised a number of upgrades that did not eventuate during the previous restoration period (18 months prior to evaluation). Key stakeholders did advise, however, the Mosque cannot be modernised due to the cultural significance of the asset.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is Excellently (rating 1) valued by the community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders indicated the Mosque was built in 1891 solely for the use of the Afghan Cameleers. Key stakeholders advised in approximately 1965 it was rescued by the Broken Hill Historical society and rededicated as a place of worship and a museum for visitors and locals

Additionally, survey results indicated stakeholders feel the asset is considered Good (rating 2) for the services and programs that enable cultural expression towards multicultural communities. Whereas the asset was considered Average (rating 3) for enabling cultural expression for Aboriginal and multicultural communities and for the asset supporting the creative arts sector. Key stakeholders emphasised that, despite challenges in modernising the Mosque, due to its cultural significance, the asset plays a crucial role in supporting multicultural communities. Stakeholders noted that, before the Covid–19 pandemic, the Mosque received visitors from all over Australia and the world, particularly from Pakistan and other parts of India. Local practitioners, including doctors, also utilised the Mosque regularly.

Survey results indicated that the asset is considered Average (rating 3) for supporting community gatherings and events and the creative/arts sector. Observations during the site visit, along with stakeholder consultations, confirmed this aligned with the survey results. The Mosque may not actively support community gatherings or the creative/arts sector, but it serves as a valuable space for religious practices, cultural diversity, and educational opportunities for both locals and tourists interested in the history of the Afghan Cameleers.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Average (rating 3) for their affordability. Key stakeholders from the Mosque provided insight into the costs associated with membership, with standard users paying $20 per year and pensioners paying $15 per year. There was no indication during consultation of a specific cost for one off users, but stakeholders mentioned a donation box that users often contribute to after visiting. The stakeholders expressed a desire to implement internet services within the Mosque in order to facilitate the introduction of a digital donation system and potentially receive larger donations in the future.

Survey results indicated that the affordability of access to the asset was considered Average (rating 3). While there was no specific information on additional costs for members, the survey results also highlighted that the asset Poorly (rating 4) supported job and learning/training opportunities. However, stakeholders expressed a desire to hire someone for additional advertising and communication efforts, such as liaising with schools for visits and enhancing social media awareness to increase utilisation.

The survey results further indicated that community participation, community pride and wellbeing, community engagement and ownership, and community resilience were all rated Average (rating 3). Observations during the

site visit, along with stakeholder consultations, confirmed that the Mosque fosters community pride and belonging. The asset enriches both tourists and the local community with its historical significance related to the Afghan cameleers. Stakeholders take pride in the Mosque's history and are flexible in allowing access beyond operating hours, demonstrating a commitment to community engagement and ownership. The Mosque serves the community on a needs basis, making it a resilient and adaptive asset in response to community demands.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Mosque was considered Average (rating 3) for supporting overall wellbeing and Good (rating 2) for supporting social cohesion. Consultation with key stakeholders indicated the asset makes visitors feel safe and respected regardless of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs. However, observations during the site visit paired with consultation indicated the accessibility of the Mosque does hinder the assets social cohesiveness as there are no available bathrooms on site, limiting the accessibility of the asset. Observations also saw the asset as a space for a variety of individuals seeking knowledge about the history of the Mosque and Afghan cameleers and engaging in cultural and religious practice.

21.4 Optimisation Recommendations

As identified in section 21.2, the outcome of the optimisation review for the Mosque is an overall performance index of 26% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the Mosque is recommended to undertake general maintenance and upgrades including the provision of a permanent toilet block, Wi-Fi, cultural stepping stones and easy ‘tap to donate’ systems as outlined in Table 21.3.

Table 21.3 Mosque – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 21.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 21.3.1)
High	Undertake maintenance and upgrades to the asset including but not limited to the provision of a permanent toilet block, Wi-Fi and cultural stepping stones.	Functionality (section 21.3.5) Utilisation (section 21.3.4)
High	Install a ‘tap to donate’ system similar to what is in use in the Geo Centre to enable the asset to bring in some revenue to contribute towards maintenance costs.	Utilisation (section 21.3.4) Financial value (section 21.3.2)

22. Bridge Club in Sturt Park

22.1 Overview

The Bridge Club building is located in the Broken Hill City CBD. This single structure building is located at Sturt Park and is primarily utilised by the community Bridge Club two times per week on Mondays at 7pm and Fridays at 11am.

(Source: GHD)

Figure 22.1 Sturt Park Bridge Club

22.2 Overall Performance Index

Table 22.1 presents the overall performance index for the Bridge Club in Sturt Park, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Bridge Club in Sturt Park MCA Framework spreadsheet provided that was completed and provided to Council following the assessment. This overall performance index shows the Bridge Club in Sturt Park has not met the benchmark for physical condition or utilisation, however, it has met the benchmark for functionality, financial value and has exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the Bridge Club in Sturt Park is 36%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 22.4) should prioritise increasing the physical condition and utilisation of the asset.

Table 22.1 Bridge Club in Sturt Park –Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	29%
Functionality	25	3 – Satisfactory	3 – Satisfactory	52%
Utilisation	20	6 days a week	5 – Failed	15%
Financial Value	20	3 – Moderate	3 – Moderate	28%
Community Value	10	3 – Average	2 – Good	70%
			Overall Measure	**36%**

22.3 Detailed Assessment

22.3.1 Physical condition

The overall physical condition rating for the Bridge Club in Sturt Park is Poor (rating 4) which is below Councils nominated benchmark of Satisfactory (rating 3). This outcome indicates the Bridge Club in Sturt Park is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the Bridge Club in Sturt Park are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Bridge Club in Sturt Park would require renewal/replacement in 2026 at an estimated replacement cost of $3,000 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the Bridge Club in Sturt Park would require renewal/replacement in 2027 at an estimated replacement cost of $41,000 (based on the At Cost Value). Lastly, at the time of the physical condition evaluation, the services of the Bridge Club in Sturt Park would require renewal/replacement in 2027 at an estimated replacement cost of $53,000 (based on the At Cost Value).

Key stakeholders advised the asset was originally used by a croquette club in 1970 up until 1989 when the Bridge Club moved into the asset. There was no indication during consultation, however, that indicated the exact year the asset was built. Consultation with key stakeholders, and observations during the site visit, identified the finishes and fittings are in relatively average condition with stakeholders advising that maintenance and servicing by Council was usually more reactive than regular. Key stakeholders advised during consultation that while the building was in relatively good physical condition, the roof leaks and is in poor condition and the kitchen and bathrooms could be upgraded.

Table 22.2 provides an overview of the status of statutory compliance requirements for the Bridge Club in Sturt Park, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 22.2 Bridge Club in Sturt Park – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.

Topic	Characteristics	Yes/No	Comment
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

22.3.2 Financial value

The financial value of the Bridge Club in Sturt Park is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 22.3.1). Therefore, the renewal need of the Sturt Park Bridge Club is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 28% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment or disposal to be addressed in the near future.

22.3.3 Functionality

The overall functionality rating for the Bridge Club is Satisfactory (rating 3) which currently meets Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Bridge Club in Sturt Park requires general improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include air conditioning, equipment and appliances, data connection points, storage and the views from inside the building.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in the Bride Club in Sturt Park during both summer and winter is Average (rating 3). Consultation with key stakeholders indicated the air conditioning in the open area and the office was good, however, key stakeholders indicated the inclusion of air conditioning in the sunroom would be beneficial for its members. The functionality assessment for the Bridge Club in Sturt Park indicated that ventilation across all rooms is Average (rating 3), while air quality across all spaces was rated Good (rating 2). Observations during the site visit revealed that the location of the asset takes advantage of fresh air and open space, with ample channels for fresh air to enter and exit the building. This likely contributes to the good air quality.

Additionally, the functionality assessment noted that lighting across functional spaces and amenities was Good (rating 2). Observations during the site visit, along with comments from key stakeholders, supported this assessment, highlighting that the building is well lit. The presence of high quality physical lighting, coupled with the abundance of natural light through the open style glass, contributes to a well illuminated environment. Observations during the site visit further indicated that the building is well protected from external noise. The Bridge Club in Sturt Park benefits from its location, as it lacks neighbouring facilities that could introduce noise related distractions. This indicates a positive aspect for users who seek a quiet and focused environment for activities at the Bridge Club.

Amenity

The functionality assessment for the Bridge Club in Sturt Park indicated that the specialist equipment and appliances throughout the functional spaces are Average (rating 3). Consultation with key stakeholders identified the need for equipment in the kitchen to be upgraded, such as the stove, the fridge, the floor coverings, and the

inclusion of hot water throughout the building to improve functionality. Similarly, the functionality assessment indicated the furniture and fit out of the Bridge Club in Sturt Park was Average (rating 3). Consultation with key stakeholders identified that certain pieces of furniture required an upgrade due to their relatively outdated design. However, it was discussed throughout consultation that a disability access ramp had been recently installed, which has made accessibility for the elderly and those who experience a disability to gain easier access. Additionally, it was advised during consultation with key stakeholders that the lack of storage is a concern, as there is not enough space to store cleaning equipment alongside the necessary equipment for bridge.

The functionality assessment conducted by key stakeholders also identified that the data connection throughout all spaces in the building Failed (rating 5). Consultation with key stakeholders indicated the need for an internet connection and Wi-Fi would help increase the functionality of the space, as it would assist the Bridge Club with recording and uploading results.

Furthermore, the functionality assessment identified that the safety and security aspects of the building were Good (rating 2). Observations during the site visit, along with consultation, indicated there were two lockable entrance doors into the building, however, there were no indications of any additional security measures in place.

Effectiveness

The functionality assessment indicated that the character and innovation of the functional spaces at the Bridge Club in Sturt Park are Average (rating 3). Similarly, the form and internal environment, particularly external materials and detailing of the functional spaces, were also Average (rating 3). Consultation with key stakeholders and observations during the site visit identified that the asset takes advantage of natural light well, with entrances and the design behind the building having a clear and simple design. Key stakeholders mentioned that the location and layout of the asset are perfect for their current user groups, with good access and views from inside the building overlooking Sturt Park.

It was identified throughout the site visit that the interior of the Bridge Club in Sturt Park is quite outdated, with the kitchen, bathrooms, and storeroom needing remediation. Observations during the site visit indicated that the external materials of the asset were adequate for purpose but require refurbishment. Furthermore, consultation with key stakeholders indicated the roof currently leaks, the gutters overflow, and there are broken windows in the bathroom, which can become a structural and safety concern in the future. Addressing these maintenance issues would be crucial to maintaining the long term functionality and safety of the asset.

22.3.4 Utilisation

The overall utilisation of the Bridge Club in Sturt Park is currently four days a week, 15% of the total available hours (Failed – rating 5) which is below the Council nominated benchmark of seven days a week (84 hours per week). Key stakeholders advised that before the Covid 19 pandemic the Bridge Club serviced more international visitors, however, there was no indication of a change in operating times. Consultation with key stakeholders indicated the asset is currently utilised by the Bridge Club and a Scrabble Group.

Bridge Club

Key stakeholders from the Bridge Club advised that the asset is currently utilised for bridge competitions from 6:30pm – 10:00pm on Mondays, social bridge, monthly meetings, and lunch from 10:30 – 3:00pm on Fridays and lessons from 3:00pm – 5:00pm on Sundays. Consultation with key stakeholders indicated the Bridge Club currently have 19 registered members that range from ages 40–80 years old. Stakeholders advised that a number of their members are retirees, doctors and nurses.

Scrabble Group

Key stakeholders from the Bridge Club advised that the asset is currently utilised for by a scabble group from 10:30 – 1:00pm on Thursdays. Key stakeholders indicated the scrabble group currently have six registered members, however, there was no further indication about the Covid 19 pandemic as it was made apparent this club has only recently been established.

Additional information provided by key stakeholders of the Bridge Club in Sturt Park, indicated the asset is not open to the public on Tuesdays, Wednesdays and Saturdays. Key stakeholders indicated they would be open to sharing the asset; however, stakeholders made it apparent that future users of the asset would need to occupy the

space in a similar manner to its current users thereby not interfering with the current scheduled times of the Bridge club and the Scrabble club and not require large storage space.

22.3.5 Community value

Overall, the community value for the Bridge Club in Sturt Park is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Bridge Club in Sturt Park were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with access by private vehicle and parking availability seen as Good (rating 2). However, survey results indicated the accessibility by active or public transport is considered Average (rating 3). Key stakeholders from the Bridge Club in Sturt Park identified the only available parking for its users is on the street. Further to this, consultation with stakeholders advised there is limited public transport available, however, observations during the site visit, paired with consultation, indicated the asset was centrally located in Broken Hill with stakeholders advising it is excellently located for its members as it is well within Broken Hill City Centre. Furthermore, survey results indicated the assets' location in relation to compatible land uses was Excellent (rating 1). This was consistent across observations, as the asset is situated on Sturt Park, and is located with a 1km of the Aged Person Rest Centre, the Charles Rasp Library, The Broken Hill Regional Art Gallery, the Council Administrative Building, and the Civic Centre.

Survey results indicated the asset location is Average (rating 3) in relation to its flexibility to adapt to future demand. Consultation with key stakeholders paired with observations during the site visit indicated the flexibility of the Bridge Club in Sturt Park to adapt to future demand is poor. The key stakeholders advised during consultation the asset is located on Crown Lands which limits its ability to be extended and upgraded. Further observations indicated the asset was a smaller structure and does not have the capability to facilitate multiple groups due to the space and limited storage within the building.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Average (rating 3) by the community for its heritage significance and Poorly (rating 4) as an iconic landmark in Broken Hill. Key stakeholders did not indicate the year in which the building was built, however, did indicate it was formerly utilised by the croquette club in 1970 until the Bridge Club began occupying the building in 1989. The was no further indication throughout consultation to indicate the asset held heritage significance or was seen as an iconic landmark.

Additionally, survey results indicated stakeholders feel the asset is considered Good (rating 2) for the services and programs that enable cultural expression towards multicultural communities, whereas results indicated the asset is Poorly (rating 4) valued for the services and programs that enable cultural expression towards Aboriginal communities. Key stakeholders identified the asset excellently supports multicultural communities, with stakeholders identifying prior to the Covid 19 pandemic bridge players from across the world and Australia often visited and played Bridge. Key stakeholders also advised they had a small number of multicultural members and do not discriminate from anyone wishing to join or play. However, key stakeholders advised throughout consultation they currently do not have any Aboriginal members associated to the Bridge Club.

Survey results further indicated the asset is considered Average (rating 3) for supporting community gatherings, for supporting the creative/arts sector and considered Poor (rating 4) in relation to the asset contributing to activated streets and open spaces. Observations during the site visit, coupled with consultation, indicated that the Bridge Club in Sturt Park does support community gatherings and events. Key stakeholders mentioned various activities, such as social bridge and lunch days on Fridays, lessons on Sundays, and competitions on Mondays. Additionally, the asset provides a space for the scrabble group to socially play and enjoy tea and coffee on Thursdays. This demonstrates positive support for community gatherings and events.

Observations during the site visit and consultation also indicated the asset does not contribute to activated streets and open spaces, with Sturt Park not being utilised by the groups affiliated with the asset. This might be an area for improvement or consideration in terms of community engagement and utilising outdoor spaces for related activities.

Local empowerment

Survey results indicated key stakeholders feel the services and programs are considered Good (rating 2) for their affordability. As for the affordability of access to the asset, this was considered Excellent (rating 1). This was representative of what was heard during consultation, with key stakeholders from the Bridge Club in Sturt Park advised membership for Bridge Club members is $25.00 per year, with an additional $2.00 charged each day to play socially or competitively. Key stakeholders advised during consultation they are currently not paying rent as the lease lapsed in 2000, indicating the asset has been used by the Bridge Club and previous users for free since 2000. Furthermore, survey results indicated the asset Failed (rating 5) in terms of supporting job opportunities, however, indicated the asset was Excellent (rating 1) in terms of supporting learning/training opportunities. Key stakeholders indicated that the asset does not provide job opportunities, but it does allow members and volunteers to engage in organisational, learning, and administrative duties within the Bridge Club and Scrabble Club.

Survey results indicated community participation, in that the asset provides a space that invokes community pride and wellbeing, contributing to the promotion of community engagement and ownership, where the community has influence over its management and evolution and community resilience were rated Excellent (rating 1). Observations during the site visit, paired with consultation, indicated the asset does provide a sense of community pride and belonging. Key stakeholders throughout consultation made it apparent the services and activities they provide inherently spark engagement between community members with likeminded interests which fundamentally generates social resilience and engagement.

Health and wellbeing

Survey results for the Bridge Club in Sturt Park indicated that key stakeholders believe the services and programs provided by the asset Excellently (rating 1) support overall wellbeing, social cohesion, and active lifestyles. Consultation with key stakeholders confirmed that the asset indeed supports social cohesion, in that visitors feel safe and respected, regardless of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs. The recent installation of a disability support ramp also enhances accessibility for those with mobility concerns.

Key stakeholders emphasised the services offered within the asset contribute to a sense of wellbeing and social cohesion by providing an affordable outlet that specifically enables members to keep their minds active. The services provided by both the Bridge Club and the Scrabble Group are considered a social club for older members, promoting a better sense of wellbeing within this demographic. While the activities at the Bridge Club were noted to support a more passive form of an active lifestyle for its members, the overall impact on wellbeing and social interaction is considered positive.

22.4 Optimisation Recommendations

As identified in section 22.2, the outcome of the optimisation review for the Bridge Club in Sturt Park is an overall performance index of 36% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the Bridge Club in Sturt Park is recommended to be demolished with a transition of the Bridge Club and Scabble group to another venue as outlined in Table 22.3.

Table 22.3 Bridge Club in Sturt Park – Optimisation recommendations

Priority	Recommendations	Relevant performance measure
Immediate	Work with the Bridge Club and Scrabble group to prepare a transition plan for relocating to another venue. Consideration should be given to a lease/hiring fees.	Community value (section 22.3.5)
High	Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park and connect into the new Community Precinct at the upgraded Charles Rasp Library.	Functionality (section 22.3.5) Community value (section 22.3.5)

23. Swimming Club in Sturt Park

23.1 Overview

The Swimming Club building is located in the Broken Hill City CBD. This single structure building is located at Sturt Park and is primarily utilised by the community swimming club with a sublease for business use by a local fitness instructor.

(Source: GHD)

Figure 23.1 Swimming Club in Sturt Park

23.2 Overall Performance Index

Table 23.1 presents the overall performance index for the Swimming Club in Sturt Park, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Swimming Club in Sturt Park MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows Swimming Club in Sturt Park has not met the benchmark for functionality or utilisation, however, has met the benchmark for physical condition, financial value and exceeded the benchmark for community value.

As a result of the optimisation review process the overall measure for the Swimming Club in Sturt Park is 50%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets*

Rationalisation document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 23.4) should prioritise increasing the physical condition and utilisation of the asset.

Table 23.1 Swimming Club in Sturt Park – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	3 – Satisfactory	61%
Functionality	25	3 – Satisfactory	4 – Poor	36%
Utilisation	20	7 days a week	5 – Failed	29%
Financial Value	20	3 – Moderate	3 – Moderate	61%
Community Value	10	3 – Average	2 – Good	73%
			Overall Measure	**50%**

23.3 Detailed Assessment

23.3.1 Physical condition

The overall physical condition rating for the Swimming Club in Sturt Park is Satisfactory (rating 3) which meets Councils nominated benchmark of Satisfactory (rating 3). This outcome indicates the Swimming Club in Sturt Park is in fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance required.

The physical condition evaluation (undertaken in 2022) indicates the structure, finishes and services of the Swimming Club in Sturt Park are in Satisfactory condition (rating 3), while the fittings are in Good condition (rating 2) with minor defects and minor routine maintenance along with planned cyclic inspection and maintenance required. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Swimming Club in Sturt Park would require renewal/replacement in 2028 at an estimated replacement cost of $47,000 (based on the At Cost Value).

There was no indication during consultation as to the exact year the asset was built. Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in relatively average condition with stakeholders advising that maintenance and servicing by Council was usually more reactive than regular. Key stakeholders advised during consultation that the toilets and the kitchen require an upgrade, however, aside from these aspects of the asset the physical structure was in generally good condition.

Table 23.2 provides an overview of the status of statutory compliance requirements for the Swimming Club in Sturt Park, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 23.2 Swimming Club in Sturt Park –Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	No	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

23.3.2 Financial value

The financial value of the Swimming Club in Sturt Park is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 23.3.1) Therefore, the renewal need of the Swimming Club in Sturt Park is Minor (rating 2).

The overall depreciation value of the asset is Minor (rating 2) coming in at 61% which meets Council's set benchmark of >20%. This outcome indicates the asset is unlikely to require maintenance, refurbishment, redevelopment or disposal to be addressed in the near future.

23.3.3 Functionality

The overall functionality rating for the Swimming Club in Sturt Park is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Swimming Club in Sturt Park requires significant improvements to its comfort, amenity, and effectiveness in order to improve overall functionality. As detailed in the review below priority issues to address include, air conditioning, lighting, data connection equipment and appliances and storage.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in the Swimming Club in Sturt Park during both summer and winter is Poor (rating 4). Comments made during consultation indicated a lack of heating in the building, with only cooling available. However, key stakeholders clarified during the site visit that there are air conditioning units and large fans in the open gym area. They emphasised the existing air conditioning is insufficient for their needs, and efforts to upgrade it were hampered by a lack of support from the Council due to ownership uncertainties.

Similarly, the functionality assessment indicated that ventilation, air quality, and acoustics across all spaces were Average (rating 3). Key stakeholders explained that during HITT (High–Intensity Interval Training) sessions, the back doors are often left open for ventilation. The observation during the site visit also recognised the open location of the building in Sturt Park, allowing for regular airflow when doors and windows are open.

The assessment conducted by key stakeholders identified lighting across all spaces were Poor (rating 4). Stakeholders expressed concerns about the inadequate lighting both inside and outside the building, especially considering the early mornings and late afternoons/evenings when the swimming club operates. Priority improvements suggested by stakeholders included fixing the lighting issues throughout the exterior and interior of the building and enhancing the air conditioning system to provide heating.

Amenity

The functionality assessment for the Swimming Club in Sturt Park highlighted issues with specialist equipment, appliances, furniture, and fit–out, all rated as Poor (rating 4). Key stakeholders confirmed concerns about the restroom facilities, with one toilet closed off due to poor quality and recent leakage repairs in the other. The kitchen, though in average condition, is rarely used and currently functions as storage for HIIT in the Hill. Stakeholders also noted the lack of disability access, making the asset challenging for older individuals or those who experience disabilities. Storage space was considered sufficient for current needs, but stakeholders recommended moving to the Aquatic Centre for more convenience.

Furthermore, the functionality assessment rated safety and security, as well as the power supply, as Average (rating 3). Key stakeholders mentioned existing safety features included, a locked main door, a steel fence around the perimeter, and windows protected with steel cages. However, no additional security measures were observed during the site visit. While internet access was not identified as a critical need, stakeholders indicated it could be included if necessary.

Overall, the assessment and consultation findings emphasise the need for general maintenance and potential renewal of equipment, appliances, furniture, and fit–out to enhance the functionality and safety of the Swimming Club in Sturt Park. Addressing restroom facilities, disability access, and optimising storage locations were also highlighted as important considerations for improvement.

Effectiveness

The functionality assessment revealed that various aspects of the Swimming Club in Sturt Park, including character, innovation, form and materials, internal environment, external materials, interior attractiveness, and views from inside the building, were all considered Poor (rating 4). However, the logicality of entrances received a rating of Good (rating 2). Consultation with key stakeholders and observations during the site visit emphasised that the building lacks a welcoming feeling, primarily due to the exterior being enclosed by a steel fence and steel cages around the windows. While efforts, such as painting flowers on the back portion have been made, stakeholders expressed a desire to remove the fence in the future.

Furthermore, observations during the site visit indicated the external materials of the building were in average condition, with the foundation of the building predominately brick. Consultation with key stakeholders indicated the interior of the building previously was poor, however, the inclusion of rubber flooring tiles in the main room and a new grass feature wall in the open gym area has somewhat improved this function of the building. However, observation made during the site visit indicated the remaining areas of the building were not interesting to look at, due to the outdated and poorly maintained amenities and storage rooms. Consultation with key stakeholders also indicated the views from inside the building were obstructed from the steel cages around the perimeter windows.

23.3.4 Utilisation

The overall utilisation of the Swimming Club in Sturt Park is currently six days a week, 29% of the total available hours (Failed – rating 5) which is below the Council nominated benchmark of seven days a week (84 hours per week). Key stakeholders did not indicate the current operating hours have been affected by the Covid 19 pandemic. Consultation with key stakeholders indicated the asset is currently utilised by the Broken Hill Aquatic Stingrays and HITT in the Hill.

Broken Hill Aquatic Stingrays

Key stakeholders from the Swimming Club in Sturt Park advised that the asset is currently utilised by the Broken Hill Aquatic Stingrays from 7:00am – 7:45am and 5:00pm – 5:45pm on Wednesdays. Key stakeholders indicated they currently allow the HITT in the Hill group to utilise the asset for a reduced fee each week in arears of providing free training to the members of the Broken Hill Aquatic Stingrays on Wednesdays. Consultation with key stakeholders indicated this handshake agreement has currently been valid for a year. Key stakeholders from the Broken Hill Aquatic Stingrays advised that the clubhouse is also utilised once a month and the asset is approximately utilised four times per year to host events and fundraisers. During these events it was advised the kitchen is heavily utilised to prepare food. Key stakeholders advised the club currently have 80 members, with 10 of these being adults and the rest being children. Consultation with key stakeholders advised the Broken Hill Aquatic Stingrays to have approximately 30 children on the waiting list due to the Aquatic Centre not having enough lane space to accommodate junior members.

HITT in The Hill

Key stakeholders occupying the Swimming Club in Sturt Park advised the asset is currently being utilised by HITT in the Hill from 5:30am – 6:30am, 8:30am –10:00am, 4:30pm – 6:30pm on Mondays to Thursdays, from 5:30am – 6:30am, 8:30am –10:00am on Fridays and from 8:00am – 9:30am on Saturdays. Stakeholders advised that from Monday – Thursday there are four classes run, two classes on Fridays and one class on Saturdays. Key stakeholders advised that HiTT in the Hill have approximately 60 members during winter and 120 members during summer, with members ranging from 10–65 years old. Key stakeholders indicated numbers rise after the winter

sport season finishes (around September). Additional comments were also made that a number of nurses, miners and doctors who are only in Broken Hill for a period of time are common users.

Additional information provided by key stakeholders of the Swimming Club in Sturt Park indicated that the asset is not open to the public on Sundays. Key stakeholders from HITT in the Hill advised they would be interested in purchasing the building and making structural changes to accommodate more space for members. Consultation with key stakeholders also advised that the Swimming Club in Sturt Park is underutilised during the middle period of the day and could be rented out to user groups.

»NOTE: HIIT in the Hill has vacated the Swimming club building in Sturt Park and is no longer an active tenant.«

23.3.5 Community value

Overall, the community value for the Swimming Club in Sturt Park is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Swimming Club in Sturt Park were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Good (rating 2), with access by private vehicle and parking availability also seen as Good (rating 2). Similarly, survey results indicated the accessibility by active or public transport was also considered Good (rating 2). Observations during the site visit highlighted available street parking on Sulphide Street and Wolfram Street, with no designated carpark for the Swimming Club users in Sturt Park. Additionally, there was no information in consultation regarding the level of public transport available to users. Stakeholders emphasised the central location of the asset in Broken Hill, describing it as excellently situated in the heart of Broken Hill and Sturt Park.

Survey results indicated that the asset's location in relation to compatible uses was Good (rating 2). This aligns with the onsite observations, placing the asset within 1km of various facilities, including the Aged Person Rest Centre, Charles Rasp Library, Broken Hill Regional Art Gallery, Council Administrative Building, and Civic Centre. However, survey results suggested the asset's location in relation to flexibility to adapt to future demand was rated as Average (rating 3). In contrast, during consultation, key stakeholders expressed the swimming club's diverse flexibility. Stakeholders from the HITT in the Hill club specifically mentioned potential expansions by knocking down the back wall to accommodate additional gym equipment and activities. The asset's location within a park was highlighted as an advantage for potential expansions and meeting future demands.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Average (rating 3) by the community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders from the Broken Hill Aquatic Stingrays indicated their club paid to build the asset in the 1970's to be used as a clubhouse. Key stakeholders further added that the asset was built next to the swimming pool that was originally located in Sturt Park. Key stakeholders advised the pool was removed approximately 20 years ago which has resulted in the asset being used less over time. Key stakeholders advised the asset does have some heritage significance with much of the older demographic still residing in Broken Hill who potentially used the pool and were affiliated to the club in previous times.

Additionally, survey results indicated stakeholders feel the asset is considered Average (rating 3) for enabling cultural expression to Aboriginal and multicultural communities. Key stakeholders from the HITT in the Hill group advised they do service a few Aboriginal community members, with approximately five to six Aboriginal members

regularly attended gym sessions run from the Swimming Club in Sturt Park. There was, however, no indication throughout consultation to advise the asset serviced any multicultural members across both user groups.

Survey results further indicated the asset is considered Excellent (rating 1) for supporting community gatherings and considered Good (rating 2) in relation to the asset contributing to activated streets and open spaces. Observations during the site visit, paired with consultation, indicated the asset positively supports community gathering and events. Key stakeholders advised the asset is frequently utilised throughout the day for approximately four x 45-minute increments for community members to engage in physical activity, as well as a space to host community events and fundraisers specifically for the Broken Hill Aquatic Stingrays (as outlined in section 23.3.4).

Local empowerment

Survey results indicated key stakeholders feel the affordability of the services and programs alongside the affordability of access to the asset was considered Good (rating 2). This was reflective of what was heard throughout consultation, with key stakeholders from the Swimming Club at Sturt Park advising the prices were mid-range for the services offered by the HITT in the Hill Group. There was, however, no indication of the exact price members were charged to engage in these sessions. Key stakeholders from the Broken Hill Aquatic Stingrays advised they currently charge HITT in the HILL $100 a week in a handshake deal that allows members from the Broken Hill Aquatic Stingrays to engage in a personal training session on Wednesday mornings or Wednesday nights. Further to this, key stakeholders from HITT in the Hill identified they are currently paying council a monthly crown land fee to utilise the building.

Furthermore, survey results indicated the asset is considered Average (rating 3) for supporting job opportunities, and indicated the asset is considered Good (rating 2) for supporting learning/training opportunities. Key stakeholders utilising the Swimming Club in Sturt Park did not indicate there are opportunities for employment, however, key stakeholders from the Broken Hill Aquatic Stingrays indicated their swimming club currently has two full-time coaches (volunteers), along with four executives of the club and a small-scale committee. As for HITT in the Hill, key stakeholders advised there are currently two staff members, with potential job opportunities arising if the group could expand. This, therefore, indicates there are potential employment and training/learning opportunities within the user groups that utilise the asset.

Survey results indicated community participation, in particular the asset providing a space that invokes community pride and belonging and supporting community resilience were Excellent (rating 1). Observations during the site visit, paired with consultation, indicated the asset does provide a sense of community pride and belonging. It is a space where members feel welcomed and can engage in activities and training while being encouraged and supported by their peers and other members. Observations during the site visit saw memorabilia and awards throughout the asset to indicate present and previous accomplishments as a group. Observations during the site visit also indicated the asset supported the promotion of community and engagement with key stakeholders from two separate user’s groups providing support to one another through shared services, as such HITT in the Hill providing physical activity support to members of the Broken Hill Aquatic Stingrays.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Swimming Club in Sturt Park were Excellent (rating 1) in supporting overall wellbeing and active lifestyles. In addition, the asset was considered Good (rating 2) for supporting social cohesion. Consultation with key stakeholders emphasised that the services provided by the Swimming Club in Sturt Park actively supports individuals to be physically active. Notably, the HITT in the Hill Group and the Broken Hill Aquatic Stingrays play a role in engaging various community members in Broken Hill through weekly activities. Key stakeholders further highlighted that the asset contributes positively to overall wellbeing, extending beyond swimming activities. The Broken Hill Aquatic Stingrays, in particular, aim to create a social space by offering services that help children develop skills for the future, including meditation activities, fundraisers, and public speaking opportunities.

The services provided by the Swimming Club were recognised during consultation as promoting social interactions, offering a variety of activities, and contributing to fundraisers that raise awareness for events or causes. Key stakeholders expressed the asset is perceived as a socially cohesive space where residents, workers, and visitors feel respected and safe, regardless of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs. However, observations during the site visit indicated accessibility and condition

concerns within the asset that need to be addressed to enhance accessibility across all user groups (as discussed in section 23.3.3)

23.4 Optimisation Recommendations

As identified in section 23.2, the outcome of the optimisation review for the Swimming Club in Sturt Park is an overall performance index of 50% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the Swimming Club in Sturt Park is recommended to be demolished with the transition of the Swimming Club to the Aquatic Centre following the development of additional storage space as outlined in Table 23.3.

Table 23.3 Optimisation recommendations – Swimming Club in Sturt Park

Priority	Recommendations	Relevant performance measure
High	Work with the Broken Hill Aquatic Stingrays to prepare a transition plan for relocating to the Broken Hill Aquatic Centre following the development of additional storage space.	Community value (section 22.3.5)
High	Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park (e.g. outside amphitheatre for use by schools, performance groups, weekend bands/choirs etc.)	Functionality (section 22.3.3) Community value (section 22.3.5)

24. Memorial Oval

24.1 Overview

Broken Hill Memorial Oval is located in Broken Hill City CBD. The structure consists of a tote building, the Cat Pavilion, dog sheds, Industrial Pavilion, a roller-skating rink, a wool and sheep pavilion, the reel pavilion, three amenities' blocks, a vet room, a first aid room, a dog ring with a shelter, an office as well as a ticket boxes and a judge's box. The Memorial Oval holds an historical tribute to members of the armed services from the Second World War. Further to this, a monument surrounded by five trees represent the conflicts up to and including the Vietnam War. In 1938, improvements to the oval commenced, only to be halted due to the outbreak of the second World War. The Memorial Oval hosts sporting and group events throughout the year including, but not limited to the Silver City Show, various AFL events and an annual dog show.

*Due to the scale of the asset and the number of stakeholders who engaged in consultation, time constraints limited the GHD Project Teams ability to obtain extensive feedback and to engage in a detailed site review of Memorial Oval. Therefore, it is recommended further independent assessment is undertaken.

(Source: GHD)

Figure 24.1 Memorial Oval

24.2 Overall Performance Index

Table 24.1 presents the overall performance index for the Memorial Oval, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Memorial Oval MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows Memorial Oval has not met the benchmark for physical condition or utilisation, however, has met the benchmark for functionality, financial value and community value.

As a result of the optimisation review process the overall measure for the Memorial Oval is 31%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 24.4) should prioritise increasing the physical condition and utilisation of the asset.

Table 24.1 Memorial Oval – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	29%
Functionality	25	3 – Satisfactory	3 – Moderate	42%
Utilisation	20	7 days a week	5 – Failed	7%
Financial Value	20	3 – Moderate	3 – Moderate	29%
Community Value	10	3 – Average	3 – Average	60%
			Overall Measure	**31%**

24.3 Detailed Assessment

24.3.1 Physical condition

The overall physical condition rating for Memorial Oval is Poor (rating 4) which is below the Council nominated benchmark of Satisfactory (rating 3). This outcome indicates the Memorial Oval is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure finishes, fittings, and services of the following sections of the asset were in Poor condition (rating 4) indicating the need for significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

These include:

- Memorial Oval – Tote Building
- Memorial Oval – KR Cat Pavilion
- Memorial Oval – Adkins/Reed Pavilion
- Memorial Oval – Vet Room
- Memorial Oval – Nera Daykin Pavilion
- Memorial Oval – Amenities (3)
- Memorial Oval – Garage/ Shed
- Memorial Oval – First Aid Room
- Memorial Oval – Dog ring/shelter/office
- Memorial Oval Disabled Toilets
- Memorial Oval – Ticket Boxes

Whereas the physical condition evaluation (undertaken in 2020) indicated the Memorial Oval – Judges Box was in Good condition (rating 2) with minor defects and minor routine maintenance along with planned cyclic inspection and maintenance required.

There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Table 24.2 indicates the residual life of each element of the asset at the time of the physical condition evaluation. Table 24.2 also provides a description for each portion of the asset that requires renewal/replacement with an estimated time frame and an estimated replacement cost (based on the At Cost Value).

Table 24.2 Memorial Oval – Estimated Deferral Risk period and estimated replacement cost

CVR Description	Estimated Deferral Risk Period	Estimated Replacement Cost (At Cost Value)
Memorial Oval – Tote Building (Includes lighting) – Fittings	2025	$5,100
Memorial Oval – Tote Building (Includes lighting) – Finishes	2028	$6,400
Memorial Oval – KR Cat Pavilion – Services	2027	$13,000
Memorial Oval – KR Cat Pavilion – Fittings	2023	$4,800
Memorial Oval – KR Cat Pavilion – Finishes	2025	$6,000
Memorial Oval – Adkins/Reed Pavilion – Services	2026	$840,000
Memorial Oval – Adkins/Reed Pavilion – Fittings	2025	$48,000
Memorial Oval – Adkins/Reed Pavilion – Finishes	2026	$650,000
Memorial Oval – Vet Room – Services	2030	$140,000
Memorial Oval – Vet Room – Fittings	2025	$28,000
Memorial Oval – Vet Room – Finishes	2026	$40,000
Memorial Oval – Nera Daykin Pavilion/ SCS Show Office Secretary –	2030	$120,000
Memorial Oval – Nera Daykin Pavilion/ SCS Show Office Secretary –	2025	$6,700
Memorial Oval – Nera Daykin Pavilion/ SCS Show Office Secretary –	2026	$90,000
Memorial Oval – Amenities (3) – Fittings	2025	$9,200
Memorial Oval – Amenities (3) – Finishes	2028	$28,000

Consultation with key stakeholders and observations during the site visit identified the finishes and fittings are in poor condition. Observations made during the site visit, paired with stakeholder's concerns, indicated the amenities throughout the asset were in extremely poor condition, with a number of the toilets requiring renewal. Key stakeholders also indicated the roof in the Nera Daykin Pavilion function room had begun to collapse and the roof in the roller-skating rink was damaged. Further observations made during the site visit indicated the changerooms underneath the main grandstand were in poor condition and require renewal. Additionally, key stakeholders indicated the swab box door was too small and did not meet standard code for horse racing. Lastly, key stakeholders advised a number of the fire escapes are not safe and require upgrading to meet code.

Table 24.3 provides an overview of the status of statutory compliance requirements for Memorial Oval, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards at the time of this review, further investigations are required to determine these costs.

Table 24.3 Memorial Oval –Statutory Compliance Status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process	Not supplied	Currently being updated

Topic	Characteristics	Yes/No	Comment
	maintenance requirements up to date?		
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	No	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Not supplied	BHCC to follow up
Electrical	Are the electrical switch boards compliant?	No	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

24.3.2 Financial value

The financial value of Memorial Oval is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 24.3.1). As seen in Table 24.4, the renewal need for each of the Memorial Oval structures is identified individually.

Table 24.4 Memorial Oval – Depreciation Value Percentage and Financial Value Rating

CVR Description	Depreciation Value (% of Asset replacement cost)	Renewal Need
Memorial Oval – Ticket Boxes	29%	3 – Moderate
Memorial Oval – Judges Box	84%	1 – Insignificant
Memorial Oval – Amenities (3)	29%	3 – Moderate
Memorial Oval – Nera Daykin Pavilion/ SCS Show Office Secretary	31%	3 – Moderate
Memorial Oval – Disabled Toilets	38%	3 – Moderate
Memorial Oval – Dog ring/shelter/offices	40%	3 – Moderate
Memorial Oval – First Aid Room	38%	3 – Moderate
Memorial Oval – Garage/ Shed –	18%	4 – Major
Memorial Oval – Vet Room	27%	3 – Moderate
Memorial Oval – Adkins/Reed Pavilion	26%	3 – Moderate
Memorial Oval – KR Cat Pavilion	18%	4 – Major
Memorial Oval – Tote Building (Includes lighting)	29%	3 – Moderate

The overall depreciation value of the asset is Moderate (rating 3) coming in at 29% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment or disposal to be addressed in the near future.

24.3.3 Functionality

The overall functionality rating for Memorial Oval is Satisfactory (rating 3) which meets Council's nominated benchmark of Satisfactory (rating 3). This outcome indicates Memorial Oval requires improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, furniture and fit out, the equipment and appliances and storage.

Note It was evident during the site visit that there were additional rooms throughout Memorial Oval that had not been included in the original floor plans provided by Council to the GHD Project team. It was evident during the site visit that a Callers Box was located in front of the stadium alongside a ticket booth situated adjacent to the Stadium. Furthermore, on attendance of the first site visit it was evident approximately 10 horse stables were located adjacent to the Broken Hill Harness Racing Club House. This portion of the asset was not assessed based on direction from Council to not included within the assessment.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in Memorial Oval during both summer and winter is Average (rating 3). Consultation with key stakeholders indicated the comfort around the asset was average, with only several of the functional spaces having access to air conditioning. Observation during the site visit indicated rooms in the Nera Daykin Pavilion and show secretary space had access to temperature control, whereas a number of the remaining functional spaces only had access to ceiling fans, with some not having any comfort control at all.

Furthermore, the functionality assessment identified the ventilation and air quality across all spaces at Memorial Oval is average (rating 3). Observations during the site visit identified that the functional spaces had sufficient availability to windows and fresh air. However, it was advised during consultation that many of the structures and spaces across the asset are in poor condition with a number of structural components damaged which contribute to poor air quality. Of primary concern is they would allow the build–up of dust and other external pollutants to enter the building. Key stakeholders also addressed concerns with a number of the functional spaces only being utilised once a year. Further discussion indicated these spaces were not cleaned or even occupied for an entire year which creates dust and effects air quality.

The functionality assessment also indicated the lighting across all spaces was Good (rating 2). According to key stakeholders, the lighting across all inside spaces at the Memorial Oval were adequate. However, key stakeholders indicated the lighting throughout the open space at Memorial Oval was very poor, with stakeholders identifying concerns with the parade ring lights, the entrance lighting and general lighting.

Amenity

The functionality assessment highlighted that the specialist equipment and appliances across the functional spaces at Memorial Oval are considered Average (rating 3). However, consultation with key stakeholders revealed a consensus that the equipment and appliances throughout the asset were relatively poor. Stakeholders expressed the need for improvements, including a timekeeper’s box, a coach’s box, a digital scoreboard, and upgrades to amenities such as bathrooms and changerooms.

Similarly, the functionality assessment rated the furniture and fit–out of Memorial Oval as Poor (rating 4). Stakeholder consultations and site observations affirmed concerns about the overall condition of several spaces. Issues with extremely poor conditions in toilets, the Nera Daykin Pavilion's function room, and deteriorating change rooms under the main grandstand were highlighted. Additionally, stakeholders pointed out the absence of a female change room for the Broken Hill Harness Racing Association group and a lack of taps and showers throughout the facility. Limited disability access to certain spaces was also noted.

Regarding power supply, data connection points, and safety/security, the functionality assessment rated them as Average (rating 3). However, stakeholder perspectives varied, with those associated with the Broken Hill Harness Racing Club expressing concerns about limited data connection points and power supply for their operations, while the Memorial S355 Committee stakeholders indicated adequate connections and power supply across all spaces.

Effectiveness

The functionality assessment indicated the character and innovation of the asset is Average (rating 3). The functionality assessment also concluded the form and internal environment, particularly the external materials, the welcoming aspects of the spaces and the legibility of the layout, was Average (rating 3). Consultation with key stakeholders and observations during the site visit underscored that the design of Memorial Oval, with its multiple purposes, offers opportunities for various user groups. However, concerns were raised about the outdated and poorly maintained condition of many functional rooms and spaces, notably the roller-skating rink and the function room, rendering them non–operational due to structural damage. Stakeholders pointed out numerous structural

issues with walls, roofs, and flooring, along with inadequate toilet and changeroom facilities. Poor lighting in open spaces added to the unwelcoming atmosphere for users.

Observations during the site visit also revealed the design of the interior across all spaces throughout Memorial Oval were Poor (rating 4). Key stakeholders emphasised the urgent need for upgrades, stating that many of the structures have not been renovated or updated for an extended period. Stakeholders expressed their dissatisfaction with the amenities throughout Broken Hill and highlighted the lack of appeal due to their outdated design. Observations during the site visit indicated the entrances to structures were somewhat clear, however, concerns were raised about the fire escape in the roller-skating rink and the entrance to the swab box not meeting industry standards. Additionally, stakeholders reiterated concerns about disability access and poor lighting around the entrances and exits of Memorial Oval.

24.3.4 Utilisation

The overall utilisation of Memorial Oval is currently 5% of the total available hours (Failed – rating 5) which is below the Council nominated benchmark of seven days a week (84 hours per week). Key stakeholders advised some of the user groups utilising the asset have been affected by Covid 19 and other external factors, as such the Silver City Roller Skating Club have not been able to utilise the asset due to the roof in Skating Arena (Room 4) being non-compliant for use. As for the remaining groups, it was apparent they have all continued to operate as they did prior to the Covid 19 pandemic. Consultation with key stakeholder indicated the asset it currently utilised by a range of user groups being, Broken Hill Harness Racing Club, the Central Football Club, AFL Broken Hill (AUS Kick), Silver City Roller Skating Club, Annual Dog Show, The Silver City Show, The Gem Shows and Ad hoc Bookings.

Note *Due to the mass scale of the asset and the limited time available during consultation throughout the site visit, the level of information received from stakeholders was limited and therefore limits the level of review for Memorial Oval. Recommendations have been made in section 24.4 for further study to be undertaken on the utilisation of Memorial Oval.*

Broken Hill Harness Racing

Key stakeholders from the Broken Hill Harness Racing Club advised they utilise Memorial Oval for approximately five months of the year. Key stakeholder advised there are currently 12 people who receive nominal incentive payments for their assistance, 26 volunteers and 120 members associated to the Harness Racing Club. Consultation indicated throughout November, jockeys utilise the oval, the wash bays, and the stables for approximately two hour every Tuesday, Wednesday, and Thursday. However, as discussed in in section 24.1, the oval, stables and open wash bay are not included in the assessment. Key stakeholders further advised the asset is utilised every Sunday morning throughout December for 1.5 hours, with stakeholders advising horse trials commence before race season begins. Stakeholders advised the only rooms utilised during this period are the Harness Racing office block and the Veterinary Swab Box. Lastly, key stakeholders advised the race season begins in January and runs through to March, with consultation indicating Memorial Oval holds 10 large scale events (nine on Saturday nights and one on Friday nights including a St Patricks Day race event). Stakeholders advised during the season, the canteen and bar are restocked for approximately one hour prior to each race day. Stakeholders advised on race day, staff and volunteers arrive a few hours earlier to begin setting up and opening the available amenities for the upcoming event. Doors are then open to the public from 5:00pm and close at midnight. Stakeholders advised during race day there can be up to 4,000 people in attendance, with the canteen, bar, Harness Racing clubhouse and all toilet blocks open to the public during the event. Key stakeholder advised during consultation the Harness Racing Club currently pay to hire the Bar for 12 months, however, are looking to offload this lease agreement due to the club only utilising it for three months of the year.

Central Football Club – AFL

Key stakeholders from the Central Football Club advise they utilise Memorial Oval for approximately 11 months of the year, with preseason training primarily taking place from November to February and the official season running from March through to September. Consultation with stakeholders indicated during preseason the oval and the change rooms are utilised up to two times per week for approximately two hours each session. Key stakeholders throughout consultation did advise preseason training does not always occur at Memorial Oval, with other facilities sometimes being utilised instead. In addition to this, the oval and change rooms are utilised approximately four

times per week throughout the official season with stakeholders advising juniors train Monday – Wednesday from 4:00–5:00pm and seniors train Tuesday – Thursday from 6:30pm–8:30pm. Key stakeholders during consultation advised games take place on Saturdays, with the Oval being utilised from 9:30am –5:30pm approximately six times throughout the 28-week season.

Key stakeholders from the Central Football Club advised they hire out the stadium and canteen to AFL Broken Hill to enable them to host home games on six Saturdays throughout the season. Key stakeholder from the Central Football Club advised during game days, the oval, change rooms, toilets, bar and canteen are available for use. Lastly, key stakeholder advised Memorial Oval is occasionally utilised on Sundays for recovery sessions throughout the season. Stakeholder advised the oval and change rooms would mostly be utilised for two hours during a recovery session, however, stakeholders advised recovery sessions do not always occur at the oval, with facilities that provide a gym or pool often taking precedence.

Key stakeholder from the Central Football Club advised membership age ranges from 5–50 years of age, with a mix between males and females. In addition, stakeholder advised the Central Football Club currently has 200 active members signed up to the club

AFL Broken Hill (Including Auskick)

Key stakeholders from AFL Broken Hill advised they utilise Memorial Oval for approximately four months throughout the year in addition to hiring out the stadium portion of the oval six times a year for the Central Football Club to utilise on game days. Key stakeholder from AFL Broken Hill advised Auskick is run 15 weeks throughout April –August for junior AFL players. Key stakeholders advised Auskick occurs on Fridays and runs from 5:00pm – 7:00pm, with the only rooms utilised being the oval and the caller's box. However, as discussed in section 24.1 these are not included in this assessment. In addition to this, key stakeholders from AFL Broken Hill advised they hire out the stadium portion of Memorial Oval six times a year for the Central Football Club to utilise for their home games. Key stakeholder from AFL Broken Hill advised during this time, the canteen is operated by St Johns volunteers who are not affiliated with the Central Football Club. Whereas the bar is solely run by the Central Football club during game day.

Key stakeholder advised Auskick who run on Friday nights has approximately 300 members aged between 5–11, with stakeholder advising AFL Broken Hill often bring Marquee Players to Broken Hill which appeals to their membership base, attract crowds and generates new members.

Silver City Roller Skating Club

Key stakeholders from the Silver City Roller Skating Club advise they are currently not utilising the Memorial Oval rink due to safety concerns associated with the roller-skating rink building (as previously discussed in section 24.3.3). Key stakeholders advised prior to the Covid 19 pandemic, and the safety concerns related to the space within Memorial Oval, the Silver City Skating Club utilised the asset approximately three times per week, with learn to skate sessions taking place on Wednesdays from 7:30 – 9:30pm and Saturdays from 9:30am–11:30am. Disco nights ran from 7:30 – 9:30pm and birthday party services were available twice a day for approximately 1.5 hours on Saturdays. Key stakeholder from the Silver City Roller Skating Club advised they are currently waiting to hear back in regard to the buildings issues as they are keen to continue operating within the building once safety standards are met.

Key stakeholders advised regardless of the current closure of the building; they still have an active membership base of 50 members who continue to pay fees. Stakeholders advised of the 50 active members; most users are 11–13 years of age with the demographic shifting more towards males than females. Stakeholders advised the asset is volunteer run, with 12 volunteers responsible for the services provided at the asset.

Show – Annual Dog Show

Key stakeholders associated to the Annual Dog Show advised they currently utilise Memorial Oval for five days during the year. Key stakeholder advised the most recent event was held in June, with setup occurring on the Thursday and the event being held on Friday – Sunday all day. Pack up then occurred on the Monday. Total utilisation of Memorial Oval was approximately 60 hours for the year.

Key stakeholders advised the only rooms they utilise during the event are the oval, the canteen, the changerooms underneath the grandstand and the toilets located around the oval. Key stakeholder from the Annual Dog Show advised the most recent dog show saw 320 dogs exhibited over the six shows run over the three days of the

event. However, attendance numbers unable to be provide. Key stakeholders further advised there are five volunteers who help with the setup and running the event along with the s355 committees help.

Show –The Silver City Show

Key stakeholders associated to the Silver City Show advised they currently utilise Memorial Oval for seven days during the year. Key stakeholders advised the show had previously been cancelled in 2020 and 2021 following the Covid 19 pandemic and financial difficulty. There was no indication, however, on the prospect of the show occurring in 2022. Key stakeholders advised, however, in the lead up to the Silver City Show the entirety of the asset is utilised (except for the Broken Hill Harness Racing Club house). Key stakeholders advised setup begins on Monday and continues up until Wednesday. The show is then available to the public from Thursday - Saturday, with Sunday being used for pack–up. Therefore, it was established during consultation that the Silver City Show utilises Memorial Oval for a total of 84 hours over the year. Additional information recorded from key stakeholder during consultation suggested the dog sheds were only utilised once a year for the sole purpose of providing space for the Silver City Show.

Show – Annual Gem Show

Key stakeholders from Memorial Oval advised an Annual Gem Show is run from the Industrial Pavilion inside Memorial Oval. Key stakeholders advised the Gem show occurs runs for seven days during the year. Key stakeholders advised this event is a full day event, however, there was no indication from key stakeholders to suggest time taken to setup and pack up. Therefore, it was established during consultation the Annual Gem Show utilises Memorial Oval for a total of 24 hours throughout the year.

Ad Hoc Bookings /Usage

Key stakeholders of Memorial Oval advised the asset on average receives five larger weekend bookings per year. Stakeholder advised during consultation these bookings are more often than not all–day events which utilise most of the rooms available at Memorial Oval. Key stakeholders during consultation also indicated the asset is utilised an addition one time per year for school cross country, however, only the oval is utilised. Lastly, key stakeholder advised the S355 committee host two ad hoc meetings per month in the hall which regularly last one hour each.

Consultation with key stakeholders additionally identified Memorial Oval is operated by an S355 Committee, indicating the committee are in control of managing the asset with council approval. Key stakeholders of the S355 committee advised they are responsible for upkeeping the asset and performing regular maintenance to keep the asset serviceable. Key stakeholders from the S355 Committee advised they engage in quarterly meetings with council to discuss the asset.

24.3.5 Community value

Overall, the community value for the Memorial Oval is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the physical building is valued higher than the services and programs offered at Memorial Oval

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Average (rating 3), with access by private vehicle and parking availability also seen as average (rating 3). Furthermore, survey results indicated the accessibility by active or public transport was considered Good (rating 2). Observations during the site assessment indicated Memorial Oval has a designated area for carparking but does not include a specifically marked or lined parking lot. It was evident throughout the site visit there was also available street parking on Warnock Street and the Barrier Highway. Observations during the site visit indicated the asset was well situated in Broken Hill, with the asset being located within close proximity to Broken Hill City Centre.

Survey results indicated the asset location is considered average (rating 3) in relation to its flexibility to adapt to future demand. Observations during the site visit indicated the asset has excellent potential to adapt to future demand, however, would require extensive work and large costs associated with any upgrade.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Average (rating 3) for its heritage significance and considered Good (rating 2) as an iconic landmark in Broken Hill. Key stakeholders from Memorial Oval did not discuss the heritage significance of the asset throughout consultation. However, upon further research Memorial Oval is seen to be a living memorial to the members of the armed services who served in the second World War. A memorial tower was constructed in the 1940's which overlooks the Oval and was built with funds generated from the original committee. Furthermore, the five trees at the rear of the monument were planted in 1970 to represent the major conflicts leading up to and including the Vietnam War. This therefore indicates there is significant history behind the asset, and it is seen as an iconic landmark in Broken Hill. Additionally, survey results indicated stakeholders feel the asset is considered Good (rating 2) for enabling cultural expression to Aboriginal and multicultural communities. Key stakeholders from the Silver City Roller Skating Club advised they service a number of multicultural and Aboriginal user. Similarly, Stakeholders from the Broken Hill Harness Racing Club advised they have a number of Aboriginal community members working with staff to setup events. There was, however, no other indication of Aboriginal or multicultural users, staff or members across the remaining groups utilising the asset.

Survey results further indicated the asset is considered Good (rating 2) for supporting community gatherings, however, was considered Average (rating 3) in relation to the asset contributing to activated streets and open spaces. Observations during the site visit, paired with consultation, indicated the asset did support community gatherings and events (as discussed in section 24.3.4), with the asset supporting larger scale events such as the Silver City Show, sporting and social events. Observations throughout the site visit also indicated the asset did contribute to open spaces, with the oval being utilised somewhat frequently throughout the year for annual fairs and shows as well as sporting events and training.

Local empowerment

Survey results indicated key stakeholders feel the affordability of the services and programs were Poor (rating 4) whereas the affordability of access to the asset was considered Average (rating 3). There was, however, no discussion throughout consultation to indicate the costs associated to each of the user groups or any memberships costs. Survey results indicated the asset Poorly (rating 4) supported job opportunities and were considered Average (rating 3) for supporting learning/training opportunities. Key stakeholders from the Memorial Oval indicated there were minimal employment opportunities available. Currently, the Memorial Oval is operated and maintained by the S355 Committee, which is selected by council under the Section 355 of the Local Government Act. Alongside this, all the groups operating from Memorial Oval (as outlined in 24.3.4) are doing so on a volunteer basis. Therefore, there are many opportunities for learning and training opportunities across the user groups, however, minimal opportunities for employment.

Survey results indicated community participation, in particular the asset providing a space that invokes community pride and belonging were Good (rating 3), whereas survey results indicated the asset was Poor (rating 3) in contributing to community resilience and rated Poorly (rating 4) in supporting community engagement and ownership. Observations during the site visit, paired with consultation, indicated however the asset moderately invokes community pride and belonging with there being a number of accessibility and compliance concerns throughout the asset (as discussed in section 24.3.3). Furthermore, it was evident during consultation the asset does somewhat support community engagement as it offers a space for a range users to engage in activities and events, however, community do not have influence over its management and evolution as many of the decisions and upgrades are made through the S355 committee members who are very much in control of the evolution of the asset.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at Memorial Oval were considered Average (rating 3) for supporting overall wellbeing, active lifestyles and social cohesion. Consultation with key stakeholders highlighted the diverse activities and services provided at Memorial Oval, accommodating sports such as AFL, harness racing, roller skating, as well as events like the Silver City Show and Dog shows. However, concerns were raised during consultation, and observations during the site visit were consistent, indicating that the asset does not effectively support social cohesion. Accessibility issues, particularly the lack of suitable access for the elders or those who experience disabilities (as discussed in section 24.3.3) is a concern. Further observations during the site visit saw limited female changing rooms and poorly maintained bathrooms across the entirety of the asset (as discussed in section 24.3.3). The general condition of the entire asset was

poor, with concerns relating to the structure and functionality of the asset hindering the ability for all users to feel safe within the space.

24.4 Optimisation Recommendations

As identified in section 24.2, the outcome of the optimisation review for the Memorial Oval is an overall performance index of 31% which is below the Council set standard of 60% and does trigger the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the Memorial Oval is recommended to undergo further assessment and the preparation of a strategic Masterplan to guide investment and future decision making processes as outlined in Table 24.5.

Table 24.5 Optimisation recommendations – Memorial Oval

Priority	Recommendations	Relevant performance measure
Immediate	Work with S355 committee and other existing users and stakeholders of Memorial Oval to prepare a strategic Masterplan for the site to guide investment and future decision–making processes. It is recommended that a schedule of current usage is developed to gain a better understanding of the current usage and gaps. It is also recommended that broader community engagement be undertaken to understand community aspirations for the site and inform the Master planning process.	Physical condition (section 24.3.1) Functionality (section 24.3.3) Utilisation (section 24.3.4)
High	Integrate any potential hireable spaces into a central booking system.	Utilisation (section 24.3.4)

25. Living Desert Campsite Buildings

25.1 Overview

The Living Desert Campsite buildings are located 12km from the City of Broken Hill within the Living Desert State Park. The Living Desert Campsite buildings consist of one shelter, a rainwater collection tank, and one amenity's block. The Living desert campsite was established in 1992 and sits within a unique 2400ha reserve. This park is a popular tourist destination and hosts 12 sandstone sculptures created in 1993, a flora and fauna sanctuary established in 2002, a star view campsite and a recreational picnic area.

(Source: GHD)

Figure 25.1 Living desert campsite

25.2 Overall Performance Index

Table 25.1 presents the overall performance index for the Living Desert Campsite Buildings, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Living Desert Campsite Buildings MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Living Desert Campsite Buildings has exceeded the benchmark for physical condition, functionality, utilisation, financial value and community value.

As a result of the optimisation review process the overall measure for the Living Desert Campsite Buildings is 89%. This is above the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is not triggered to increase the assets performance. Despite the Living Desert Campsite exceeding the optimisation benchmark, recommendations have still been provided to improve the assets performance where applicable (presented in section 24.4).

Table 25.1 Living Desert Campsite Building – Overall Performance Index

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	2 – Good	85%
Functionality	25	3 – Satisfactory	1 – Excellent	90%
Utilisation	20	7 days a week	1 – Very good	100%
Financial Value	20	3 – Moderate	1 – Insignificant	85%
Community Value	10	3 – Average	2 – Good	82%
			Overall Measure	**89%**

25.3 Detailed Assessment

25.3.1 Physical condition

The overall physical condition rating for the Living Desert Campsite Buildings is Good (rating 2) which exceeds Councils nominated benchmark of Satisfactory (rating 3). This outcome indicates the Living Desert Campsite Buildings are in good condition with minor defects and minor routine maintenance along with planned cyclic inspection and maintenance required.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes and services of the Living Desert Campsite Buildings are in Excellent condition (rating 1). This indicates these sections of the asset are in new condition with only planned cyclic inspection and maintenance needed as required. Similarly, the physical condition evaluation (undertaken in 2020) indicates the Living Desert – Comparable Shelters with Rainwater Collection Tank was also in Good condition (rating 2). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the Living Desert Campsite Building does not require renewal/replacement over the next 10 years.

Consultation with key stakeholders and observations during the site visit identified the structure, finishes and fittings of all the structures at the Living Desert Campsite are in excellent condition with stakeholders advising that regular maintenance and servicing is completed by staff, however, stakeholders indicated Council was usually responsive with general maintenance requirements if required.

Table 25.2 provides an overview of the status of statutory compliance requirements for the Living Desert Campsite Building, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 25.2 Living Desert Campsite Buildings – Statutory Compliance Status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	NA – solar panels utilised	Advised unsustainable level of energy consumption related to the air–conditioning and lighting which needs to be resolved. This relates to the Rangers Office which is not included within the assessment.
Building act	Does the room meet the Building Act for the year it was built?	Yes	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	Yes	Electrical switch boards compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

25.3.2 Financial value

The financial value of the Living Desert Campsite is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 25.3.1). Therefore, the renewal need of the Living Desert Campsite is Insignificant (rating 1).

The overall depreciation value of the asset is Insignificant (rating 1) coming in at 85% which exceeds Council's set benchmark of >20%. This outcome indicates the asset does not require maintenance, refurbishment, redevelopment, or disposal in the near future.

25.3.3 Functionality

The overall functionality rating for the Living Desert Campsite is Excellent (rating 1) which exceeds Council's nominated benchmark Satisfactory (rating 3). This outcome indicates The Living Desert Campsite Buildings require minimal improvements to its comfort, amenity, and effectiveness to improve overall functionality.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces at the Living Desert Campsite Buildings during both summer and winter were not applicable due to the asset and its structures being located outdoors. Additionally, the functionality assessment identified the ventilation and air quality across all spaces at the Living Desert Campsite Building is Excellent (rating 1). Consultation with key stakeholders, along with observations, during the site visit identified that due to the asset and its structures being predominantly located outside, the ventilation and air quality to these spaces were excellent. Key stakeholders identified the amenity blocks provided good ventilation, with the wooden slats being incorporated into the structure to stimulate ventilation. The functionality assessment also indicated the lighting across all spaces was Excellent (rating 1) whereas the acoustics were Good (rating 2). According to key stakeholders, the lighting across all the Living Desert Campsite Building was excellent as key stakeholders indicated the purpose of the campsite is to offer its patrons a primitive experience that does not rely on physical aspects, such as lighting, to increase accessibility but provide an experience for users to engage in a real experience with nature. Observations during the site visit also indicated the asset has no protection from external noise, however, the campsite does not have any external sources of noises besides those from neighbouring campers and the natural environment.

Amenity

The functionality assessment indicated the specialist equipment and appliances and data connection throughout all spaces were not applicable. However, key stakeholders advised the only appliance located in the outdoor covered picnic area was the barbeque which is operational and in good quality. Once again, the Living Desert Campsite Building was designed to offer a primitive experience which reduces the need for specialist equipment and appliances. Furthermore, the functionality assessment determined the power supply to spaces throughout the asset to be Good (rating 2). However, it was evident during the site visit that the only source of power was to the barbeque from the roof of the outdoor picnic area.

The functionality assessment indicated the safety and security and furniture at the Living Desert campsite was Excellent (rating 1). Observations during the site visit indicated there was no security control within the Living Desert Campsite buildings but there was a boom gate that restricted non campers from accessing the campsite and the park itself closed at dusk. Additionally, key stakeholders advised that each van site included a fire extinguisher in case of any emergencies. Consultation with key stakeholders further indicated the campsite area and its limited structures were built and maintained to provide users with a primitive experience that limits the accessibility aspect to physical features of everyday living. Furthermore, key stakeholders indicated there is no need for excess furniture with a standard covered area, barbeque, and toilet block all that is required. There was mention that the Living Desert Campsite wish to include one more portable toilet block to account for an increasing number of guests. Stakeholders also advised they could not include another physical amenity's structure due to a limited water supply and limited water pressure on site.

Effectiveness

The functionality assessment indicated the character and innovation of the asset is Good (rating 2). The functionality assessment also concluded the form and materials was Good (rating 2) whereas the internal environment, particularly the attractiveness of the interior, the legibility of the layout and the views from inside the building was Average (rating 3). Consultation with key stakeholders and observations during the site visit revealed that the design of the spaces at the Living Desert Campsite area is clear, featuring a simplistic design that effectively integrates with its natural surroundings. Positive feedback from users about the serenity and unique nature of the campsite area was noted. Key stakeholders emphasised that all structures in the campsite area are well maintained, with a commitment to promptly addressing any physical concerns with external materials.

Observations during the site visit further indicated that all spaces across the asset are logically positioned and clearly understandable, with entrances and exits to structures well placed.

25.3.4 Utilisation

The overall utilisation of the Living Desert Campsite Buildings is currently seven days a week, 100% of the total available hours (Excellent – rating 1) which meets the Council nominated benchmark of seven days a week. Consultation with key stakeholders indicated the Living Desert Campsite buildings operating times were not affected during the Covid 19 pandemic, with the only disruption to operations being no international travellers and local border restrictions. Key stakeholders advised the only current users of the Living Desert Campsite are campers and occasional school students visiting for curriculum-based field trips.

Living Desert Campsite – Campers

Key stakeholders from the Living Desert Campsite advised that the asset is currently utilised by campers. Key stakeholders indicated the site currently has capacity to hold 12 tents and 15 caravans. Stakeholders also advised that all bookings are made through an online system, with key stakeholders advising during consultation that the campsite is often booked out 6–10 months in advance. Key stakeholders advised that specific booking numbers could be provided by the Visitor Information Centre. Booking numbers provided by the Visitor's Information Centre indicated the number of visitors has fluctuated over the years, with a significant impact of this being from the Covid–19 pandemic. In the 2019/2020 season, during the pandemic, there were 1,036 visitors. However, the 2020/2021 season saw a drastic increase to 3,141 visitors, indicating an increase in demand, likely due to people seeking outdoor getaways during the pandemic period. In the 2021/2022 season, visitor numbers dropped to 1,820, likely due to ongoing pandemic effects and health restrictions. Key stakeholders advised peak time is normally from March to end of November, as summers in Broken Hill are typically too hot for campers. Stakeholders advised that users are predominately families and older couples, with schools occasionally attending for field trips 4–5 times a year.

Additional information provided by key stakeholders of the Living Desert Campsite building indicated the asset is available for booking throughout the week. Key stakeholders from the Living Desert campsite building advised that the Living Desert campsite building intend on adding an additional portable toilet to better support the campsite.

25.3.5 Community value

Overall, the community value for the Living Desert Campsite buildings is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the physical building is valued lower than the services and programs offered at the Living Desert Campsite Buildings.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Poor (rating 4), with access by private vehicle and parking availability seen as good (rating 2). Furthermore, survey results indicated the accessibility by active or public transport was considered Average (rating 3). Observations during the site assessment indicated the campsite provides 12 tents and 15 unpowered van sites. In addition to this, a car park is located close by for additional patrons and visitors to park their vehicles. Furthermore, survey results indicated the assets' location is Average (rating 3) in relation to its flexibility to adapt to future demand. Observations during the site visit correlated with the survey results, as the Living Desert Campsite is located approximately 13km from the city centre.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is considered Average (rating 3) by the community for its heritage significance, however, is considered Good (rating 2) as an iconic landmark in Broken Hill. Consultation with key stakeholders indicated the Sunset Sculptures within the Living Desert State Park are a key attraction to tourists who visit the campsite. Broken Hill is well known for its art culture, and the sculptures play their part in contributing to the asset's local identity. Additionally, survey results indicated stakeholders feel the asset is considered Good (rating 2) for the services and programs that contribute to multicultural communities and Excellent (rating 1) for the services and programs that contribute to Aboriginal communities. Key stakeholders

indicated that the facility frequently employs Aboriginal trainees for tasks around the campsite. Moreover, these stakeholders mentioned that Aboriginal Elders oversee an annual program, inviting Aboriginal school teachers to the campsite to teach them about the Aboriginal cultural background of Broken Hill and to provide an immersive experience in teachings and practices.

Survey results further indicated the asset is considered Excellent (rating 1) for supporting community gatherings and events and was considered Good (rating 2) in relation to the asset contributing to activated streets and open spaces. Observations during the site visit, paired with consultation, revealed that the facility does contribute to facilitating community gatherings and events (as discussed in section 25.3.4). Additionally, the asset's primary function is to serve as a destination for tourists to visit. The observations during the site visit further highlighted the asset's contribution to open space, with the land situated on an expansive, unobstructed location without any significant indoor structures.

Local empowerment

Survey results revealed that key stakeholders find the affordability of services and programs at the Living Desert Campsite to be Good (rating 2), while the affordability of access to the asset itself was considered Average (rating 3). This is attributed to the campsite operating on a paid booking basis, where patrons pay to visit and use the facilities. The survey also indicated an Average rating (rating 3) regarding the campsite's contribution to job opportunities but an Excellent rating (rating 1) for supporting learning and training opportunities. Stakeholders highlighted the engagement of various groups, especially students, in programs offered by the asset, indicating opportunities for learning and training experiences, particularly for Aboriginal trainees.

Community participation, community pride, belonging, and contribution to community resilience received an Excellent rating (rating 1) in survey results. Observations during the site visit, coupled with consultation, emphasised the high value placed on the campsite by patrons, who expressed appreciation for its quiet and surreal atmosphere. Positive feedback was received about the cleanliness of the campsite. The asset was also considered Good (rating 2) in terms of promoting community engagement and ownership, with stakeholders actively seeking and considering patron feedback to influence the management and evolution of the campsite for positive outcomes.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Living Desert Campsite were rated Excellent (rating 1) in terms of supporting overall wellbeing, supporting active lifestyles, and supporting social cohesion. Consultation with key stakeholders highlighted that the activities and services provided at the Living Desert Campsite actively support recreation and an active lifestyle. The Sundown Trail, offering a 2.8km walk, and the Sunset Sculptures, accessible through a 900m walk from the campsite, provide patrons with opportunities for engagement. Moreover, the campsite's general ambiance fosters relaxation and social interactions among patrons. Importantly, the campsite does not discriminate against any visitors, welcoming everyone and promoting a socially cohesive environment where all residents, workers, and visitors feel respected and safe, irrespective of age, gender, physical ability, sexual orientation, ethnicity, or cultural beliefs.

25.4 Optimisation Recommendations

As identified in section 25.2, the outcome of the optimisation review for the Living Desert Campsite buildings is an overall performance index of 89% which is well above the Council set standard of 60% and as a result does not trigger the optimisation process to increase the assets performance.

Table 25.3 outlines the recommendations and key works required for future planning.

Table 25.3 Optimisation recommendations – Living Desert Campsite Buildings

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 25.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic	Physical condition (section 25.3.1)

Priority	Recommendations	Relevant performance measure
	oversight of required maintenance and works and inform funding/budget decisions.	
Low	Investigate the preparation of a strategic Masterplan to guide future planning and decision-making processes. The Masterplan should cover the whole Living desert site and not just the campsite.	Functionality (section 25.3.3) Utilisation (section 25.3.4) Community value (section 25.3.5)

26. Alma Swimming Club Building

26.1 Overview

The old Alma Swimming Club building is located on the southern side of Broken Hill. It is at the back of the Broken Hill Basketball Association and on the same block as the South Sports and Recreation Centre. The asset previously included a 50m pool which has since been filled in.

(Source: GHD)

Figure 26.1 *Alma Swimming Club Building*

26.2 Overall Performance Index

Table 26.1 resents the overall performance index for the Alma Swimming Club building, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Alma Swimming Club Building, MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Alma Swimming Club Building, is below the benchmark for physical condition, functionality and utilisation, and meets the benchmark for financial value and community value.

As a result of the optimisation review process, the overall measure for the Alma Swimming Club Building, is 35%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 26.4) should prioritise increasing the physical condition, functionality and utilisation of the asset.

Table 26.1 Overall Performance Index – Alma Swimming Club

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	2 – Good	4 – Poor	29%
Functionality	25	2 – Good	3 – Satisfactory	44%
Utilisation	20	5 days a week	5 – Very Poor	18%
Financial Value	20	3 – Moderate	3 – Moderate	29%
Community Value	10	3 – Average	2 – Good	78%
			Overall Measure	**35%**

26.3 Detailed Assessment

26.3.1 Physical condition

The overall physical condition rating for the Alma Swimming Club building is Poor (rating 4) which is below Councils nominated benchmark of Good (rating 2). This outcome indicates the Alma Swimming Club building is in poor condition with the asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.

The physical condition evaluation (undertaken in 2020) indicates the structure, finishes, fittings and services of the Alma Swimming Club building are in Poor condition (rating 4). There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of the Alma Swimming Club building would require renewal/replacement in 2025 at an estimated replacement cost of $89,000 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the Alma Swimming Club building would require renewal/replacement in 2028 at an estimated replacement cost of $85,000 (based on the At Cost Value).

Key stakeholders advised that the Alma Swimming Club have operated from the asset for approximately 60 years, however, there was no indication on the year the asset was constructed. Consultation with key stakeholders, and observations during the site visit, identified the finishes and fittings of the Alma Swimming Club building are becoming worn and outdated. Observations made during the site visit, alongside consultation with key stakeholders, indicated the bathrooms and the kitchen require renewal as they are relatively old and outdated. Additionally, key stakeholders indicated they had recently reconfigured the room, incorporating a concrete wall down the centre of the asset. On top of this, key stakeholder advised they had new blinds installed, new carpet installed, repainted the walls and installed a reverse cycle air–conditioning unit all within the last 20 years. Key stakeholders advised all of the upgrades that had been done to the asset were from funds raised through the club.

Table 26.2 provides an overview of the status of statutory compliance requirements for the Alma Swimming Club Building, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standard.

Table 26.2 Statutory Compliance Status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	Unsustainable level of energy consumption related to the air–conditioning and lighting needs to be resolved.
Building act	Does the room meet the Building Act for the year it was built?	Not supplied	Meets the Building Act for the year it was build.
Electrical	Are the electrical switch boards compliant?	No	Electrical switch boards RCD non–compliance
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

26.3.2 Financial value

The financial value of the Alma Swimming Club is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 26.3.1). Therefore, the renewal need of the Alma Club Room/Change Rooms is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 29% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

26.3.3 Functionality

The overall functionality rating for the Alma Swimming Club building is Poor (rating 4) which is below the Council nominated benchmark Good (rating 2). This outcome indicates the Alma Swimming Club building requires improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address include air conditioning, furniture and fit out, the equipment and appliances and storage.

Comfort

The functionality assessment identified the temperature and comfort across the functional spaces in the Alma Swimming Club building during both summer and winter is Excellent (rating 1), however, when evaluating all spaces in the Alma Swimming Club building the asset was Average (rating 3). Consultation with key stakeholders indicated generally the comfort levels across the asset were good. Observation during the site visit indicated two individual air conditioning units were installed in the functional spaces of the asset which accounts for the rating received in the functionality assessment.

Furthermore, the functionality assessment identified the air quality across all spaces in the Old Alma Swimming Club was Good (rating 2) whereas the ventilation, acoustics and lighting were Average (rating 3). Consultation with key stakeholders as well as observations made during the site visit indicated ventilation of the building was adequate, with the asset having multiple windows throughout the building. Furthermore, key stakeholders advised that the acoustics were suitable for the activities run for the Alma Swimming Club. Stakeholders advised that Housie (more commonly known as bingo) is the most frequently run activity at the Alma Swimming Club building with no apparent concerns regarding the internal and external noise in the building. Consultation with key stakeholders, however, advised that one of the interior lights is awaiting replacement in the building. Key stakeholders did advise the interior lighting within the building was sufficient but recognised the external lighting was poor. Observation made during the site visit acknowledged this as it appeared the exterior lighting of the building during the evening was poorly displayed and would directly affect the elderly or those experiencing a disability, both of which are the primary demographic of users.

Amenity

The functionality assessment indicated the specialist equipment and appliances throughout the functional spaces are Good (rating 2). Consultation with key stakeholders identified the equipment and appliances throughout the functional spaces include a television to broadcast numbers for bingo and a set of speakers connected to the television. However, further analysis of the functionality assessment identifies that the specialist equipment across

the amenities and storage spaces were Poor (rating 4), with many of the appliances in the kitchen and bathroom being outdated and in need upgrade. Additionally, the functionality assessment across all spaces in the Alma Swimming Club was Average (rating 3). Key stakeholders advised that the furniture and fit-out of the functional space had recently undergone refurbishment, with the inclusion of newer furniture included in the upgrade. However, it was discussed during consultation that the kitchen and bathroom although functional, require an upgrade due to its outdated design and appliances. As for storage, key stakeholders addressed the space was sufficient, however, observations made during the site visit indicated that the grocery items (on offer during housie) are kept out in the open, hindering the ability for other potential user groups from utilising the space. Furthermore, observations made during the site assessment identified the storage space was only sufficient for the current two user groups, suggesting if an additional user group occupied the space there would be limited storage space.

The functionality assessment identified that the safety and security aspects of all spaces in the Alma Swimming Club building are Good (rating 2) whereas the power supply is Poor (rating 4), and the data connection availability Failed (5). Consultation with key stakeholders did not identify any safety or security aspects to the building, however, it was evident throughout the site visit that a range of food and other grocery items were left out in the main functional room and used as prizes for 'Housie' participants. Although the windows of the Alma Swimming Club building were tinted, it is understood that displaying a range of items in the main purpose area could be a safety concern as it provides an opportunity for brake ins. Observation during the site visit alluded to no apparent security features besides a lockable door. Consultation with key stakeholders also identified that there were no data connection points within the building. Observations from the site visit also identified there were limited power point outlets throughout all spaces in the asset, which falls in line with the data from the functionality assessment.

Effectiveness

The functionality assessment indicated the character and innovation of the asset is Average (rating 3). The functionality assessment also concluded the form and materials was Average (rating 3) whereas the internal environment, particularly the attractiveness of the interior, the logicality of the layout and the views from inside the building were Poor (rating 4). The Alma Swimming Club building, as revealed through consultation with key stakeholders and site observations, initially had a clear design, incorporating a 50-metre swimming pool. However, over time, it transitioned into a space used more broadly by the community, with refurbishments funded by the Housie Group. The interior space provides a bright and welcoming atmosphere, contrasting with the relatively poor condition of the external materials, which appear outdated and unmaintained. Observations noted cracks in a window, dark black window tinting, and poor exterior lighting affecting the overall appeal.

Views from inside are hindered by dark window tinting, and a steel fence around the perimeter limits visibility beyond the driveway. Despite these issues, the building's layout remains logical for users ranging from 7 to 80 years old, encompassing both the Housie group and Alma Swim Club.

26.3.4 Utilisation

The overall utilisation of the Alma Swimming Club building is currently four days a week, 18% of the total available hours (Failed – rating 5) which is below the Council nominated benchmark of five days a week (84 hours per week). Consultation with key stakeholders indicated the Alma Swimming Club building's operating times were not affected during the Covid 19 pandemic, with the only disruption to operations being a decrease in the number of Housie Group members. Key stakeholders advised the current users of the Alma Swimming Club building are the Alma Swim and Housie Group.

Alma Swim Club

Key stakeholders from the Alma Swimming Club advised that the asset is currently utilised by the Alma Swimming Club twice a week from 5:00pm – 7:00pm on Mondays and 4:00pm – 5:30pm on Wednesdays. Key stakeholders indicated Alma Swimming Club building is utilised for training swimming coaches, hosting events for the swim club and for land-based training. Stakeholders advised that most of the activities the Alma Swim Club engage in are at the Broken Hill Aquatic Centre. Key stakeholders also advised that all storage is kept at the Aquatic Centre as the Alma Swimming Club have a shed towards the back end of the swimming pool that holds all the necessary equipment. Key stakeholders advised that the demographic of users are predominately aged 7–17 years old.

Housie (Run by Alma Swim Club Volunteers)

Key stakeholders occupying the Alma Swimming Club building advised the asset is currently being utilised by the Housie Group from 10:00am – 1:00pm on Tuesdays and 12:00pm – 3:00pm on Saturdays. However, it was identified in the utilisation assessment that the Housie Group occupied the asset 9:00am –3:00pm on Tuesdays and 11:00am – 5:00pm on Saturday. Therefore, the GHD project team has decided to represent the hours obtained in the utilisation assessment to display in the utilisation spreadsheet. Consultation with key stakeholders also indicated Housie events occur twice a year, with one occurring during Easter and another during Christmas. Key stakeholders advised that the Housie Group currently have 40 members, whereas prior to the Covid 19 pandemic the group had approximately 70 members. Key stakeholders advised that the demographic of users are primarily female aged 55 – 97 years old.

Additional information provided by key stakeholders of the Alma Swimming Club indicated the asset is not utilised Thursdays, Fridays, and Sundays. Key stakeholders also indicated they are not aware of any other user groups who would like to use the asset. In addition to this, stakeholders advised they would prefer not to share the asset with other potential user groups as the Housie Group do not feel comfortable leaving the grocery items on display in the main functional room while other users occupy the space. Key stakeholders identified that sharing the building with other user groups is not out of the question, however, key stakeholders advised they would be careful as to who they would allow to occupy the space

Councils nominated benchmark for this asset was set to be measured across five days. The Alma Swimming Club is currently available to the public for a total of 84 hours across seven days, of these 84 hours, the Alma Swim Club and the Housie Group are currently utilising the Alma Swimming Club building for a total of 15.5 hours during the week. This indicates that the utilisation percentage of the asset is 18% and is therefore receiving a utilisation rating of Failed (Rating 5).

26.3.5 Community value

Overall, the community value for the Alma Swimming Club building is Good (rating 2) which exceeds Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered out of the Alma Swimming Club building were valued higher than the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), whereas access by private vehicle and parking availability was seen as Average (rating 3) and accessibility by active or public transport was considered very Poor (rating 5). Observations during the site assessment indicated there is no specific carpark for visitors of the Alma Swimming Club, with the likely space for visitors to park being on the street. Key stakeholders, however, indicated when Housie is hosted (as specified in section 26.3.4), it is difficult for visitors to find a park close to the asset. Furthermore, there was no indication throughout consultation that there was public transport available to the asset. Key stakeholders advised the asset is mostly utilised by the Housie Group, with the demographic of these users ranging from 55–97 years old. Observations made during the site visit indicated the location of the asset was somewhat relative in relation to its main user groups, however, key stakeholders advised much of the activities that occur for the Alma Swimming Club are at the Aquatic Centre (as discussed in 5.3.4) which is located on the North Side of Broken Hill approximately 7km from the Alma Swimming Club Building.

Survey results indicated the asset was rated Average (rating 3) in relation to its compatible land uses and facilities. Observations during the site visit indicated the asset is moderately positioned, with the asset being located closely to Patton Park, and the South Community Centre. However, observations during the site visit indicated the south side of Broken Hill is limited in terms of community-based facilities and open spaces. Survey results indicated the asset location is Average (rating 3) in relation to its flexibility to adapt to future demand. Key stakeholders advised during consultation that the Alma swimming pool was originally located next to the asset, however, it was filled with concrete and abolished in the early 2000's. The asset does have the potential to adapt to future demand, with there being optimal space to host a range of potential clubs and user groups within Broken Hill. Based on what was heard during consultation, the asset is currently underutilised, with the Alma Swimming Club using the asset to occasionally train swim coaches and for land-based training during winter and the Housie group using the asset

twice a week (as discussed in 26.3.4). Key stakeholders advise they would potentially look at sharing the asset with other user groups, however, are hesitant to do so due to the number of products that cannot be stored away.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is Excellently (Rating 1) valued by the community for its heritage significance and as an iconic landmark in Broken Hill. Key stakeholders from the Alma Swimming Club indicated the asset is approximately 60 years old and previously included a full-length swimming pool on the block of land currently next door to the asset. Key stakeholders advised the pool was filled in the early 2000's, with much of the swim-based activities occurring at the Aquatic Centre from then on out. Key stakeholders advised a domino effect became apparent when the pool was filled, with the asset becoming less utilised as time went on. Key stakeholders advised the pool was well perceived by the Broken Hill Community, however, there was no indication the asset had significant heritage value. Whereas the asset is considered an iconic landmark in Broken Hill, with many people associating its location with the former swimming pool.

Additionally, survey results indicated stakeholders feel the asset is considered average for the services and programs that enable cultural and artistic expression towards Aboriginal and multicultural communities. Key stakeholders from the Alma Swimming Club advised they have previously serviced Aboriginal people that wished to swim, however, have not had any Aboriginal members affiliated to the club over the past two years. The club have, however, provided services to a range of multicultural members in the past and currently have a few Pacific Islander and Syrian members.

Survey results further indicated the asset is considered Average (rating 3) for supporting the creative/arts sector and contributing to activated streets and open spaces. Survey results further indicated the asset rated Excellently (rating 1) for supporting community gatherings and events. Observations during the site visit, paired with consultation, indicated the asset did not support the creative/arts sector, with the only activities occurring from the asset being swimming coach training, land-based swimming training and Housie (as discussed in 26.3.4). Furthermore, consultation indicated the asset did not contribute to activated streets and open space, with much of the activities occurring at the asset operating from inside the asset. Key stakeholder strongly expressed throughout consultation that the asset did support community gathering and events, however, it was apparent during consultation that the asset is very much underutilised (as discussed in 26.3.4). Key stakeholder advised the asset is utilised on average twice per week and is utilised by the swimming club during winter. Key stakeholders further advised there was no alternative groups using the asset and no booking process for user groups looking to use the asset.

Local empowerment

Survey results indicated key stakeholders feel the affordability of the services and programs were Excellent (rating 1). Similarly, survey results indicated the affordability of access to the asset was also considered Excellent (rating 1). Key stakeholders indicated the costs affiliated to use of the asset was minimal, with Housie members not being charged for membership. Key stakeholders advised the funds raised by the Housie Group are through raffle tickets from housie. Key stakeholders advised most of the funds raised go back into the Housie Group, however, a small portion is filtered back into the Alma Swimming Club. As for the Alma Swimming Club, membership costs approximately $140 a year, with $100 of this going to the fee for using the Aquatic Centre and the additional $40 going to the Alma Swimming Club. Key stakeholders advised in addition to this cost; members pay an additional fee to the Aquatic Centre each time they utilise that facility. Survey results further advised the employment opportunities were considered Average (rating 3) whereas the learning and training opportunities were considered Excellent (rating 1). Key stakeholders from the Alma Swimming Club building advised Housie is a volunteer organisation, with no permanent employment opportunities available. However, key stakeholders advised the Alma Swimming Club, although mostly volunteer run, has a small number of employment opportunities for swimming coaches.

Survey results indicated community participation, in particular the asset providing a space that invokes community pride and belonging, contributing to community resilience, and supporting community engagement and ownership were all Excellent (rating 1). Observations during the site visit, paired with consultation, indicated the asset does invoke a sense of community pride and belonging through the activities and wellbeing it provides to its users, however, observations throughout the site visit saw a few accessibility and physical concerns throughout the asset (as discussed in 26.3.3) which may hinder the ability of all users to access the asset. Furthermore, it was evident during consultation that the asset does somewhat support community engagement as it offers a space for events

and activities to take place, however, it is highly underutilised and is not seen to be reaching its full potential in providing users a space to engage in community engagement. Key stakeholders did, however, provide justification that the asset contributes to community resilience, as the revenue generated through the social events held is fed back through the asset to expand and grow.

Health and wellbeing

Survey results indicated key stakeholders feel the services and programs provided at the Alma Swimming Club building rate as Excellent (rating 1) for supporting overall wellbeing, active lifestyles, and social cohesion. However, consultation with key stakeholders revealed that the Alma Swimming Club building primarily supports land-based training during winter, leaving a gap in physical activation for the remaining three months of the year. While the asset is seen to promote social cohesion by welcoming various visitors to join the Housie Group; and the Alma Swimming Club providing training to those experiencing a disability and supporting an older age bracket; observations during the site visit noted challenges to easily access the asset. These challenges include an excess of gravel on the entrance pathways, outdated bathrooms, and limited parking. Overall, the asset is perceived to positively contribute to overall wellbeing for its minimal user base.

26.4 Optimisation Recommendations

As identified in section 26.2, the outcome of the optimisation review for the Alma Swimming Club Building is an overall performance index of 35% which is below the Council set standard of 60% and triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, the Alma Swimming Club Building is recommended to undergo general maintenance and upgrades to enable shared use of the asset as outlined in Table 26.3.

Table 26.3 Optimisation recommendations – *Alma Swimming Club Building*

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS).	Physical condition (section 26.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 26.3.1)
High	Undertake maintenance and upgrades to the asset to enable shared use, including a minimum of updates to the kitchen, bathrooms and storage space. There is the potential to work with the Swimming club to transition to a new facility at the Aquatic Centre pending construction of a new facility on the site.	Functionality (section 26.3.5) Utilisation (section 26.3.4)
High	Integrate new hireable space/s into a centralised booking system.	Utilisation (section 26.3.4)

27. Airport Hangar 13

27.1 Overview

Hangar 13 is located at the Broken Hill Airport on Bonanza Street (Pro Hart Way) approximately six kilometres south of the Broken Hill City Centre. The asset is currently leased and used by H&A Air; an outback aviation provider based out of Broken Hill. H&A Air operate under a CASA–approved Air Operators Certificate (AOC), and are accredited for charter, scenic flights, and aerial mustering. The services offered by H&A Air are air charter, scenic flights, aerial photography, mustering, aerial baiting, and pipeline/powerline surveys.

(Source: Broken Hill City Council)

Figure 27.1 Airport Hangar 13

27.2 Overall Performance Index

Table 27.1 presents the overall performance index for Hangar 13, including the optimisation review ratings for each performance measure and their equivalent measure as a percentage, based on the Hangar 13 MCA Framework spreadsheet that was completed and provided to Council following the assessment. This overall performance index shows the Hangar 13, is below the benchmark for physical condition, functionality and community value, but does meet the benchmark for financial value and utilisation.

As a result of the optimisation review process, the overall measure for the Hangar 13 building is 53%. This is below the Council set standard of 60% as outlined in Councils (2020) *Benchmark for Building Assets Rationalisation* document. Therefore, the asset optimisation process is triggered to increase the assets

performance. Based on the outcomes of the optimisation review process, recommendations to increase the assets performance (presented in section 27.4) should prioritise increasing the physical condition, functionality, and community value of the asset.

Table 27.1 Overall Performance Index – Hangar 13

Criteria	Weighting	Benchmark Rating	Rating	Measure
Physical Condition	25	3 – Satisfactory	4 – Poor	37%
Functionality	25	3 – Average	4 – Poor	47%
Utilisation	20	7 days a week	1 – Excellent	100%
Financial Value	20	3 – Moderate	3 – Moderate	37%
Community Value	10	3 – Average	4 – Poor	46%
			Overall Measure	**53%**

27.3 Detailed Assessment

27.3.1 Physical condition

The overall physical condition rating for Hangar 13 is Poor (rating 4) which is below Council nominated benchmark of Average (rating 3). This outcome indicates Hangar 13 is in poor condition requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable. There is currently no updated asset management plan for routine/scheduled inspections or maintenance.

Based on the indicated residual life of each element of the asset, at the time of the physical condition evaluation, the fittings of Hangar 13 would require renewal/replacement in 2027 at an estimated replacement cost of $5,100 (based on the At Cost Value). Additionally, at the time of the physical condition evaluation, the finishes of the Hangar 13 would require renewal/replacement in 2029 at an estimated replacement cost of $24,000 (based on the At Cost Value).

Observations during the site visit indicate that the asset is generally well maintained but may require upkeep and enhancements over the next decade for prolonged durability. Notably, the steel hangar shows signs of rust. Unfortunately, consultations with key stakeholders did not produce information regarding the hangar's construction date. Additionally, observations highlight the deteriorating state of the office and waiting room rendering suggesting a need for replacement. While these functional spaces are generally satisfactory, minor improvements such as repainting both the interior and exterior, as well as replacing or repainting the windows for a more contemporary look, could enhance their overall condition.

Table 27.2Table 15.2 provides an overview of the status of statutory compliance requirements for Hangar 13, as identified by Council at the time of this review. This identifies immediate inspections and maintenance are required to ensure Annual Fire Safety Certification. Additionally, any upgrades to the asset should consider addressing identified issues around energy consumption and disability access. Council has not provided an estimated cost to remedy non–compliance and improve standards.

Table 27.2 Hangar 13 – Statutory compliance status

Topic	Characteristics	Yes/No	Comment
Workplace health & safety (WHS)	Are Emergency Evacuation Plan & WH&S audit and process maintenance requirements up to date?	Not supplied	Currently being updated.
Fire protection	Is the annual fire Safety Certification complete?	Yes	Annual Fire Safety Certification Is Current.

Topic	Characteristics	Yes/No	Comment
Environmental	Is the level of energy consumption related Air–conditioning & lighting sustainable?	Not supplied	BHCC to follow up
Building act	Does the room meet the Building Act for the year it was built?	Not supplied	BHCC to follow up
Electrical	Are the electrical switch boards compliant?	Not supplied	BHCC to follow up
Disabled access (DA)	Does the room meet DA requirements?	Not supplied	BHCC to follow up

27.3.2 Financial value

The financial value of Hangar 13 is calculated on the current value of the asset as a percentage of its replacement cost which is a monetary reflection of the asset's physical condition (outlined in section 27.3.1). Therefore, the financial value of Hangar 13 is Moderate (rating 3).

The overall depreciation value of the asset is Moderate (rating 3) coming in at 37% which meets Council's set benchmark of >20%. This outcome indicates the asset may require maintenance, refurbishment, redevelopment, or disposal to be addressed in the near future.

27.3.3 Functionality

The overall functionality rating for Hangar 13 is Poor (rating 4) which is below the Council nominated benchmark of Average (rating 3). This outcome indicates Hangar 13 requires improvements to its comfort, amenity, and effectiveness to improve overall functionality. As detailed in the review below, priority issues to address are the air conditioning, the ventilation and the form and materials of the building.

Comfort

The functionality assessment identified the temperature and comfort levels across the functional and circulation spaces in the Hangar 13 building during both summer and winter were considered Good (rating 2). Consultation with key stakeholders, along with on–site observations, however, indicated the air conditioning unit was currently broken which makes each of the functional rooms hot during summer. These observations did not align with the results provided by the functionality assessment; however, it can be determined that once the air-conditioning unit is fixed this would suggest the results provided are consistent with that in the functionality assessment.

Furthermore, the functionality assessment revealed that air quality and ventilation within the functional and circulation spaces was also Good (rating 2). Observation during the site visit somewhat correlated with this, with the asset appearing to have limited ventilation points and mostly closed windows. It was evident, however, that flyscreens were installed enabling doors to be left open to stimulate airflow. However, as a whole observation during the site visit indicated the air quality in Hangar 13 did not meet the rating suggested in the functionality assessment, as sufficient airflow is essential for maintaining good indoor air quality. In terms of acoustics and lighting in functional spaces, stakeholders indicated in the functionality assessment these aspects were Good (rating 2). Observations indicate the acoustics within the hangar were notably good, likely due to the open layout and arrangement of functional spaces. Additionally, the lighting appeared to be satisfactory, with four medium to large sized windows harnessing natural light effectively, complemented by four interior lights for enhanced visibility within the hangar.

Amenity

The functionality assessment revealed the specialist equipment and appliances in Hangar 13 received a rating of Good (rating 2). Consultation with key stakeholders identified the specialist equipment and appliances within the hangar seem well suited for the intended activities, reflecting a thoughtful selection to support and enhance the functionality of the space. The appropriateness of the tools and machinery aligns with the specific needs of the activities conducted within the hangar. The functionality assessment saw key stakeholders rate the power supply and safety and security across all spaces of Hangar 13 as Good (rating 2). Observations during the site visit did not indicate the level of power supply, however, this rating can likely be attributed to the operational requirements

of a hangar that demand an above average power supply. As for the safety and security aspect of the hangar, key stakeholders indicated the doors to the hangar are locked during closure hours.

Additionally, the functionality assessment indicated that data and voice services within the functional spaces received a rating of Good (rating 2). Similarly, consultation with key stakeholders, along with onsite observations, saw there was adequate data connection points within these spaces due to the nature of operations that take place.

Effectiveness

The functionality assessment indicated the ideas behind the design of the building and if the building is interesting to look at and move around in, more specifically for the functional and circulation spaces, was considered Good (rating 2). However, the asset was rated Average (rating 3) for the buildings likeliness to shape further design and its ability to appropriately express the Council and community values. Observations throughout the site visit indicated the building was somewhat visually appealing and was easily navigable, especially with aircraft prominently displayed. The design's clarity showcased its purpose as a dedicated space for storing aircraft. However, the hangar's simplicity and operational constraints limit its potential to influence future designs. While the asset may not overtly express council and community values, the operations, including chartered flights and various surveys, suggest a positive community impact.

Furthermore, the functionality assessment revealed the asset received a Good rating (rating 2) regarding the assets ability to have a human scale and feel welcoming. Whereas the functionality assessment conducted by key stakeholders saw the quality of external materials, logical entrances to the asset and the assets' ability to take advantage/shelter from prevailing winds were rated Average (rating 3). Consultation with key stakeholders, along with onsite observations suggested the asset exhibited somewhat of a welcoming atmosphere. However, visual observations noted a slightly run–down appearance, suggesting potential improvements like window replacements and exterior/interior painting for a more inviting aesthetic. Despite the functionality assessment indicating the logic of entrance placement as Average (rating 3), observations saw the design facilitated easy navigation. However, concerns regarding the fire exit was evident, as it was blocked by tree stumps and overgrown vegetation which is an WHS concern.

Regarding the bathrooms, though located outside, they were well signposted indicating to visitors where they were located. Key stakeholders also indicated the bathrooms were open on a 24/7 basis. While external materials of the asset were generally in average condition, it was noticeable the render was beginning to decay. Suggestions around minor upgrades such as painting, and window replacements could enhance the overall appearance. Observations saw the asset somewhat harnessed winds for shelter, but feedback from key stakeholders indicated issues with debris blowing under the sliding door and into the side office entrance was a slight problem.

The functionality assessment conducted by key stakeholders indicated the asset received a rating of Average (rating 3) for characteristics around the views from inside the building and access to the outdoors. Whereas the functionality assessment saw a rating of Good (rating 2) for the activeness of the interior and how easy the asset was to manoeuvre through. Site observations revealed the views from inside the building were somewhat adequate, with a generally average view of the runway. Observations saw access to the outdoors as acceptable, with access to the asset appearing to be located through a side door. Navigating through the asset, however, was generally simple. Observations throughout the site visit saw the interior's attractiveness as average, with issues of wear and tear, specifically rust. There also appeared to be miscellaneous equipment located on the floor which contributed to a somewhat messy appearance. Most notably, the interior requires repainting, with the main concerns around the deteriorating fire door and extinguisher signage.

27.3.4 Utilisation

The overall utilisation of Hangar 13 is currently seven days a week, 100% of the total available hours (excellent – rating 1) which exceeds the Council nominated benchmark of five days a week (84 hours per week). Key stakeholders indicated the asset is used intermittently depending on bookings but can be used seven days a week. Key stakeholders advised the toilets are available to both tenants and the general public 24/7. Further conversation suggested the toilets double up as public toilets for private pilots passing through, they are unlocked all the time and available for use.

H&A Air

Consultation with key stakeholders indicated Hangar 13 is used 24 hours a day as it is used for aircraft storage. Additionally, stakeholders noted the office, hallway, and waiting area see intermittent use based on bookings but are accessible seven days a week. As detailed in section 27.1, H&A Air utilises the facility as a hub for their helicopter business, offering additional services like air charter, scenic flights, aerial photography, mustering, aerial baiting, and pipeline/powerline surveys. Furthermore, stakeholders highlighted during consultation the toilets are accessible 24/7 to both tenants and the general public. Stakeholders indicated these restroom facilities serve as public toilets for private pilots passing through and remain unlocked and available for use.

27.3.5 Community value

Overall, the community value for Hangar 13 is Average (rating 3) which meets Council's nominated benchmark of Average (rating 3). The community values survey completed by key stakeholders indicated the services and programs offered at the Hangar 13 were valued almost equally to the physical building.

Location

Survey results indicate key stakeholders feel the physical asset's location in relation to its user groups is Excellent (rating 1), with access by private vehicle/parking availability and the assets' location in relation to compatible land uses and facilities seen as Good (rating 2). Furthermore, survey results indicated the accessibility by active or public transport was considered Average (rating 3). Observations during the site assessment indicated the Hangar is suitably located next to Broken Hill Airport, sharing the same ground space and runway, which aligns well with its target demographic and compatible land uses and facilities. However, it became apparent that accessing the asset via public transport might pose challenges, as buses only stop at the airport and not directly at the hangar. Additionally, clarity was lacking regarding the availability of a dedicated parking area for patrons and staff attending the hangar. Survey results further indicated the asset's location was considered Average (rating 3) in relation to its flexibility to adapt to future demand. Observations during the site assessment correlated with this assessment, with the asset being seen as having little potential to expand, due to it being situated adjacent to Broken Hill Airport, which is currently undergoing a masterplan redevelopment.

Social and cultural significance

Survey results indicated key stakeholders feel the physical asset is valued as Average (rating 2) by the community for its heritage significance and valued Poorly (rating 4) as an iconic landmark in Broken Hill. Key stakeholders from Hangar 13 did not discuss the heritage significance of the asset throughout consultation. Additionally, survey results indicated stakeholders feel the asset is Poorly valued (rating 4) for the services and programs that support Aboriginal and multicultural communities and were rated Average (rating 3) for the asset supporting services/ programs that contribute to the local multicultural identity and enable diverse cultural expression. Survey results also saw the asset was valued Poorly (rating 4) for supporting the creative arts sector, for contributing to activated streets and open spaces and for the asset supporting community gathering and events.

Local empowerment

Survey results indicated key stakeholders feel the affordability of the services and programs as well as affordability of accessing the asset were poor (rating 4). Observation during the site analysis revealed that the services provided at the hangar were costly, primarily due to their involvement with aircraft. Regarding access to the asset itself, patrons would have no incentive to visit unless they were participating in one of the services offered by Hangar 13. Survey results indicated the asset rated average (rating 3) in terms of supporting job opportunities and rated poorly (rating 4) in terms of supporting learning/training opportunities. Observations during the site analysis suggested that due to H&A Air being a small, family–run business, there is a limited scope for job opportunities. Likewise, the asset provides minimal learning and training opportunities, which was attributed to the nature of operations that take place.

Survey results indicated community participation, in particular the asset providing a space that invokes community pride and belonging were Average (rating 3), whereas survey results indicated the asset was Poor (rating 4) in contributing to community resilience and in supporting community engagement and ownership. Despite the community values survey indicating that the asset's ability to evoke community pride and belonging is Average (rating 3), and its contribution to community resilience is Poor (rating 4), both observation and consultation

highlight the asset, and the nature of operations do, in fact, instil community pride and a sense of belonging. The operations contribute significantly to community resilience, as they not only attract tourists but also serve the greater good of Broken Hill through activities such as aerial photography, aerial baiting, mustering, and pipeline and powerline surveys.

Health and wellbeing

Survey results indicated key stakeholders feel the programs provided at Hangar 13 Poorly (rating 4) support overall wellbeing, Poorly (rating 4) support active lifestyles, and Poorly (rating 4) support social cohesion. Observation of the site analysis indicated that the asset does not actively promote healthy lifestyles, given the predominant nature of operations at Hangar 13 revolve around flying aircraft. However, in terms of overall wellbeing, the asset appeared to moderately encourage personal growth, foster social interactions, and contribute to mental wellbeing. It can be speculated the nature of operations provide visitors with an opportunity to engage with aircraft specialists and to participate in joy rides, promoting overall wellbeing and personal growth. Regarding social cohesion, there was no evidence during the consultation to suggest that the asset fails to promote social cohesion. It appears workers, and visitors feel respected and safe, regardless of age, gender, physical ability, sexual orientation, ethnicity, and cultural beliefs.

27.4 Optimisation Recommendations

As identified in Section 27.2, the outcome of the optimisation review for Hangar 13 is an overall performance index of 53% which is below the Council set standard of 60% and triggers the optimisation process to increase the assets performance.

Based on the findings and outcomes of the optimisation review process, Hangar 13 is recommended to undergo general maintenance and upgrades to enable shared use of the asset as outlined in Table 27.3.

Table 27.3 Optimisation recommendations – Hangar 13

Priority	Recommendations	Relevant performance measure
Immediate	Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection.	Physical condition (section 27.3.1)
High	Prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Physical condition (section 27.3.1)
High	Undertake maintenance and upgrades to the asset including upgrading the external materials of the building by re–rendering the main office building, repainting the main office building, installing new windows in the office building, and re–painting the internal hangar.	Physical condition (section 27.3.1) Functionality (section 27.3.3)
High	Ensure proper fire exit and fire extinguisher signage is installed for safety compliance.	Functionality (section 27.3.3)
High	Clear obstruction of tree stumps and overgrown vegetation from emergency exit door (WHS)	Functionality (section 27.3.3)

28. Summary

Table 28.1 provides a summary of all 27 assets and the outcomes of the asset optimisation review including their overall performance index and high–level recommendations.

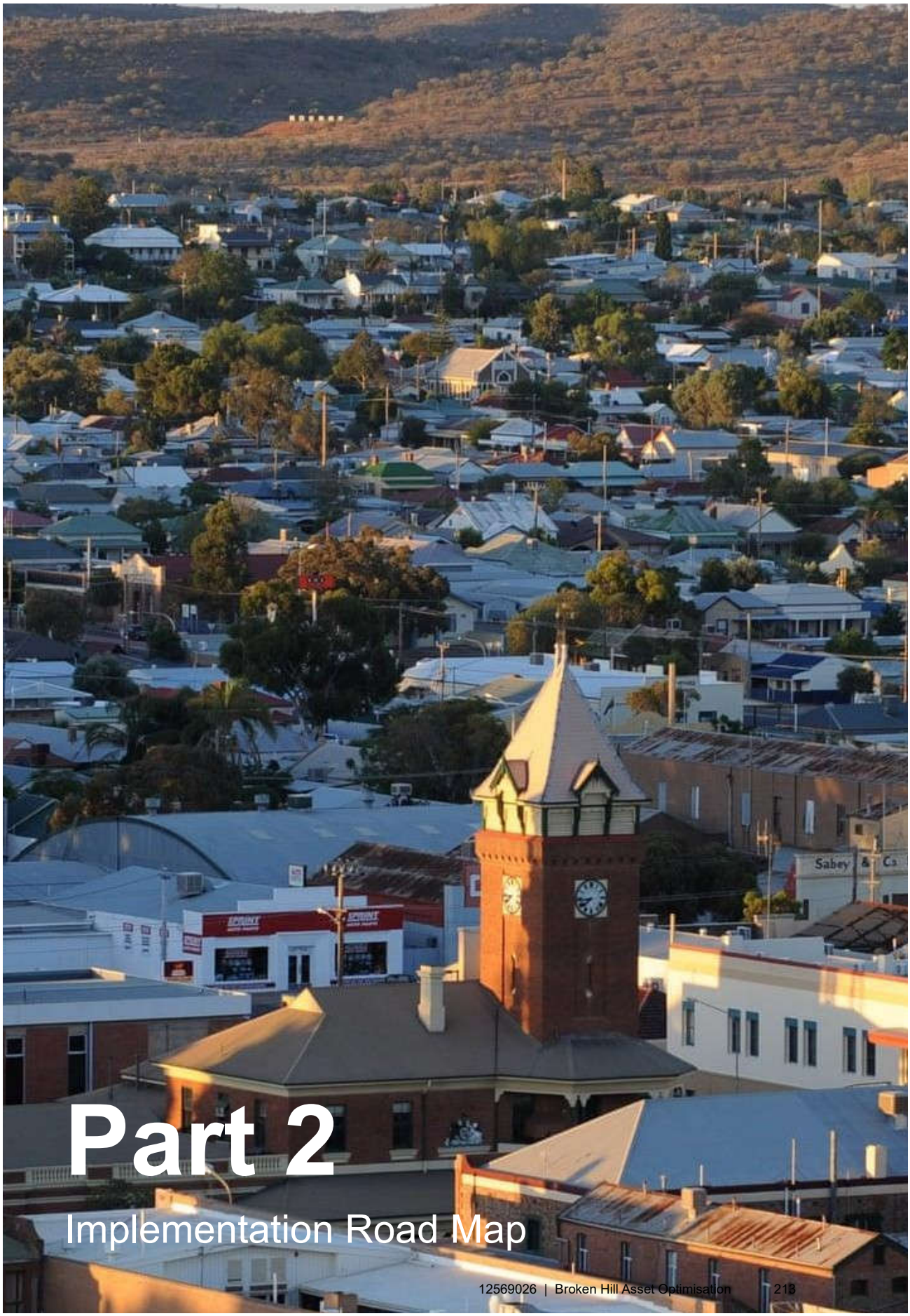
As part of the Part 1 optimisation review process, a number of overarching recommendations have been identified, these include:

- Undertaking relevant inspections across all assets to ensure compliances and certificates are up to date.
- Preparing asset management plans or inspection/maintenance schedules to provide strategic oversight of required maintenance and works and inform funding/budget decisions for each asset.
- Preparing new/revised lease agreements for all tenants at each asset – including revision of fees and rates for hiring/booking spaces and meeting rooms where relevant.
- Developing a centralised online booking system for all hireable spaces and meeting rooms across all of Council's assets.
- Preparing strategic Masterplans for special activation precincts including:
  - Broken Hill Airport, including the terminal building and Hangar 13
  - Broken Hill CBD Community Precinct, including Broken Hill Police Station, Town Hall Façade, Charles Rasp Library, Aged Person Rest Centre, Civic Centre and Sturt Park
  - Patton Park Precinct, including Patton Park, Alma Mechanics Institute and South Community Centre
  - Memorial Oval Precinct.

Table 28.1 Summary of overall performance index and recommendations

No.	Asset	Overall Performance Index	Recommendations						
			Masterplan	Sell	Demolish	Significant redevelopment	Moderate redevelopment	Minor maintenance/ upgrades	No change / ongoing maintenance
1	Airport Terminal Building	54%	✓				✓		
2	Administrative Centre	46%					✓		
3	Aged Person Rest Centre	31%	✓		✓				
4	Alma Mechanics Institute	27%	✓				✓		
5	Aquatic Centre	68%						✓	
6	BIU Band Hall	31%					✓		
7	Broken Hill Regional Art Gallery	74%						✓	
8	Charles Rasp Library	43%	✓			✓			
9	Civic Centre	62%	✓					✓	

No.	Asset	Overall Performance Index	Recommendations						
			Masterplan	Sell	Demolish	Significant redevelopment	Moderate redevelopment	Minor maintenance/ upgrades	No change / ongoing maintenance
10	Council Chambers	47%						✓	
11	Geo Centre	57%	✓				✓		
12	HACC Centre	57%						✓	
13	Newmarket Raceway	27%		✓					
14	North Mine Hall (Queen Elizabeth Park)	39%			✓				
15	South Community Centre	46%	✓				✓		
16	SES building	62%		✓			✓		
17	South Sports and Recreational Centre	39%	✓			✓			
18	Town Hall Façade	45%				✓			
19	Visitor Information Centre	52%		✓					
20	Youth Services Building	42%		✓			✓		
21	Mosque	26%					✓		
22	Bridge Club in Sturt Park	36%			✓				
23	Swimming Club in Sturt Park	50%			✓				
24	Memorial Oval	31%	✓			✓			
25	Living Desert Campsite Buildings	89%	✓						✓
26	Old Alma Swimming Club	35%	✓				✓		
27	Airport Hangar 13	53%						✓	



Part 2

Implementation Road Map

Part 2 - Methodology

Implementation Roadmap Overview

As described in the 'Purpose of this Report' pg. 4, Part 2 of the Broken Hill Asset Optimisation project outlines an 'Implementation Roadmap'. The roadmap intends to provide recommendations and strategic guidance to Council for management of the 27 assets, as outlined in Table 1.1. Building on Part 1 - the 'Asset Optimisation Review', the following steps were undertaken to inform Part 2:

- A Council Steering Committee workshop to develop the framework for the Implementation Roadmap
- Re-engaging with community stakeholders from each of the 27 assets to discuss the outcomes from Part 1
- Preparing the final outcomes report, incorporating the Implementation Roadmap.

Following feedback received during the Online Council Steering Committee workshop, the GHD project team proceeded with the agreed framework for the 'Implementation Roadmap'; which included a visual style approach, as agreed upon between the GHD project team and Council for Part 2 of report.

The following structure for Part 2 – The 'Implementation Roadmap', includes:

- A high-level summary of the feedback gathered during the second round of consultation.
- Asset groupings, including confirmed and proposed precincts/Masterplans.
- Recommendations/actions across the each of the 27 assets into three distinct timeframes:
  - Short Term (2 years)
  - Medium Term (5 years)
  - Long Term (10 years).
- A consolidated list of recommendations/actions across grouped into confirmed or proposed precincts.

1. Approach to implementation

Online Council Steering Committee workshop

The GHD project team facilitated an interactive workshop on Tuesday 23 January 2024 utilising the Mural platform, a workshop facilitation tool, to collaborate and share ideas with Broken Hill City Council's Steering Committee. The purpose of this online workshop was to present the draft findings and recommendations that were drawn from Part 1 of the project. This workshop also revisited the approach for Part 2 of the project.

Draft Implementation Roadmap

Following the online workshop, a draft report was prepared following the structure agreed upon with Council during the online workshop. This report included a draft 'Implementation Roadmap' for Council to review that was updated following the final stakeholder consultation from February – March 2025.

Second round stakeholder engagement

Following the provision of the draft 'Implementation Roadmap' in April 2024, the GHD project team re-engaged with stakeholders from each of the 27 assets from February – March 2025. During this phase, the GHD project team contacted and arranged to meet with stakeholders via Microsoft Teams to discuss the recommendations that were drawn from Part 1 of the report. The purpose of this round of consultation was to inform stakeholders of the outcomes of the optimisation assessment process and test the draft recommendations (Part 1) in order to inform the finalisation of implementation road map (Part 2).

Refer to Table 2.1 to see the outcomes from the second round of stakeholder engagement.

Final outcomes report and presentation

Following the second round of engagement, the GHD project team developed the final Asset Optimisation Outcomes Report, incorporating the feedback and recommendations taken from both Part 1 and Part 2 to develop the final 'Implementation Roadmap'. In addition to this, GHD prepared and delivered a presentation to Council's Steering Committee to discuss the findings and feedback received from stakeholders following the second round of stakeholder engagement.

2. Part 2 - Community Engagement Outcomes

The second round of community engagement took place between Monday 3 February and Thursday 20 March 2025. Stakeholders from each of the 27 assets were contacted and given the opportunity to select a meeting time with representatives from the GHD project team and Council. This part of the project focused on discussing the outcomes that were developed from Part 1 of the report and providing stakeholders with an overview of these draft recommendations.

As Part 1 of the report was based on data collected from May and July 2022, the insights gathered during Part 2 engagement in February 2025 have informed updates to the final recommendations and suggested timeframes for the implementation roadmap. Part 2 builds on the initial recommendations that were developed from Part 1, incorporating changes based on updated stakeholder feedback, which in some cases has resulted in adjustments such as adding or removing specific recommendations to reflect the current asset needs. To accurately reflect this, additional recommendations that were drawn from consultation undertaken in Part 2 can be seen in Table 2.1 under the 'Part 2 optimisation recommendations' column.

The final outcomes for the second round of engagement can be seen Table 2.1

Table 2.1 Part 2 engagement: Monday 3 February – Friday 28 February 2025

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
1. Airport Terminal Building	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, highlighting key areas requiring improvement. – Advised stakeholders of key recommendations, including general maintenance, upgrades to interiors and check-in desks, additional power points/charging stations, and better maintenance of the Pro Hart Artwork. – Advised stakeholders to implement the Airport Masterplan to support strategic decision-making and guide future airport design. – Advised stakeholders to investigate making the Pilot's Lounge a hireable space. – Advised stakeholders that extending café operating hours was not recommended. – Stakeholders advised that the master planning process has commenced, incorporating several recommendations.	– The master planning process has commenced, incorporating several recommendations. – Terminal expansion planning is now a priority due to increased flight frequency and anticipated security screening requirements. – Council has begun designing a footpath with lighting to improve access from the hire car parking area. – Automated turnstiles and baggage gates have been installed to improve passenger flow. – Qantas has established a dedicated check-in office, and the Pilot's Lounge has reverted to its original use supporting ad-hoc meetings.	– Council to design and implement new footpath with lighting to improve accessibility from the hire car parking area (out of project scope). – Council to actively seek grant funding for terminal upgrades to accommodate these future requirements. – Investigate café staffing support and potential extended operating hours.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders advised that many Masterplan projects are dependent on grant funding, which may impact timelines. – Stakeholders advised that increasing flight numbers will require additional terminal space. – Stakeholders advised that passenger congestion is worsening, particularly during overlapping flights. – Stakeholders advised that hire car parking remains an issue, with complaints about general spaces being occupied by hire vehicles. – Stakeholders advised that Council is designing a new footpath with lighting to improve accessibility from the hire car parking area. – Stakeholders advised that security screening will likely become mandatory in the next 1–2 years, increasing the urgency for terminal expansion. – Stakeholders advised that Council has undertaken a public preservation assessment for all public art, including the Pro Hart Artwork in the terminal. – Stakeholders advised that café opening hours remain a concern, particularly for early morning and late evening flights, and that the café is often closed on Sundays. – Stakeholders advised that staffing shortages continue to be a challenge. – Stakeholders advised that Council is planning to modify the fire exit to create an alfresco dining area, which the café owner supports.		
2. Administrative Centre	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, identifying key areas for improvement. – Advised stakeholders of key recommendations, including general maintenance, additional meeting rooms, and upgrading existing spaces as part of the ground-floor refit. – Advised stakeholders to consider repurposing the temporary library space for meeting rooms,	– An accessible toilet has been added – The car park was reconfigured – The first-floor kitchen was replaced. – The boilers and air conditioning systems have been replaced. – No decision has been made regarding the future use of the ground floor after the library moves out. – An accessible toilet has been installed.	– Determine future plans for the Administrative Building ground floor following the reopening of the Charles Rasp Library.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	incorporating shared-use areas for internal Council staff and public bookings. – Advised stakeholders to review the layout of the first and second floors to optimise unused space. – Stakeholders advised that no clear decision has been made regarding the future use of the ground floor following the library's relocation. – Stakeholders advised that there is a plan to increase the number of Council staff in the near future. – Stakeholders advised that an accessible toilet has been installed. – Stakeholders advised that the car park layout has been reconfigured. – Stakeholders advised that the first-floor kitchen has been replaced. – Stakeholders advised that the boilers and air conditioning systems have been upgraded.	– The car park has been reconfigured. – The first-floor kitchen has been replaced. – The building's boilers and air conditioning systems have been upgraded.	
3. Aged Person Rest Centre	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, identifying key areas requiring improvement. – Advised stakeholders of key recommendations, including general maintenance, repairs to the roof and toilets, addressing persistent odours, improving security, and updating internal finishes. – Advised stakeholders that long-term recommendations include potential asset demolition and relocation of user groups to upgraded facilities. – Stakeholders advised that the roof has sustained further damage and remains unrepaired. – Stakeholders advised that one of the toilets is still leaking, and additional issues include a broken kitchen cupboard and ongoing air conditioning problems. – Stakeholders advised that security is not currently a major concern, but door locks remain difficult to operate.	– Roof damage has worsened, and repairs remain outstanding. – The leaking toilet remains unrepaired, and kitchen fittings continue to deteriorate. – The air conditioning system has ongoing issues. – Carpet has been replaced throughout the building.	– No change

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders advised that if relocation is required, a suitable alternative must meet their needs, particularly regarding space, storage, and acoustics.		
4. Alma Mechanics Institute	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, identifying key areas requiring improvement. – Advised stakeholders of key recommendations, including kitchen upgrades and the installation of unisex/disabled toilets. – Advised stakeholders that the Country Women's Association (CWA) will relocate to the building once upgrades are complete. – Stakeholders advised that discussions have taken place regarding the CWA's relocation following the Charles Rasp Library upgrade. – Stakeholders advised that Patton Street is already included in the scope of the Broken Hill CBD Masterplan. – Council advised the proposed Patton Park Precinct Masterplan has been removed.	– The CWA's relocation to the Alma Mechanics Institute has been confirmed. – Patton Street is now part of the Broken Hill CBD Masterplan. – The proposed Patton Park Precinct Masterplan has been removed.	– Removal of proposed Patton Park Precinct Masterplan. – County Women's Association to relocate to the Alma Mechanics Institute building.
5. Aquatic Centre	– Advised stakeholders that the asset is above the 60% benchmark rating but requires general maintenance. – Advised stakeholders of key recommendations, including gym upgrades and the feasibility of building an on-site storage shed for swim clubs. – Stakeholders advised that the solar heating system has not been reinstated, but heat pumps have been replaced. – Stakeholders advised that the hail-damaged roof above the 25-meter pool has been repaired. – Stakeholders advised that gym facility upgrades are in progress, with new fans installed to improve airflow. – Stakeholders advised that further gym upgrades, including equipment replacement, are planned.	– The solar heating system has not been reinstated, but heat pumps have been replaced. – The roof damage over the 25-meter pool has been repaired. – Gym upgrades are ongoing, with new fans installed for better ventilation. – Additional gym improvements, including equipment replacements, are planned.	– No change

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
6. BIU Band Hall	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, identifying key areas requiring maintenance. – Advised stakeholders of key recommendations, including integrating the Bridge Club from Sturt Park to co-locate within the hall. – Advised stakeholders that space constraints may limit the feasibility of additional users. – Advised stakeholders that implementing a centralised booking system would improve accessibility and usage. – Advised stakeholders of the grant funding they received to upgrade the bathrooms in their asset and that Council would explore the potential of transferring the grant funding to upgrade the BIU Band Hall. – Stakeholders advised they were receptive to the idea of co-location and upgrades to the asset however noted storage space is a significant concern, particularly with shared use.	– The fire escape has been repaired. – No major upgrades have been completed, but Council has budgeted for roof and air conditioning improvements. – Usage patterns remain unchanged, but band members are now using the hall more frequently.	– Council to explore the feasibility of transferring successful grant funding from Bridge Club in Sturt Park to the BIU Band Hall. – BIU Band Hall to undertake upgrades using grant funding (if applicable) – BIU Band Hall to undertake further upgrades to allow for shared usage of the space (i.e. with the Bridge Club).
7. Broken Hill City Regional Art Gallery	– Advised stakeholders that the asset is above the 60% benchmark rating but requires targeted upgrades. – Advised stakeholders of key recommendations, including ventilation improvements, a new toilet block, and better integration of the outdoor space. – Stakeholders advised that improved workshop facilities would increase the gallery's functionality. – Recommendations were well received, with stakeholders identifying a lot of these are already in the process of being addressed.	– Design work has commenced for a new toilet block and improved workshop ventilation. – The outdoor space is under assessment for potential upgrades.	– Off-site storage not feasible for operations and has been removed from the Implementation Roadmap.
8. Charles Rasp Library	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, however noted the asset has undergone a complete redevelopment with the assessment score no longer being accurate. – Advised stakeholders of recommendations to integrate the new library into the Broken Hill CBD Masterplan.	– Construction to finish in 2025.	– Council to explore the integration of the Town Hall Façade into the Library Masterplan.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Advised stakeholders to ensure the library includes meeting rooms, multi-purpose spaces, and additional storage. – Stakeholders advised the new Library will be completed by August 2025, and open to the public by September 2025. – Discussed the feasibility of integrating any hireable spaces like meeting rooms within the library into the booking system once the renovation is completed. – Discussed the possibility of integrating the Town Hall Façade into the design of the Library Masterplan in the future – Stakeholders advised the Town Hall Façade might still tie in with the library, but it would require significant funding and upgrades to meet accessibility and safety codes.		
9. Civic Centre	– Advised stakeholders that the asset falls below the 60% benchmark rating and requires improvements. – Advised stakeholders of key recommendations, including allowing recurring bookings for community groups and making general maintenance upgrades to areas such as the green rooms. – Stakeholders advised that a centralised booking system is in development and expected to go live in March 2025. – Stakeholders advised that usage has increased, particularly from state government departments, resulting in an increase of approximately $40,000 in revenue without raising fees. – Stakeholders advised that maintenance issues remain, including the green rooms, soundproofing of office spaces, stage lighting, and signage.	– Utilisation has significantly increased, with more repeat customers and a general rise in bookings.	– Prepare and implement Council asset booking system.
10. Council Chambers	– Advised stakeholders that the asset falls below the 60% benchmark rating, requiring general maintenance and layout updates.	– External toilets have been permanently closed due to safety concerns	– No changes

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Advised stakeholders of key recommendations, including updating furniture and finishes to make the space more inviting and adaptable. – Stakeholders advised that the building is purpose-built for Council meetings, making significant changes difficult. – Stakeholders advised that the external toilets are no longer publicly accessible due to safety concerns.		
11. Geo Centre	– Advised stakeholders that the asset falls below the 60% benchmark rating, requiring general maintenance and layout updates. – Advised stakeholder of key recommendations including fixing the air conditioning, improving lighting, addressing audio issues – Discussion with stakeholder were had which discussed the future masterplan for the Geo Centre and what will be included. – Stakeholders advised that the master plan includes new toilet facilities, a disability-access lift, and changes to the exhibition hall for better functionality. – Stakeholders advised that the exhibition hall will transition to more permanent displays, reducing space for visiting exhibitions. – Stakeholders advised the installation of an extraction fan to improve airflow in the basement is required in the near future to improve ventilation in this area. – Stakeholders advised there is a need for more visibility of the Geo Centre and the experience it offers to tourists.	- The underground bunker has been cleaned out. - Lighting has been upgraded throughout the building. - The projector and TV screens have been replaced, though the Silver Tree sculpture audio remains non-functional. - The Miners Cottage has been closed for safety purposes following the outcomes of a dilapidation report. - Broken Hill Museum Master Plan prepared.	– Council/Geo Centre to continue applying for funding to undertake the Museum Masterplan.
12. HACC Centre	HACC Centre: – Advised stakeholders that the asset falls below the 60% benchmark rating, primarily due to accessibility issues and outdated infrastructure – Advised stakeholders of key recommendations, including roof repairs, toilet upgrades, and air conditioning replacement.	HACC Centre: – The ramp had been removed and replaced with steps. People in wheelchairs must now exit and re-enter through another entrance. – Handrails had been installed. – Minor maintenance issues addressed such as lifted pavements and a broken	HACC Centre: – No change

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders advised that toilets remain out of service, but Council has a repair plan in place – Stakeholders advised that the air conditioning has failed multiple times since 2022, with quotes for replacement being reviewed. – Stakeholders advised that the building has not been repainted in approximately 30 years. – Stakeholders raised the suggestion of installing solar panels. Council confirmed they are working on grant funding for solar installations across multiple buildings. – Discussion were had with stakeholders regarding updated lease agreements.	pump in the fishpond were ongoing but were usually addressed quickly.	
	Australian Unity: – Advised stakeholders that the asset falls below the 60% benchmark rating, primarily due to the outcomes from the physical condition and functionality assessment. – Advised stakeholders of key recommendations, including the possibility of relocating if they felt the space they were occupying was too small and/or if they felt they were in direct competition with the neighbouring operations (Live Better). Advised stakeholders this was a recommendation that originated from the conversations we had with the General Manager of Assets & Procurement over 2.5 years ago. – Advised stakeholders these are simply draft recommendations that have come from Part 1 of the project, and that reflection/feedback on these outcomes would be updated accordingly based on Australian Unity's desire to move. – The General Manager of Assets & Procurement advised Australian Unity are certainly interested in relocating for the reasons provided in the initial round of consultation. They advised they would appreciate the support from Council to relocate but would also consider relocation options outside of a Council supported process if necessary.	Australian Unity: – Confirmation of Australin Unity's desire to move to a new location that better meets their operational needs and ability to service the community.	Australian Unity: – Council to work with Australian Unity to identify an appropriate preferred located that may be more suitable for their operational needs, and to prepare a transition plan.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
13. New Market Raceway	– Advised stakeholders that the asset falls below the 60% benchmark rating. – Advised stakeholder of key recommendation to transfer the asset to Greyhound NSW or Crown Lands in order for the Club to have more autonomy and to increase the fees for entry. – Recommendation was well received, with stakeholder advising this would enable the club to be more of a community club rather than a Council asset. – Stakeholder advised if this were to take place, that the club would need to look at acquiring insurance/s – Stakeholder advised the infrastructure would need a complete overhaul, with a lot of it being over 50 years old.	– Usage patterns have increased, with the club hosting events on average 40 times per year compared to 2022 (26-28 times per year)	– No change
14. North Mine Hall	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, with the physical condition, functionality, and utilisation being key areas of concern. – Advised stakeholders of key recommendations, including upgrading toilets, kitchen, storage, and rear access to improve compliance and usability. – Advised stakeholders of the possibility of opening the space to additional user groups to maximise utilisation. – Stakeholders advised that the stage area is primarily used for storage but has recently been cleared of excess items. – Stakeholders advised that while additional storage could be useful, existing kitchen and lounge equipment would need to be secured if the space were shared. – Discussed feasibility of relocating some activities from North Mine Hall to another facility, such as the HACC Centre, depending on available space. – Stakeholders advised that the hall is a valuable space that allows members to undertake activities outside of the HACC Centre, contributing to their overall experience.	– Stakeholders advised that the hall is currently used four days per week for various community programs, including: – A senior group on Mondays for craft, video watching, and meal preparation. – A beauty group on Fridays for hairdressing and personal care services. – An aged care group on Tuesdays and Wednesdays for most of the day. – Care Gateway (under LiveBetter) is considering using the hall for peer support groups.	– No change

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Discussed lease arrangements, with Council confirming that North Mine Hall is under a low-cost "peppercorn agreement", but the lease will be reviewed. – Stakeholders advised that there have been discussions around bringing a hairdresser into the facility, but lease terms and shared use conditions would need to be negotiated. – Discussed opportunities for a shared-use model, where the hall could be opened to additional groups on weekends, provided that security and storage concerns are addressed.		
15. South Community Centre	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised stakeholders of key recommendations to undertake minor upgrades and maintenance to bring the asset up to a better standard – Advised stakeholders of the recommendation to develop a Patton Park Precinct Masterplan to ensure long-term planning for the area. – Stakeholders advised that Patton Street is already included in the Broken Hill CBD Masterplan, reducing the need for an additional precinct plan. – Advised stakeholders of the recommendation to expand Playtime Preschool's operations into the South Community Library to improve service delivery. – Stakeholders advised that discussions have already occurred with Playtime Preschool, and there is a plan in place to extend their operations into the South Community Library. – Stakeholders advised that Council and Playtime Preschool are actively pursuing grant funding to support upgrades to the space. – Stakeholders advised that conversations have taken place with the Country Women's Association (CWA), informing them of their planned relocation to the Alma Mechanics Institute following upgrades to that facility.	– The asset has been officially renamed the Fred Jobson South Community Centre. – No significant upgrades have been made to the facility. – The proposed Patton Park Precinct Masterplan development has been removed. – The Country Women's Association is preparing to relocate to the Alma Mechanics Institute following the completion of scheduled upgrades.	– Removal of proposed Patton Park Precinct Masterplan development. – County Women's Association to relocate to the Alma Mechanics Institute building.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders advised that Playtime Preschool's expansion into the South Community Library is scheduled for next year. – Stakeholders advised that the CWA group will relocate to the Alma Mechanics Institute once the Charles Rasp Library upgrade is completed and necessary upgrades to the Alma Mechanics Institute are undertaken.		
16. SES building	– Advised stakeholders that the asset falls below the 60% benchmark rating and requires improvements. – Advised stakeholders of key recommendations, including replacing the upstairs storage room, updating bathrooms (particularly female change rooms), adding additional storage, covering the outdoor area, and improving stormwater drainage. – Advised stakeholders to monitor legislative requirements for SES operations over the next 10 years to determine whether ownership of the facility should be transferred from Council to SES for improved autonomy. – Stakeholders advised that the training and operational area is inadequate, with the current space unable to accommodate growing membership numbers and training needs. – Stakeholders advised that an expansion of the facility is required, with suggestions to extend the shed or repurpose other Council assets for training. – Stakeholders advised that to expand the facility, internal walls would need to be removed, and the office area pushed further into the garage space, though this may be constrained by existing drainage systems.	– Upstairs storage room has been demolished, addressing some space limitations – Stormwater management issues have been partially addressed, though further improvements may still be required. – Power supply has been upgraded to three-phase, allowing for increased electrical capacity. – Lighting has been replaced with energy-efficient LED fixtures. – SES membership has grown significantly, increasing the need for expanded facilities.	– Investigate the feasibility of expanding the SES building by extending the fence line towards the Warnock St. Depot to accommodate additional storage and vehicles. – Evaluate the feasibility of upgrading the training room, male and female bathrooms, and additional storage to meet the current needs of the SES unit
17. South Sports and Recreational Centre	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised key stakeholders of recommendations to undertake general maintenance of the building to comply with health and safety standards, including fixing leaking ceilings and insulation, and removing gas bottles from the emergency exit.	– Stakeholders have vacated the building due to mould issues, pending rectification. – Council is preparing an RFQ for remediation work to assess and address the issues.	– Develop South Sports Precinct Masterplan (including the South Sports Recreation Centre, the Old Alma Swimming Club and the basketball courts. – If Council decide not to proceed with a South Sports Precinct Plan, undertake Capital works to rectify mould issues and at a minimum upgrade the:

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Alternatively, Council could vacate the gymnastics club to a temporary location during planning, design and constructure of a new/upgraded facility. – Stakeholders advised that they have temporarily vacated the South Sports and Recreational Centre due to mould issues, which are impacting usability. – Council advised that an RFQ (Request for Quotation) is being prepared to invite contractors for site inspections and scope development to determine the most appropriate rectification plan. – Advised stakeholders that collaboration with the gymnastics club and other sporting groups will be essential in planning and designing an upgraded or new facility. – Stakeholders advised that they require a dedicated facility that accommodates storage, training equipment, and accessibility needs. – Advised stakeholders of the recommendation to develop a South Sports Precinct Masterplan, incorporating the South Sports and Recreational Centre, Old Alma Swimming Club, and nearby basketball courts to ensure long-term strategic planning.		• Storage, • Bathrooms and change rooms, • kitchen facilities.
18. Town Hall Façade	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised stakeholders of key recommendations, including bringing the asset up to code, securing a long-term tenant, and ensuring ongoing maintenance. – Stakeholders advised that the building remains vacant, with only occasional short-term hires. – Stakeholders advised that the public toilets within the façade are only used when the main public toilets are closed. – Stakeholders advised that the heritage status and structural deficiencies make upgrades costly and complex.	– The asset is currently vacant, with occasional short-term hires.	– No change

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders advised that accessibility remains a challenge, with the existing layout limiting potential modifications.		
19. Visitors Information Centre	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised key stakeholders of recommendations to explore the feasibility of restructuring or upgrading the Visitor Information Centre to help determine the best approach to optimise space, add new tenants and improve the asset. – Advised stakeholders of key recommendations, including exploring the feasibility of restructuring or upgrading the Visitor Information Centre to optimise space, accommodate new tenants, and improve functionality. – Stakeholders advised that they support the idea of restructuring, as the current layout is inefficient. – Stakeholders advised that parking remains a major issue, with inadequate spaces for both tenants and visitors, leading to accessibility challenges. – Stakeholders advised that a feasibility study is underway to assess the potential relocation of the Visitor Information Centre to the ground floor of Council's Administrative Building. – Stakeholders advised that the relocation could result in long-term cost savings and operational efficiencies. – Stakeholders advised that modernisation is necessary to enhance visitor services and improve the overall experience.	– Upgrades have been made to air conditioning, automatic doors, and security features to improve energy efficiency and access control. – General maintenance has been ongoing, but no major structural changes have been made.	– Investigate solutions for improved visitor parking, particularly if the centre remains at its current location.
20. Youth Services Building	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised key stakeholders of the recommendations to undertake maintenance and upgrades to the asset to enable shared use, including a minimum of updates to	– The Machinery Society has established three display rooms featuring mining history and photography exhibits. – Visitor traffic has increased with the opening of new rooms and displays, attracting more visitors to the building	– Council to collaborate with users to investigate feasibility and develop a lot subdivision plan that considers current site usage, sale, or storage of machinery (i.e. potential public art placements across Broken Hill) and the future needs of the user group.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	the kitchen, bathrooms and conversion of some of the other rooms into meeting rooms available for hire and integrate meeting rooms into a centralised booking system. – Stakeholders advised the three rooms have been turned into display rooms, however, would be open to hiring out the hall and the kitchen. – Advised key stakeholders of the recommendation to for Council to investigate the feasibility to sub–divide and sell part of the lot, with considerations to be given in terms of the sale/storage of some of the machinery currently occupying the lot. – Stakeholders requested a better understanding of what section would be subdivided if the recommendation was taken. – Advised stakeholders that this would be up to Council to work with current users to best determine the feasibility and best way to make this work so users weren't impacted significantly, noting the amount of machinery and effort that would be required to remove/store machinery.	– The building is open on Tuesdays, Thursdays, and Sundays from 9:00 AM to 2:00 PM, and by appointment if someone calls in advance. – On Thursdays, the building sometimes stays open until 3:00 PM to accommodate a disability service program where participants work on their own projects.	– Council to assist in executing the subdivision and relocation plans by coordinating logistics, and minimising disruptions. This includes supporting the user group with the restructure of operations following subdivision. – Council to provide support in preparing grant applications to secure funding for necessary upgrades and maintenance, including to the kitchen.
21. Mosque	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Provided stakeholders the acknowledgement that the cultural and historical value of the asset limits the ability to make significant upgrades. – Advised key stakeholders of recommendations to include a permanent toilet block, add Wi-Fi to the building, install tap donation system and include cultural stepping stones to the asset. – Stakeholders were receptive to the recommendations provided in Part 1 or the project. – Stakeholders advised they would also like the inclusion of an entry and exit point to the Mosque, as it's	– New carpet has been installed in the prayer room, improving interior conditions. – The anti-room floor has been covered with cement and vinyl, enhancing durability and appearance. – New cabinets have been installed for display purposes. – Signage has been placed around the yard, providing visitors with information about the mosque's history and significance.	– Council to explore the feasibility of including an entry and exit point inside the Mosque. – Council to assist in with grant funding applications to undertake upgrades to the building and establishment of a toilet block.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	becoming a WHS issue when there are too many people inside at one time. – Stakeholders were also receptive to the idea of Council aiding with grant funding applications to undertake upgrades to the building. – Stakeholders advised the frequency of use varies, as its normally by appointment. – Stakeholders advised that a shortage of volunteers and staff limits operational hours and prevents the mosque from opening on a more regular basis.		
22. Bridge Club in Sturt Park	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Discussion around transitioning the users of the Bridge Club to co-locate with another users group at an existing Council owned asset. – Stakeholders were advised of the recommendation to knock down the asset and move current users to the BIU Band Hall – Discussions around current successful grant funding money and the potential to transfer this grant money to upgrade the BIU Band Hall. – Discussed the possibility of transferring existing grant funding for the Bridge Club to support upgrades at the BIU Band Hall. – Stakeholders advised that they currently have a purpose-built facility that allows for minimal setup and storage requirements, which is a major advantage. – Stakeholders expressed some concerns but were not opposed to co-locating, provided that the logistics and shared use arrangements were practical. – Stakeholders advised that they require a dedicated office space, internet connection, and sufficient storage to make co-location viable.	– Air conditioning unit has been repaired. – A new fridge and microwave have been purchased. – The asset is now used an extra day on Tuesdays from 6:45 PM – 9:15 PM.	– Council to work with the Bridge Club and BIU Band Hall (or other alternate location as agreed with the Bridge Club) stakeholders to prepare a transition and relocation plan. – Explore feasibility of transferring grant funding to the BIU Band Hall (or other alternate location as agreed with the Bridge Club) for necessary upgrades.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders advised that setup and pack-up processes could pose challenges due to the demographics of their members. – Stakeholders advised that they are interested in investing in bridge tables and would like a space large enough to accommodate other bridge clubs for future events.		
23. Swimming Club in Sturt Park	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised stakeholders of the recommendation to demolish the Swimming Club building following the development of an on-site storage facility for the Broken Hill Aquatic Stingrays to ensure continuity of operations. – Stakeholders advised that they are receptive to the demolition recommendation, provided that the proposed storage facility is large enough and tailored to accommodate their specific needs. – Stakeholders advised that if the Swimming Club building in Sturt Park were demolished, it would mean they are the only swimming club in Broken Hill without a separate storage facility, raising concerns about equipment security and accessibility.	– A new fitness tenant is now operating out of the asset. – New blinds have been installed to improve interior conditions. – Toilets inside the building have been repaired, improving accessibility and usability.	– No change
24. Memorial Oval	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised stakeholders of the recommendation for Memorial Oval to be included in a Masterplan. – Stakeholders were supportive of the recommendation, with all agreeing that a full facility upgrade is needed. – Stakeholders acknowledged that while the facility is in poor condition, it has the potential to become a key open space for Broken Hill.	– Broken Hill AFL is now using the oval more frequently throughout the season, increasing demand for better facilities. – Council has undertaken upgrades to ramps and railings, ensuring compliance with DA (Development Application) standards.	– No change

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Stakeholders requested that, at a minimum, the disability access, emergency exits, amenities, and toilets be upgraded.		
25. Living Desert Campsite Building	– Advised stakeholders of asset coming in above the 60% benchmark rating provided by Council – Advised stakeholders of key recommendation to implement a strategic Masterplan for the Living Desert Campsite. – Stakeholders advised that a Masterplan is already in development, ensuring that the site's future growth and upgrades are strategically considered. – Advised stakeholders that Council is working on implementing a centralised booking system, which will assist with managing campsite bookings more efficiently. – Stakeholders advised that the only major improvement needed is better phone reception for emergencies, as current connectivity is unreliable. – Council advised that funding has been allocated for connectivity improvements, and options to enhance reception are being explored. – Stakeholders advised that consideration should be given to expanding toilet facilities and upgrading the star-view seating area to accommodate increased usage	– Portable toilets have been added to accommodate increased visitor numbers.	– Explore the need for better connectivity within the Living Desert Campsite area.
26. Alma Swimming Club Building	– Advised stakeholders that the asset falls below the 60% benchmark rating set by Council, highlighting areas where the asset could be improved. – Advised stakeholders of key recommendations, including kitchen and bathroom upgrades to bring the facility up to standard. – Advised stakeholders of the recommendation to develop an on-site shared storage facility for the Alma Swimming Club and other swimming clubs in Broken Hill, which would free up space within the existing building for broader community use.	– Split system air-condition unit has been installed.	– Improve security measures throughout the asset to prevent break-ins.

Asset Name	Feedback from stakeholders (February 2025)		Part 2 optimisation recommendations
	General feedback/future aspirations	Changes/upgrades since 2022 engagement	
	– Advised stakeholders of the recommendation to open the asset for wider community bookings, promoting shared access and increased utilisation. – Stakeholders advised that they are supportive of both the assessment results and the recommendations provided. – Stakeholders advised that security was a reoccurring issue, with multiple break-ins (including broken windows and stolen gas bottles) occurring over the past few years. – Stakeholders advised they would like clarification regarding asset ownership, specifically whether Council or the swimming club is responsible. – Advised stakeholders that Council manages the asset as it is located on Crown Lands.		
27. Hangar 13	– Advised stakeholders of the asset falling below the 60% benchmark rating that was provided by Council, noting areas of the assessment where the asset rated poorly and could improve. – Advised stakeholders of key recommendations to undertake maintenance and upgrades to the asset including upgrading the external materials of the building by re–rendering the main office building, repainting the main office building, installing new windows in the office building, and re–painting the internal hangar. – Advised stakeholders that safety upgrades were recommended, including removing obstructive tree stumps and overgrown vegetation from emergency exits and improving fire safety signage and extinguisher placements. – Stakeholders advised that the asset recently received its fire safety certificate, confirming that fire compliance concerns have been addressed. – Stakeholders advised that Council is working to establish a lease agreement with the current tenant, with a potential increase in rent to support ongoing maintenance and repairs.	– Fire safety certificate has been issued, ensuring compliance with safety standards. – A new tenant is now operating from the asset, increasing utilisation.	– Establish an updated lease agreement with the current tenant, with an increased rent to support maintenance costs.

3. Implementation plan

Following a collaborative workshop with Councils Steering Committee, GHD assigned assets into groups to easily distinguish an assets' purpose.

3.1 Asset groupings

Table 3.1 provides an overview of each of the assets and the asset groupings they have been assigned to.

Table 3.1 Asset groupings

Community asset (Publicly accessible)	Community asset (Accessible on request)	Public Administration asset	Health and wellbeing asset	Other
1.Airport Terminal Building	3. Aged Person Rest Centre	2. Administrative Centre	12. HACC Centre	13. Newmarket Raceway
5. Aquatic centre	4. Alma Mechanics Institute	10. Council Chambers	21. Mosque	
7. Broken Hill Regional Art Gallery	6. BIU Band Hall	16. SES building		
8. Charles Rasp Library	9. Civic Centre	18. Town Hall Façade		
11. Geo Centre	14. North Mine Hall (Queen Elizabeth Park)			
19. Visitors Information Centre	15. South Community Centre			
25. Living Desert Campsite Buildings	17. South Sports and Recreational Centre			
	20. Youth Services Building			
	22. Bridge Club in Sturt Park			
	23. Swimming Club in Sturt Park			
	24. Memorial Oval			
	26. Alma Swimming Club			
	27. Airport Hangar 13			

3.2 Asset precincts

This section provides an overview of each of the assets and the asset precinct groupings they have been assigned to. Table 3.2 provides an overview of the Precincts that have been confirmed by Broken Hill City Council and the precincts proposed by the GHD Project Team, along with the assets that make up these confirmed and proposed precincts.

Table 3.2 Asset Precincts

Broken Hill Airport Precinct (Masterplan Confirmed)	Broken Hill CBD Precinct (Masterplan Confirmed)	Living Desert Campsite Precinct (Masterplan Confirmed)	Broken Hill Heritage Precinct (Proposed)	Administrative Precinct (Proposed)	South Broken Hill Sports Precinct Redevelopment Precinct (Masterplan Proposed)	Memorial Oval Sporting Precinct Redevelopment (Masterplan Proposed)	Individual assets
1.Airport Terminal Building	3. Aged Person Rest Centre	25. Living Desert Campsite Buildings	7. Broken Hill Regional Art Gallery	2. Administrative Centre	17. South Sports and Recreational Centre	24. Memorial Oval	5. Aquatic centre
27. Airport Hangar 13	4. Alma Mechanics Institute		11. Geo Centre (Masterplan confirmed)	10. Council Chambers	26. Old Alma Swimming Club		6. BIU Band Hall
	8. Charles Rasp Library (Masterplan)		19. Visitors Information Centre				12. HACC Centre
	9. Civic Centre						13. Newmarket Raceway
	15. South Community Centre						14. North Mine Hall (Queen Elizabeth Park)
	18. Town Hall Façade						16. SES building
	22. Bridge Club in Sturt Park						20. Youth Services Building
	23. Swimming Club in Sturt Park						21. Mosque

4. Implementation roadmap

The ‘Implementation Roadmap’ serves as a strategic guide outlining actionable steps for Broken Hill City Council to optimise the management and utilisation of the 27 assets, as outlined in Table 1.1. Based on insights gathered from stakeholders during consultation in both Part 1 and Part 2, the Roadmap defines short-term (2 years), medium-term (5 years), and long-term (10 years) recommendations tailored to each asset's unique needs.

These recommendations were formed following the feedback that shaped the initial Outcomes Report delivered in Part 1 of the project. Notably, Part 2 of the report, the ‘Implementation Roadmap’, combines recommendations identified in Part 1, alongside additional recommendations provided by stakeholders during Part 2 engagement from February – March 2025. Any recommendations that were not established following the initial Outcomes Report delivered in Part 1 and are a direct outcome formed from conversations that took place during Part 2 of the project are denoted by an asterisk **(*)** in the tables that follow.

Note - *Given the project's two-year timeline, the confirmed and proposed Masterplans/Precincts within this stage of the report may have been further developed, modified, and/or approved following the completion of Part 1. GHD has taken all reasonable measures to consider these changes in the final implementation roadmap. GHD emphasise the importance of considering **ALL** the recommendations made in Part 1 of the Asset Optimisation Report and ensuring these are considered or integrated within the respective Precincts/ Masterplans addressed below.*

The Implementation Roadmap, particularly the status and suggested timeframes are current as of March 2025. While the Roadmap provides a structured timeline and recommendations, its implementation is subject to Broken Hill City Council's discretion, serving solely as a guiding resource.

Implementation roadmap

Short-term (2 Years)

Short-term (2 Years) - Implementation Roadmap

Note*
An asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations during the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

Legend
- In progress
- Scheduled activity
- Immediate attention required
- Hold point

Nil	Community assets	N/A		Develop centralised booking system (Civic Centre ownership)	Commenced	Civic Centre/Council to implement bookingsystem
				Investigate opportunity to review and update lease arrangements and or increasing the rentfor Council to receive aportion.	Commenced	Immediate action required
Nil	All assets	N/A		Undertake consultation with stakeholders as part of Broken Hill Asset Optimisation Strategy - Part 2	Completed	GHD to begin consultation
				Undertake general maintenance and prepare an asset management plan or inspection/maintenance schedule to provide strategic oversight of required maintenance and works and inform funding/budget decisions.	Commenced	Immediate action required
				Undertake relevantinspections and certification for Workplace health & safety (WHS) and Fire protection	Completed	Immediate action required
				Investigate opportunity to review and update lease arrangements (where appropriate) to determine and/or increasing the rent for Council to receive a portion.	Commenced	Immediate action required
1	Airport Terminal Building	Broken Hill AirportMasterplan		Develop Airport Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan	Completed	No action required - Masterplan developed in 2022
				* Council to actively seek grant funding for terminal upgrades to accommodate these future requirements.	Commenced	Council to continue applying for grant funding
				General overall refresh/upgrades of dated interiors including carpets, additional power points, check in desks to match its elevated status as a regionalhub (e.g. similar toDubbo Airport), repair roller door	Commenced	Council to source and engage contractors
				Undertake general maintenance/cleaning of Pro Hart artwork and consider an alternative storage/display solution to enable ongoing access for maintenance/cleaning	Commenced	Council to source and engage contractors
				Ground floor temporary library restructure	Completed	No action required - works scheduled to be completed
2	Administrative Building	Administrative Precinct		* Car park upgrade	Completed	No action required - works ongoing
				* Determine future plans for the Administrative Building ground floor following the reopening of the Charles Rasp Library.	Commenced	Immediate action required
				Stakeholder conversations to take place to advise stakeholders of future relocation and demolition	Completed	GHD to engage with stakeholders
3	Aged Persons Rest Centre	Broken Hill CBD Masterplan	Develop a staged plan to transition users and demolish the asset (including determining an alternate location for the Emergency			Following stakeholder conversations, begin to prepare
				Operations Centre (EOC) that meets legislative requirements) to establish a green pedestrian connection between Argent Street and Sturt Park to compliment the Broken Hill CBD Masterplan	Not started	transition plan
				Detailed conversations to take place with stakeholders currently utilising the South Community Centre Library to discuss outcomes/recommendations from Part 1 - (Relocation)	Completed	Completed

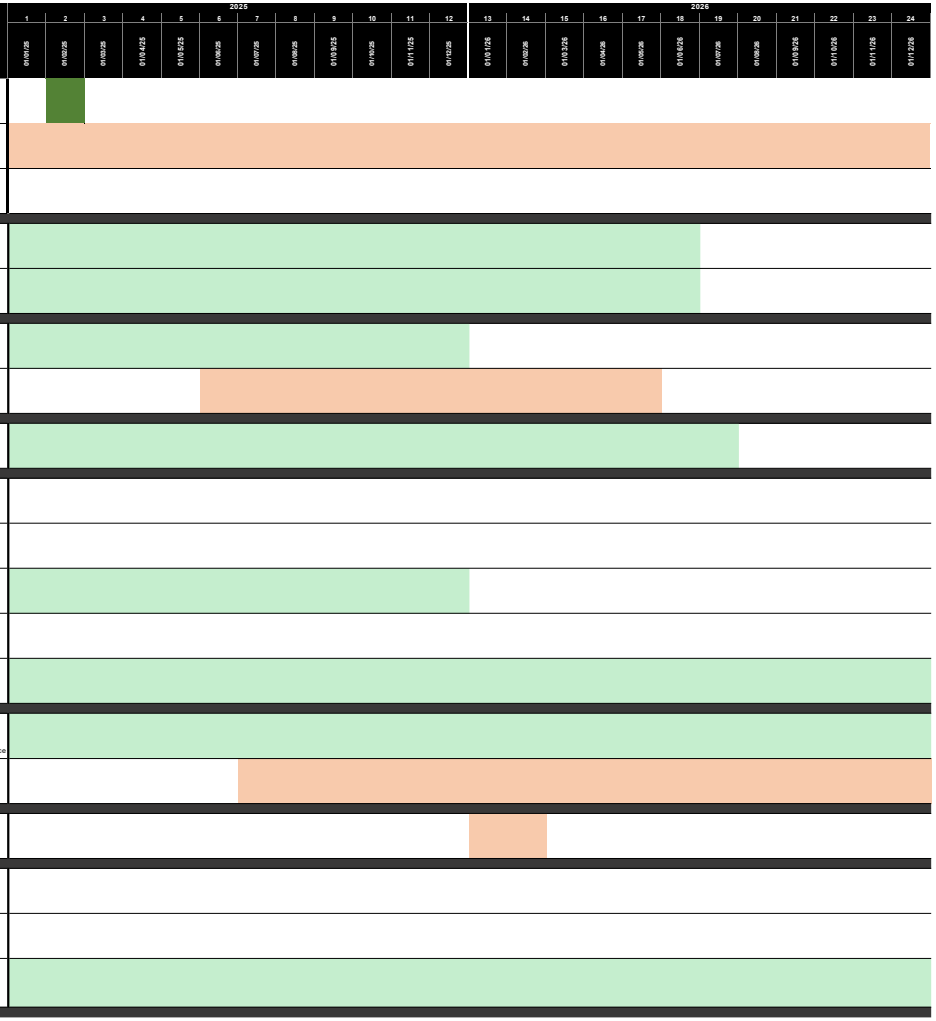
4	Alma Mechanics Institute	Broken Hill CBD Masterplan	Playtime Preschool into the South Community Library Space. This includes a plan for transitioning the Country Women's Association from the South Community Library to the Alma Mechanics Institute	Completed	Completed
			* Secure grants (if required) to upgrade Alma Mechanics Institute	Not started	Begin process of applying for grants
			Prepare feasibility study, working with key stakeholders from		
			Repair damages to the roof and solar heating	Contracted	Council to source and engage contractors

Short-term (2 Years) - Implementation Roadmap

Note*
An asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations during the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

Legend
- In progress
- Scheduled activity
- Immediate attention required
- Hold point

Asset No.	Asset Name	Precinct/Masterplan	Recommendation	Status	Action Required
6	BIU Band Hall	N/A	Stakeholder conversations to take place to advise stakeholders of future integration with Bridge Club	Completed	Completed
6	BIU Band Hall	N/A	* Council to explore the feasibility of transferring successful grant funding from Bridge Club in Sturt Park to the BIU Band Hall	Not started	Council to undertake necessary research
6	BIU Band Hall	N/A	Repair the fire exit in the kitchen area.	Completed	Completed
7	Broken Hill Regional Art Gallery	Broken Hill Heritage Precinct/Hub Redevelopment (Proposed)	Investigate feasibility of workshop upgrades to improve functionality, access, and connection to the main building.	Commenced	Ongoing
			Investigate opportunities to improve the outdoor space between the main building and the workshop. This could include removal of some canopy sections, shade & additional seating areas, and events and additional toilets available to workshop users during after hours activity.	Commenced	Ongoing
			* Develop centralised booking system (Civic Centre ownership)	Commenced	Civic Centre/Council to Implement booking system
9	Civic Centre	Broken Hill CBD Masterplan	Investigate feasibility of allowing community bookings for community groups to increase utilisation of the asset. A clause could be included for such agreements that the Civic Centre reserves the right to override the booking for large events and would provide adequate notice in that instance.	Not started	Council to begin preparing feasibility study
10	Council Chambers	Administrative Precinct	Undertake upgrades to the interior layout, finishes and furniture to make the space more inviting and enable flexible uses	Commenced	Ongoing
			* Develop Strategic Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan.	Completed	No action required: Masterplan completed
			Increase staff resources to enable a return to standard opening hours.	Completed	Prepare job adverstisements and hire additional staff
11	Geo Centre	Broken Hill Heritage precinct/hub Redevelopment (Proposed) Museum Masterplan (Confirmed)	Undertake general upgrades to the building, including building code review and air conditioning	Commenced	Undertake general maintenance upgrades
			Review viability of fees and charges of admissions for tour groups and use of the exhibition centre – set a fees and charges schedule. Fees and charges should at least cover routine inspections/maintenance requirements.	Completed	No action required: Fees and charges have been revised since 2023
			* Council/Geo Centre to continue applying for funding to undertake capital works for the Museum Masterplan	Commenced	Undertake research and apply for grant funding
12	HACC Centre	N/A	Undertake general upgrades to the building, including upgrades to amenities, disability access and storage.	Commenced	Council to source and engage contractors
			Develop a transition plan (if appropriate) to relocate operations to an alternate location in conjunction with Australian Unity stakeholders	Not started	Council to begin developing a transition plan
14	North Mine Hall	N/A	* Council to implement fees (or update lease agreement) for use of the asset to generate more revenue	Not started	Implement fees/update lease agreement for utilising the asset
			Detailed conversations to take place with stakeholders currently utilising the South Community Centre Library to discuss outcomes/recommendations from Part 1 - (Relocation)	Completed	Completed



15	South Community Centre	Broken Hill CBD Masterplan	Council to begin preparing feasibility plan to transition users from Playtime Preschool into the South Community Library Space. This includes a plan for transitioning users from the South Community Library to the Alma Mechanics Institute	Completed	Completed
			* Council to assist Playtime Preschool in searching and applying for grant funding opportunities	Commenced	Council to assist in grant applications

Short-term (2 Years) - Implementation Roadmap

Note*
An asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations during the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

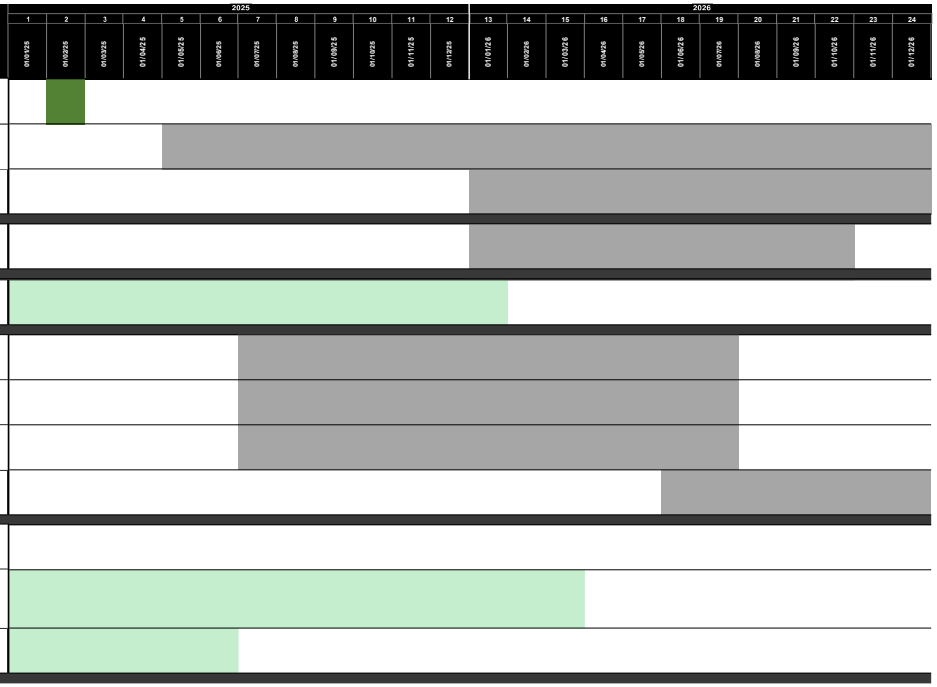
16	NSW SES Building	N/A	Undertake moderate upgrades to the asset to improve functionality, including, upstairs storage, covered outdoor area and as improving stormwater management.	Completed	Council to source and engage contractors
			Investigate the feasibility of expanding the SES building by extending the fence line towards the Warnock St. Depot to accommodate additional storage and vehicles.	Not started	Council to undertake feasibility study
17	South Sports and Recreation Centre	South Sports Precinct Masterplan (Proposed)	Evaluate the feasibility of upgrading the training room, male and female bathrooms, and additional storage to meet the current needs of the SES unit	Not started	Council to undertake feasibility study
			* Prepare South Sports Precinct Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan.	Not started	Begin preparation of South Sports Precinct Masterplan
			* Work with the gymnastics club/Old Alma Swimming Club to develop a new upgraded facility throughout the preparation of the proposed masterplan	Not started	Begin preparation of South Sports Precinct Masterplan
			* Where Council decide not to proceed, undertake Capital works to fix the roof of the building to allow the Gymnastics Club to continue operations	Not started	Council to source and engage contractors
19	Visitors Information Centre	Broken Hill Heritage precinct/hub Redevelopment (Proposed)	Council to prepare feasibility study of Visitors Information Centre to look at restructuring or relocating the asset in order to provide more commercial space	Commenced	Council to begin preparing feasibility study
			In the instance Council determines not to relocate the Visitor Information Centre, a feasibility study looking at restructuring the building to allow for more commercial space should be considered. Moderate upgrades and general maintenance would also be required.	Not started	Council to begin preparing feasibility study
			Undertake moderate upgrades and general maintenance to improve the functionality and physical condition of the asset if determined not to relocate the Visitors Information Centre	Not started	Council to source and engage contractors
			* Implement solutions for improved visitor parking & pedestrian & bus access if the centre remains at its current location.	Not started	Council to begin implementing outcomes
			Conversations to take place with stakeholders currently utilising the Youth Services Building to discuss outcomes/recommendations from Part 1	Completed	GHD to engage with stakeholders
20	Youth Service Building	N/A	Investigate feasibility of sub-dividing and selling part of the lot	Not started	Council to begin feasibility study
			* Council to provide support in preparing grant applications to secure funding for necessary upgrades and maintenance, including to the kitchen.	Not started	Council to support with grant funding applications
			Install tap-n-go donations system	Not started	Council to source and engage contractors
21	Mosque	N/A	Provide temporary, on-site toilet facilities	Not started	Council to assist users with providing a temporary, onsite toilet block
			*Council to explore the feasibility of including an entry and exit point inside the Mosque and providing a permanent, on-site toilet block	Not started	Council to undertake feasibility study
			Conversations to take place with stakeholders currently utilising the		

22	Bridge Club in Sturt Park	Broken Hill CBD Masterplan	Prepare a transition plan for relocating users to another asset/venue	Not started	Begin transition plan to relocate user/s to a new asset
			* Explore feasibility of transferring grant funding to the BIU Band Hall (or other alternate location as agreed with the Bridge Club) for necessary upgrades.	Not started	Council to undetake research
			Implement transition plan and relocate Bridge Club	Not started	Council to support relocation

Short-term (2 Years) - Implementation Roadmap

Note*
An asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations during the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

Asset No.	Asset Name	Precinct/Masterplan	Recommendation	Status	Action Required
23	Swimming Club in Sturt Park	Broken Hill CBD Masterplan	Conversations to take place with stakeholders currently utilising the Swimming Club at Sturt Park to discuss outcomes (relocation and demolition)	Not started	GHD to engage with stakeholders
			Investigate feasibility of building an onsite storage facility at the Aquatic Centre for users of the Swimming Club in Sturt Park (and adjoining swimming clubs)	Not started	Council to begin developing a methodology building on site storage facility
			Prepare a transition plan for relocating users to the Aquatic Centre following contruction of an on-site storage facility.	Not started	Begin transition plan to relocate users to a new asset
24	Memorial Oval	Memorial Oval Sporting Precinct Redevelopment (Proposed)	Develop Memorial Oval Strategic Master Plan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan	Not started	Begin preparation of Memorial Oval Masterplan
25	Living Desert Campsite	Living Desert Masterplan	Develop Living Desert Strategic Master plan - Ensuring the recommendations addressed in the outcomes report are factoned into the development and completion of the Masterplan	Commenced	Begin preparation of Living Desert Masterplan
26	Old Alma Swimming Club	South Sports Precinct (Proposed)	* Prepare South Sports Precinct Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan.	Not started	Begin preparation of South Sports Precinct Masterplan
			* Work with the gymnastics club/Old Alma Swimming Club stakeholders and other interested community sporting groups to plan and design a new/upgraded facility throughout the preparation of the proposed Masterplan	Not started	Begin preparation of South Sports Precinct Masterplan
			* Investigate and Improve security measures throughout the asset to prevent break-ins.	Not started	Council to engage contractors to implement better security systems
			Undertake upgrades to the asset to enable shared use, including a minimum of updates to the kitchen, bathrooms and storage space	Not started	Council to source and engage contractors to manage upgrades
27	Airport Hangar 13	Broken Hill Airport Masterplan	Develop Airport Masterplan - Ensure the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan	Completed	No action required - Masterplan developed
			Undertake upgrades to the asset including upgrading the external materials of the building by re-rendering the main office building, clearing tree stumps and overgrown vegetation, repainting the main office building, installing new windows, in the office building, and re-painting the internal hangar.	Commenced	Council to source and engage contractors
			* Establish an updated lease agreement with the current tenant, with an increased rent to support maintenance costs.	Commenced	Begin discussions with current tennant for new lease agreement



Implementation roadmap

Medium-term (5 Years)

ledium-term (5 Years) - Implementation Roadmap

ote*
n asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations
uring the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

Asset No.	Asset Name	Precinct/Masterplan	Recommendation	Status	Action Required
2	Administrative Centre	Administrative Precinct	Pending outcome of future plan for the first floor, Investigate possibility of a strategic refit / layout reconfiguration to the second floor	Not started	Begin investigation
			Pending decision, engage contractors to complete upgrades	Not started	Council to source and engage contractors
3	Aged Persons Rest Centre	Broken Hill CBD Masterplan	Following finalisation of staged transition plan, relocate Emergency Operations Centre (EOC) to new location	Not started	Following hold point items, relocate EOC building to suitable location
			Relocate current users of Aged Person Rest Centre to a suitable location as determined in the transition plan	Not started	Following hold point items, relocate users
4	Alma Mechanics Institute	Broken Hill CBD Masterplan	Undertake works/renovations to the Alma Mechanics Institute to ensure it is fit for purpose for the Country Women's Association	Not started	Following completion of the hold point items, source and engage contractors
			Relocate the Country Women's Association from the South Community Centre Library to the Alma Mechanics Institute	Not started	Following completion of the hold point items, relocate users
5	Aquatic Centre	N/A	Construct onsite storage/land-based activity space at Aquatic Centre.	Not started	Council to source and engage contractors
			Progress gym facility upgrades, taking into consideration adaptability and flexibility of the space for use as a multi-purpose space to support multiple activities such as different types of gym classes (i.e. yoga, HIIT)	Commenced	Source and engage contractors
6	BIU Band Hall	N/A	* BIU Band Hall to undertake upgrades using grant funding (if applicable)	Not started	Council to source and engage contractors
			* BIU Band Hall to undertake further upgrades to allow for shared usage of the space (i.e with the Bridge Club)	Not started	Council to source and engage contractors
			* Transition users from the Bridge Club in Sturt Park to the BIU Band Hall	Not started	Following the completion of hold point items
9	Civic Centre	Broken Hill CBD Masterplan	Undertake general upgrades (including but not limited to) the green rooms, sound proofing, signage and seating to improve functionality of the spaces	Commenced	Source and engage contractors
12	HACC Centre	N/A		Not started	
			Relocate users from the Australian Unity to appropriate location	Not started	Following completion of the hold point items, relocate users
13	Newmarket Raceway	N/A	Investigate any opportunity to transfer the asset from Crown Lands management to either the Greyhound Club or Greyhound Racing NSW	Not started	Council to begin undertaking research
			Investigate funding partnership with Broken Hill Grey Hound Racing Club / Greyhound Racing NSW to undertake significant maintenance and upgrades to improve disability access and bring the various building up to standards	Not started	Council to begin undertaking research
			Investigate opportunity to increase the fees for entry	Not started	Council to discuss with asset stakeholders
14	North Mine Hall	N/A	Significant redevelopment required to bring the asset up to standard, particularly the toilets, storage and emergency exit	Not started	Council to source and engage contractors

ledium-term (5 Years) - Implementation Roadmap

ote*
n asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations
uring the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

Asset No.	Asset Name	Precinct/Masterplan	Recommendation	Status	Action Required	2025				2026				2027				2028				2029				2030				2031>
						1	4	7	10	13	16	19	22	25	28	31	34	37	40	43	46	49	52	55	58	61	64	67	70	73
						01/01/25	01/04/25	01/07/25	01/10/25	01/01/26	01/04/26	01/07/26	01/10/26	01/01/27	01/04/27	01/07/27	01/10/27	01/01/28	01/04/28	01/07/28	01/10/28	01/01/29	01/04/29	01/07/29	01/10/29	01/01/30	01/04/30	01/07/30	01/10/30	Ongoing
15	South Community Centre	Broken Hill CBD Masterplan	Childcare from South Community Centre provided the South Community Library to extend operations.	Commenced	Following completion of the hold point items, transition users	Temporary storage site for Library Masterplan				Upgrades to Alma Mechanics Institute																				
			Country Womens Association to transition to the Alma Mechanics Institute	Commenced	Following completion of the hold point items, transition users																									
16	NSW SES Building	N/A	* Undertake capital works following determination of feasibility study for extending the fence line, upgrading the training room, male and female bathrooms, and additional storage.	Not started	Council to source and engage contractors																									
17	South Sports and Recreational Centre	South Sports Precinct Masterplan (Proposed)	* Council to apply for grant funding to undertake capitals works involved for Masterplan (including new/upgraded facility)	Not started	Council to source and engage contractors																									
20	Youth Services Building	N/A	* Following determination of feasibility study, Council to collaborate with users to develop a lot subdivision plan that considers current site usage, sale, or storage of machinery (i.e. potential public art placements across Broken Hill) and the future needs of the user group	Not started	Develop subdivision plan in collaboration with users			Undertake feasibility study to subdivide and sell part of the land.																						
			* Council to assist in executing the subdivision and relocation plans by coordinating logistics, and minimising disruptions. This includes supporting the user group with the restructure of operations following subdivision.	Not started	Assist users following implementation of subdivision plan																									
			Sell subdivided lot (if approved)	Not started	Following completion of the hold point items, sell subdivided lot																									
			Undertake required maintenance and upgrades to the asset	Not started	Following completion of the hold point items, Council to source and engage contractors																									
21	Mosque	N/A	* Council to assist with grant funding applications to undertake upgrades to the building.	Not started	Council to actively assist with grant funding applications																									
			* Construct permanent toilet block and an entry and exit point inside the Mosque.	Not started	Council to source and engage contractors																									
22	Bridge Club in Sturt Park	Broken Hill CBD Masterplan	Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park within the CBD Masterplan	Not started	Council to investigate metholdogy for demolition	Consultation/ prepare transition plan with current users																								
			Pending decision, demolish the Bridge Club in Sturt Park and engage a landscaper to engage in works to support long term activation	Not started	Following completion of the hold point items, demolish asset					Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park within the CBD Masterplan																				
			* Transition users from the Bridge Club in Sturt Park to the BIU Band Hall (or other alternate location as agreed with the Bridge Club)	Not started	Following the completion of hold point items																									
23	Swimming Club in Sturt Park	Broken Hill CBD Masterplan	Construct onsite storage/land-based activity space at aquatic centre for Swimming Club in Sturt Park users to utilise.	Not started	Council to source and engage contractors																									
			Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park within the CBD Masterplan	Not started	Council to begin developing a methodology for demolition																									
			Pending decision, demolish the Swimming Club in Sturt Park and engage a landscaper to engage in works to support long term activation	Not started	Following completion of the hold point items, demolish asset	Consultation/prepare transition plan with current users								Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park within the CBD Masterplan																
25	Living Desert Campsite	Living Desert Masterplan	Upgrade connectivity, including reception towers and Wifi within the Living Desert Campsite	Commenced	Council to source and engage contractors																									
26	Old Alma Swimming Club	South Sports Precinct Masterplan (Proposed)	* Council to apply for grant funding to undertake capitals works involved for Masterplan (including new/upgraded facility)	Not started	Council to source and engage contractors																									

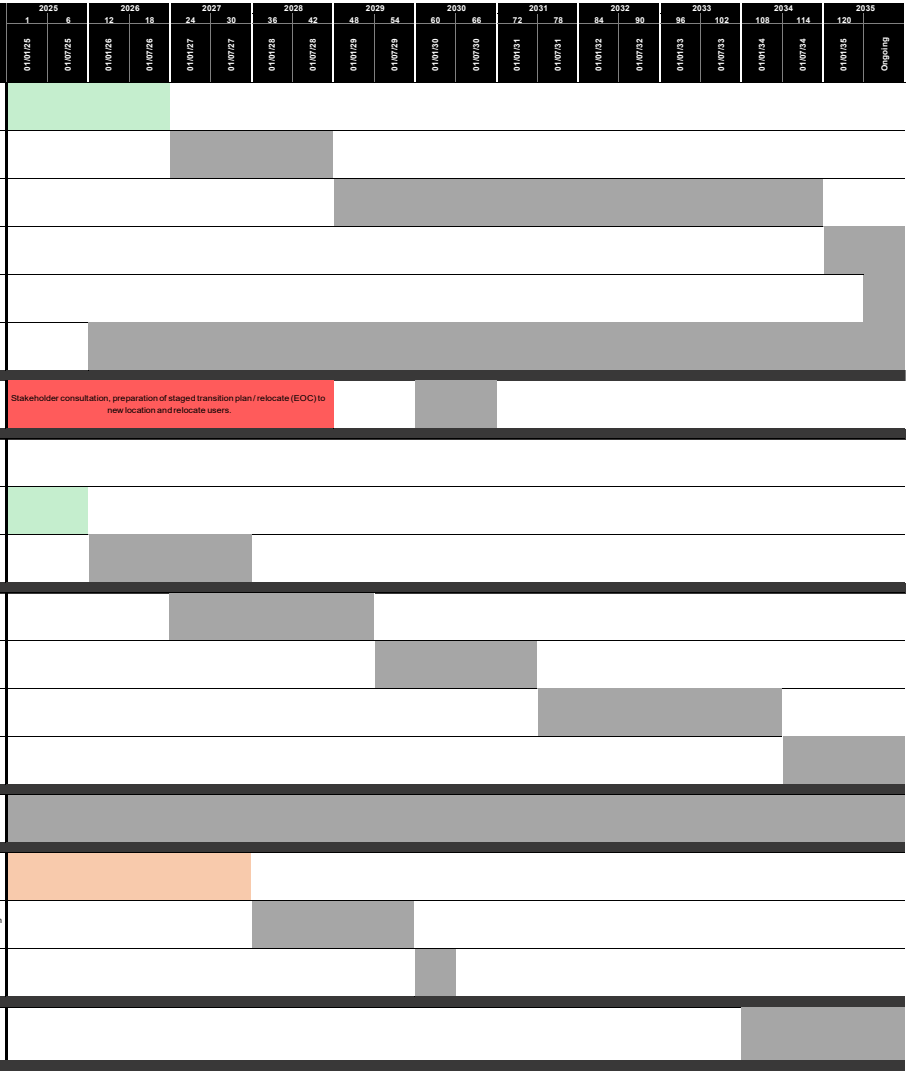
Implementation roadmap

Long-term (10 Years)

Long-term (10 Years) - Implementation Roadmap

Note*
An asterisk (*) has been included for each of the new or revised recommendations that resulted from conversations during the Online Council Steering Committee workshop and the second round of engagement in Feburary 2025.

Asset No.	Asset Name	Precinct/Masterplan	Recommendation	Status	Action Required
1	Broken Hill Regional Airport	Broken Hill Airport Masterplan	Stage 1 - Masterplan works	Commenced	Stage 1 works to commence
			Stage 2 - Masterplan works to commence following completion of stage 1 (works proposed to cover the first five years of the Master Plan period)	Not started	Stage 2 works to commence
			Stage 3 - Masterplan works proposed to cover the second five years of the Master Plan period	Not started	Stage 3 works to commence
			Stage 4 - Masterplan works proposed to cover the period from 2032 to 2037	Not started	Stage 4 works to commence
			Stage 5 - Masterplan works proposed to cover the period from 2037 through to 2042	Not started	Stage 5 works to commence
			Post 2042 and overall Airport Development items have been identified to take place throughout the stages and beyond 2042	Not started	Development items to commence
3	Aged Person Rest Centre	Broken Hill CBD Masterplan	Demolition of Aged Person Rest Centre	Not started	Following completion of hold point items, demolition of building to occur
8	Charles Rasp Library	Broken Hill CBD Masterplan/ Chalres Rasp Library Masterplan	Library Master Plan Stage 1 construction	Completed	Construction commenced
			Library Master Plan Stage 2 (Library Building Construction) - Start April 2024 - Finish June 2025	Commenced	Stage 2 works to commence
			Library Master Plan Stage 3 (Archives Building Construction) - 2026/27 - pending budget availability	Not started	Stage 3 works to commence
11	Geo Centre	Broken Hill Heritage precinct/hub Redevelopment (Proposed) * Museum Masterplan (Confirmed)	* Proposed Stage 1 development: Proposed timeline 2.5 years (Mid 2027)	Not started	Stage 1 works to commence
			* Proposed Stage 2 development: Proposed timeline 5 years (early 2030)	Not started	Stage 2 works to commence
			* Proposed Stage 3 development: Proposed timeline 7.5 years (Mid 2032)	Not started	Stage 3 works to commence
			* Proposed Stage 4 development: Proposed timeline 10 years (Mid 2035)	Not started	Stage 4 works to commence
16	NSW SES Building	N/A	* Due to current Legilsative requirements, asset cannot be transferred or sold. Keep attuned to current Legislative requirements and revisit option to transfer or sell the asset to NSW SES across the next 10 years if available.	Not started	Council to determine feasibility of transferring or selling the asset following any Legislative changes within the next 10 years
18	Town Hall Façade	Broken Hill CBD Masterplan	* Source funding/grants to upgrade the Town Hall Façade following the completion of the Charles Rasp Library upgrades	Not started	Council to begin working on applying for grants/funding
			Undertake planned works to Town Hall Façade to contribute to CBD Masterplan and Charles Rasp Library Development	Not started	Following successful grant/funding application, construction to be completed.
			* Advertise for a new tenant to move into the space following planned works	Not started	Advertise for a permanent tenant/lease agreement
27	Hangar 13	Broken Hill Airport Masterplan	Stage 4 - Masterplan works proposed to cover the period from 2032 to 2037	Not started	Stage 4 works to commence



5. Implementation details

Building on the development of Precincts within Broken Hill, this part of the Implementation Roadmap, builds on how Broken Hill can become better connected through its owned assets and the expansion of precincts within the LGA. It is evident that well-connected precincts enhance cities and help them thrive. In order to identify a strategic way forward, GHD have grouped Council assets (section 3.2) into three categories:

- Confirmed precincts (identified by Broken Hill City Council)
- Proposed precincts (recommended by GHD's project team).
- Individual assets that don't fall into a designated precinct

This section identifies how Council owned assets could be better connected within the City of Broken Hill. Where applicable, assets have been grouped into a number of confirmed and proposed precincts. Recommendations and actions have been provided to better understand the structure, development, and future implementation of these precincts in line with the feedback and recommendations provided during Part 1 of the project.

Note

*As previously stated, an asterisk **(*)** has been included for each of the new or revised recommendations that resulted from conversations during the Online Council Steering Committee workshop and the second round of engagement from February - March 2025.*

Assets that do not fall into one of the confirmed or proposed precincts have not been included the following section. Recommendations for these assets can be found in the above section 4 of Part 2.

The Implementation Roadmap, particularly the status and suggested timeframes are current as of March 2025. While the Roadmap provides a structured timeline and recommendations, its implementation is subject to Broken Hill City Council's discretion, serving solely as a guiding resource.

5.1 Broken Hill Airport Masterplan Precinct (Confirmed)

The Broken Hill Airport Masterplan precinct consists of two assets:

- The Airport Terminal Building
- Hangar 13.

Recommendations for the assets that make up this confirmed precinct can be seen in Table 5.1 and Table 5.2.

Table 5.1 Broken Hill Airport Masterplan Precinct detailed implementation plan – Airport Terminal Building

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Develop Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in Part 1) are factored into the development and completion of the Masterplan *Completed*	N/A	N/A	Completed	N/A	BHCC	Community stakeholders Airport Terminal stakeholders Aviation interested stakeholders
* Council to actively seek grant funding for terminal upgrades to accommodate these future requirements. *Commenced*	Council to continue applying for grant funding	N/A	Ongoing	N/A	BHCC	Community stakeholders Airport Terminal stakeholders Aviation interested stakeholders
Stage 1 - Masterplan works *Commenced*	Stage 1 works to commence	High	Ongoing	N/A	BHCC	N/A
Stage 2 - Masterplan works *Not started*	Stage 2 works to commence following completion of Part 1	Low	<2 Years	Stage 1 upgrade completion	BHCC	N/A

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Stage 3 - Masterplan works *Not started*	Stage 3 works to commence following completion of Part 2	Low	<4 Years	Stage 2 upgrades completion	BHCC	N/A
Stage 4 - Masterplan works *Not started*	Stage 4 works to commence following completion of stage 3	Low	<8 Years	Stage 3 upgrade completion	BHCC	N/A
Stage 5 - Masterplan works *Not started*	Stage 5 works to commence following completion of stage 4	Low	10+ Years	Stage 4 upgrade completion	BHCC	N/A
Post 2042 and overall Airport Development *Not started*	Development items have been identified for the timescale beyond 2042.	Low	10+ Years	Stage 5 upgrade completion	BHCC	N/A

Table 5.2 Broken Hill Airport Masterplan Precinct detailed implementation plan – Hangar 13

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Develop Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in Part 1) are factored into the development and completion of the Masterplan *Complete*	Develop an airport master plan	N/A	Completed	N/A	BHCC	Community stakeholders Airport Terminal stakeholders Aviation interested stakeholders
Minor maintenance/ upgrade *Commenced*	Council to source and engage contractors to complete works	High	Ongoing	N/A	BHCC	N/A
* Establish an updated lease agreement with the current tenant, with an increased rent to support maintenance costs. *Commenced*	Begin discussions with current tenant for new lease agreement	High	Ongoing	N/A	BHCC	Hangar 13 tenant
Stage 4 - Masterplan works *Not started*	Stage 4 works to commence following completion of stage 3	Low	<8 Years	Stage 3 upgrade completion	BHCC	N/A

5.2 Broken Hill CBD Masterplan Precinct (Confirmed)

Broken Hill CBD Masterplan precinct consists of six assets.

- Aged Person Rest Centre
- Alma Mechanics Institute
- Charles Rasp Library
- Civic Centre
- South Community Centre
- Town Hall Façade
- Bridge Club in Sturt Park
- Swimming Club in Sturt Park.

The recommendations for the assets that make up this confirmed precinct can be seen below in each of the below tables.

Table 5.3 Broken Hill CBD Masterplan Precinct (confirmed) – Aged Person Rest Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Develop a staged plan to transition users and demolish the Aged Person Rest Centre (incorporating an alternate location for the Emergency Operations Centre (EOC) that meets legislative requirements) *Not started*	Prepare transition plan in collaboration with Aged Person Rest Centre stakeholders	High	<12 months	GHD stakeholder consultation	BHCC	N/A
Relocate Emergency Operations Centre (EOC) to new location *Not started*	Following completion of hold point items, relocate Emergency Operations Centre (EOC)	Medium	<3 years	GHD stakeholder consultation	BHCC	Silver City Quilters Broken Hill Philharmonic Choir

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
				Preparation and approval of transition plan		Broken Hill Pensioners Association
Relocate current users of Aged Person Rest Centre *Not started*	Following completion of hold point items, relocate current users of Aged Person Rest Centre	Medium	<2 years	GHD stakeholder consultation Preparation and approval of transition plan	BHCC	Silver City Quilters Broken Hill Philharmonic Choir Broken Hill Pensioners Association
Demolition of Aged Person Rest Centre *Not started*	Following completion of hold point items, demolish asset	Low	<5 Years	GHD stakeholder consultation Preparation and approval of transition plan Relocation of user groups	BHCC	N/A

Table 5.4 Broken Hill CBD Masterplan Precinct (confirmed) – Alma Mechanics Institute

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Council to begin preparing feasibility plan to transition users from Playtime Preschool into the South Community Library Space. This includes a plan for transitioning the Country Women's Association from the South Community Library to the Alma Mechanics Institute *Completed*	Begin preparation of feasibility plan, including conversations	Immediate	Completed	N/A	BHCC	Patton Village Association Country Women's Association
Secure grants (if required) to upgrade Alma Mechanics Institute *Commenced*	Begin process of applying for grants	High	<12 months	N/A	BHCC	BHCC
Undertake works/renovations to the Alma Mechanics Institute to ensure it is fit for purpose for the Country Women's Association *Not started*	Following completion of the hold point items, source, and engage contractors	Medium	<18 months	Undertake research to determine approach to upgrading asset Begin process of applying for grants to upgrade/refit the Alma Mechanic Institute building	BHCC	Country Women's Association
Relocate the Country Women's Association from the South Community Centre Library to the Alma Mechanics Institute	Following completion of the hold point items, relocate users	Medium	<2 years	Undertake research to determine	BHCC	Country Women's Association

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Not started				approach to upgrading asset Begin process of applying for grants to upgrade/refit the Alma Mechanic Institute building Undertake works/renovations to the Alma Mechanics Institute to ensure it is fit for purpose for potential users		

Table 5.5 Broken Hill CBD Precinct (confirmed) – Charles Rasp Library (Masterplan)

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Library Master Plan Stage 1 construction *Completed*	No action required - Construction commenced	Immediate	Completed	N/A	BHCC	N/A
Library Master Plan Stage 2 construction *Commenced*	Stage 2 (Library Building Construction) - Start April 2024 - Finish June 2025	Medium	Ongoing	Stage 1 upgrade Completion	BHCC	N/A
Library Master Plan Stage 3 construction *Not started*	Stage 3 (Archives Building) – finish 2026/27 - pending budget availability.	Medium	<2 years	Stage 2 upgrade Completion	BHCC	N/A

Table 5.6 Broken Hill CBD Masterplan Precinct (confirmed) – Civic Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Undertake general upgrades (including but not limited to) the green rooms, sound proofing, signage and seating to improve functionality of the spaces *Commenced*	Sourced and engage contractors	Immediate	Ongoing	N/A	BHCC	N/A
* Prepare and implement Council asset booking system *Commenced*	Test and launch booking system	Immediate	Ongoing	N/A	BHCC	N/A

Table 5.7 Broken Hill CBD Masterplan Precinct (confirmed) – South Community Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Council to begin preparing feasibility plan to transition users from Playtime Preschool into the South Community Library Space. This includes a plan for transitioning the Country Women's Association from the South Community Library to the Alma Mechanics Institute *Completed*	Begin preparation of feasibility plan	High	Completed	N/A	BHCC	Playtime Preschool Country Women's Association
* Council to assist Playtime Preschool in searching and applying for grant funding opportunities *Commenced*	Council to assist in grant applications	High	Ongoing	N/A	BHCC	Playtime Preschool
Childcare from South Community Centre provided the South Community Library to extend operations *Not started*	Following completion of the hold point items, transition users	Medium	<2.5 years	Undertake research to determine approach to upgrading the Alma Mechanics Institute Begin process of applying for grants to upgrade/refit the Alma Mechanic Institute building	BHCC	Playtime Preschool Country Women's Association
Country Women's Association to transition to the Alma Mechanics Institute *Not started*	Following completion of the hold point items, transition users	Medium	<2.5 years		BHCC	Playtime Preschool Country Women's Association

				Undertake works/renovations to the Alma Mechanics Institute to ensure it is fit for purpose for potential users Relocate users from the South Community Centre Library to the Alma Mechanics Institute		

Table 5.8 Broken Hill CBD Masterplan Precinct (confirmed) – Town Hall Façade

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Source funding/ apply for grants to upgrade the Town Hall Façade following the completion of the Charles Rasp Library upgrade *Not started*	Council apply for grants/funding	High	<3 years	N/A	BHCC	N/A
Undertake planned works to Town Hall Façade to contribute to CBD Masterplan and Charles Rasp Library Development *Not started*	Following successful grant/funding application construction to be completed.	High	<3 years	Received funding /successful grant application	BHCC	N/A
* Advertise for a new tenant to move into the space following planned works *Not started*	Advertise for a permanent tenant/lease agreement	Medium	<5 years	Upgrades to the asset	BHCC	Future asset users

Table 5.9 Broken Hill CBD Masterplan Precinct (confirmed) – Bridge Club in SturtPark

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Prepare a transition plan for relocating users to another asset/venue *Not started*	Council to begin developing a transition plan	High	<3 months	N/A	BHCC	Bridge Club users BIU Band Hall users
* Explore feasibility of transferring grant funding to the BIU Band Hall for necessary upgrades *Not started*	Council to undertake research	High	<3 months	N/A	BHCC	Bridge Club users BIU Band Hall users
Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park within the CBD Masterplan *Not started*	Council are to begin developing a methodology for demolition of the asset	Medium	<12 months	Completion of staged transition plan	BHCC	Bridge Club users BIU Band Hall users
Pending decision, demolish the Bridge Club in Sturt Park and engage a landscaper to engage in works to support long term activation *Not started*	Following completion of the hold point items, demolish asset	Medium	<18 months	Pending Council decision to demolish asset	BHCC	Bridge Club users BIU Band Hall users

Table 5.10 Broken Hill CBD Masterplan Precinct (confirmed) – Swimming Club in Sturt Park

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Prepare a transition plan for relocating users to another asset/venue; (Aquatic Centre) *Not started*	Council to begin developing a transition plan	High	<6 months	N/A	BHCC	Swimming Club in Sturt Park users Aquatic Centre users
Investigate feasibility of building an onsite storage facility at the Aquatic Centre for users of the Swimming Club in Sturt Park (and adjoining swimming clubs) *Not started*	Council to begin developing a methodology building on site storage facility	High	<18 months	N/A	BHCC	Swimming Club in Sturt Park users Aquatic Centre users
Investigate methodology for demolition and consider any landscaping updates to support long term activation of Sturt Park within the CBD Masterplan *Not started*	Council are to begin developing a methodology for demolition of the asset	Medium	<18 months	Completion of staged transition plan	BHCC	Swimming Club in Sturt Park users
Pending decision, demolish the Bridge Club in Sturt Park and engage a landscaper to engage in works to support long term activation *Not started*	Following completion of the hold point items, demolish asset	Medium	<2.5 years	Pending Council decision to demolish asset	BHCC	Swimming Club in Sturt Park users

5.3 Living Desert Precinct (Masterplan Confirmed)

The Living Desert Masterplan precinct consists of one asset:

– Living Desert Campsite Buildings.

The recommendations for this asset that makes up this confirmed precinct can be seen below in Table 5.11

Table 5.11 Living Desert Master Plan Precinct (Confirmed) – Living Desert Campsite Buildings

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Develop Living Desert Strategic Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in Part 1) are factored into the development and completion of the Masterplan *Commenced*	Begin preparation of Living Desert Masterplan	High	Ongoing	N/A	BHCC	Community stakeholders Living Desert Campsite staff/stakeholders
Upgrade connectivity, including reception towers and Wi-Fi within the Living Desert Campsite *Not started*	Council to source and engage contractors	High	<6 months	N/A	BHCC	Living Desert Campsite staff/stakeholders

5.4 Broken Hill Heritage Precinct (Proposed)

The proposed heritage precinct consists of three assets.

- Broken Hill Regional Art Gallery
- Geo Centre (Masterplan confirmed)
- Visitors Information Centre

The recommendations for the assets that make up this proposed precinct can be seen below in Table 5.12, Table 5.13 and Table 5.14.

Table 5.12 Broken Hill Heritage Precinct (Proposed) – Broken Hill Regional Art Gallery

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Investigate feasibility of workshop upgrades to improve functionality, access, and connection to the main building *Commenced*	Council to undertake work following approval and budget allowance permitting	Medium	Ongoing	N/A	BHCC	N/A
Investigate opportunities to improve the outdoor space between the main building and the workshop. This could include removal of some parking spaces to allow for additional grassed areas and seating and additional toilets available to workshop users during after-hours activity *Commenced*	Council to undertake work following approval and budget allowance permitting	Medium	Ongoing	N/A	BHCC	N/A

Table 5.13 Museum Masterplan (Confirmed) – Geo Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
* Prepare Broken Hill Heritage Precinct/Hub redevelopment Masterplan - - Ensuring the recommendations addressed in the outcomes report (delivered in Part 1) are factored into the development and completion of the Masterplan *Not started*	Begin preparation of Broken Hill Heritage Precinct/Hub redevelopment Masterplan	High	<6 months	N/A	BHCC	Community stakeholders Geo Centre stakeholders
* Prepare Geo Centre Strategic Masterplan - Public Exhibition and Concept design process - - Ensuring the recommendations addressed in the outcomes report (delivered in Part 1) are factored into the development and completion of the Masterplan *Completed*	Public Exhibition and Concept design process in progress	Immediate	Commenced	N/A	BHCC	Community stakeholders Geo Centre stakeholders

* Council/Geo Centre to continue applying for funding to undertake capital works for the Museum Masterplan *Not started*	Council to apply for grant funding	High	Commenced	N/A	BHCC	N/A
* Proposed Stage 1 development *Not started*	Stage 1 Construction: Proposed timeline 2.5 years (Mid 2027)	Medium	<2.5 years	Public Exhibition and Concept design process completion	BHCC	N/A
* Proposed Stage 2 development *Not started*	Stage 2 Construction: Proposed timeline 5 years (early 2030)	Low	<5 years	Stage 1 completion	BHCC	N/A
* Proposed Stage 3 development *Not started*	Stage 3 Construction: Proposed timeline 7.5 years (Mid 2032)	Low	<7.5 years	Stage 2 completion	BHCC	N/A
* Proposed Stage 4 development *Not started*	Stage 4 Construction: Proposed timeline 10 years (Mid 2035)	Low	<10 years	Stage 3 completion	BHCC	N/A

Table 5.14 Broken Hill Heritage Precinct (Proposed) – Visitors Information Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Council to prepare feasibility study of Visitors Information Centre to look at restructuring or relocating the asset in order to provide more commercial space *Commenced*	Council to begin preparing feasibility study	Immediate	Ongoing	N/A	BHCC	N/A
In the instance Council determines not to relocate the Visitor Information Centre, a feasibility study looking at restructuring the asset in order to provide more commercial space should be considered *Not started*	Council to begin preparing feasibility study	High	<6 months	N/A	BHCC	N/A
Undertake moderate upgrades and general maintenance to improve the functionality and physical condition of the asset if determined not to relocate the Visitors Information Centre *Not started*	Council to source and engage contractors	High	<12 months	N/A	BHCC	All users
* Investigate solutions for improved visitor parking, particularly if the centre remains at its current location *Not started*	Council to begin investigating solutions	High	<12 months	N/A	BHCC	Hire car users

5.5 Administrative Precinct (Proposed)

The *proposed* Administrative precinct consists of two assets.

– Administrative Centre
– Council Chambers.

The recommendations for the assets that make up this proposed precinct can be seen below Table 5.15 and Table 5.16

Table 5.15 Administrative Precinct (Proposed) – Administrative Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Ground floor temporary Library upgrade *Completed*	N/A	Immediate	Completed	N/A	BHCC	N/A
* Undertake Car park upgrade *Completed*	N/A	Immediate	Completed	N/A	BHCC	N/A
* Determine future plans for the Administrative Building ground floor following the reopening of the Charles Rasp Library *Commenced*	N/A	Immediate	Ongoing	N/A	BHCC	N/A

Table 5.16 Administrative Precinct (Proposed) – Council Chambers

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Undertake upgrades to the interior layout, finishes and furniture to make the space more inviting and enable flexible uses *Commenced*	Council to undertake upgrades as required	Medium	Ongoing	N/A	BHCC	Broken Hill City Council stakeholders Community stakeholders

5.6 South Broken Hill Precinct Redevelopment (Proposed): Sports Precinct

The proposed South Broken Hill Precinct Redevelopment: Sports Precinct consists of two assets.

- South Sports and Recreational Centre
- Old Alma Swimming Club

The recommendations for the assets that make up this proposed precinct can be seen below in Table 5.17 and Table 5.18.

Table 5.17 South Broken Hill Precinct Redevelopment (Proposed): Sports Precinct – South Sports and Recreational Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
* Prepare South Sports Precinct Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan *Not started*	Begin preparation of Patton Park Masterplan (South Sports Precinct)	High	<12 months	N/A	BHCC	Community stakeholders Gymnasium users Alma Swim Club asset users
* Prepare feasibility study by working with the gymnastics club/Old Alma Swimming Club and other interested community sporting groups to plan and design a new/upgraded facility *Not started*	Council to begin preparing feasibility study following hold point items	Medium	<18 months	Develop Patton Park (South Sports Precinct) Masterplan	BHCC	Community stakeholders Gymnasium users Alma Swim Club asset users
* Council to apply for grant funding to undertake capitals works involved for Masterplan (including new/upgraded facility) *Not started*	Council to search and apply for grant funding opportunities	Medium	<2.5 years	Develop Patton Park (South Sports Precinct) Masterplan	BHCC	N/A
* Where Council decide not to proceed, undertake Capital works to fix the roof of	Council to source and engage contractors	Medium	<18 months	Develop Patton Park (South	BHCC	Community stakeholders

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
the building to allow the Gymnastics Club to continue operations *Not started*				Sports Precinct) Masterplan		Gymnasium users Alma Swim Club asset users

Table 5.18 South Broken Hill Precinct Redevelopment (Proposed): Sports Precinct – Old Alma Swimming Club

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Investigate and Improve security measures throughout the asset to prevent break-ins. *Not started*	Council to engage contractors to implement better security systems	Immediate	<12 months	N/A	BHCC	Alma Swim Club asset users
* Prepare South Sports Precinct Masterplan - Ensuring the recommendations addressed in the outcomes report (delivered in part 1) are factored into the development and completion of the Masterplan *Not started*	Begin preparation of Patton Park Masterplan (South Sports Precinct)	High	<12 months	Develop Patton Park (South Sports Precinct) Masterplan	BHCC	Community stakeholders Gymnasium users Alma Swim Club asset users
* Prepare feasibility study by working with the gymnastics club/Old Alma Swimming Club and other interested community sporting groups to plan and design a new/upgraded facility *Not started*	Council to begin preparing feasibility study following hold point items	Medium	<18 months	N/A	BHCC	Community stakeholders Gymnasium users Alma Swim Club asset users
* Council to apply for grant funding to undertake capitals works involved for Masterplan if approved *Not started*	Council to search and apply for grant funding opportunities	Medium	<2.5 years	Develop Patton Park (South Sports Precinct) Masterplan	BHCC	N/A

5.7 Memorial Oval Sporting Precinct Redevelopment (Proposed)

The proposed Memorial Oval Sporting Redevelopment Precinct consists of one asset:

– Memorial Oval

The recommendations for the asset that make up this proposed precinct can be seen below in Table 5.19.

Table 5.19 Memorial Oval Sporting Precinct Redevelopment (Proposed) – Memorial Oval

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Develop Memorial Oval Strategic Master Plan - Ensuring the recommendations addressed in the outcomes report (delivered in Part 1) are factored into the development and completion of the Masterplan *Not started*	Begin preparation of Memorial Oval Masterplan	High	<12 months	N/A	BHCC	Community stakeholders S355 Committee

5.8 Outliers/individual assets

The proposed assets do not fall into one of the confirmed/proposed precincts.

- Aquatic Centre
- BIU Band Hall
- HACC Centre
- Newmarket Raceway
- North Mine Hall (Queen Elizabeth Park)
- SES building
- Youth Services Building
- Mosque

The recommendations for the asset that make up this proposed precinct can be seen below in each of the tables.

Table 5.20 Individual assets – Aquatic Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Prepare feasibility study, working with key stakeholders from Swimming Clubs to prepare / acquire funding to design on-site storage at the Aquatic Centre *Not started*	Council to prepare feasibility study	High	<18 months	N/A	BHCC	Aquatic Centre users Swimming Club(s) users
Progress gym facility upgrades, taking into consideration adaptability and flexibility of the space for use as a multi-purpose space to support multiple activities such as different types of gym classes (i.e. yoga, HIIT)	Council to source and engage contractors	High	Ongoing	N/A	BHCC	N/A

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Commenced						
Repair damages to the roof and solar heating *Commenced*	Council to source and engage contractors	High	Ongoing	N/A	BHCC	N/A
Construct onsite storage/land-based activity space at Aquatic Centre *Not started*	Council to source and engage contractors	High	<3 years	N/A	BHCC	Aquatic Centre users Swimming Club(s) users

Table 5.21 Individual assets – BIU Band Hall

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Stakeholder conversations to take place to advise stakeholders of future integration with Bridge Club *Completed*	GHD to undertake conversations	Immediate	Completed	N/A	BHCC	BIU Band Hall users Bridge Club in Sturt Park users
* Council to explore the feasibility of transferring successful grant funding from Bridge Club in Sturt Park to the BIU Band Hall *Commenced*	Council to prepare feasibility study	Immediate	<3 months	N/A	BHCC	BIU Band Hall users Bridge Club in Sturt Park users
Repair the fire exit in the kitchen area *Completed*	Council to source and engage contractors	Immediate	Completed	N/A	BHCC	N/A
* BIU Band Hall to undertake upgrades using grant funding (if applicable) *Not started*	Council to source and engage contractors	Medium	<12 months years	Pending Feasibility study/transition plan for the Bridge Club	BHCC	BIU Band Hall users
* BIU Band Hall to undertake further upgrades to allow for shared usage of the space (i.e. with the Bridge Club) *Not started*	Council to source and engage contractors	Medium	<18 months	Feasibility study/transition plan for the Bridge Club	BHCC	BIU Band Hall users
Transition users from the Bridge Club in Sturt Park to the BIU Band Hall *Not started*	Transition Bridge Club users to the BIU Band Hall.	Medium	<2.5 years	Feasibility study/transition plan for the Bridge Club/Upgrades undertaken to the BIU Band Hall	BHCC	BIU Band Hall users Bridge Club in Sturt Park users

Table 5.22 Individual assets – HACC Centre

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Undertake general upgrades to the building, including upgrades to amenities, disability access and storage *Commenced*	Council to source and engage contractors	High	<6 months	N/A	BHCC	Live Better Australian Unity
Australian Unity: Develop a transition plan (if appropriate) to relocate operations to an alternate location in conjunction with Australian Unity stakeholders	Council to begin developing a transition plan	Medium	<6 months	N/A	BHCC	Australian Unity

Table 5.23 Individual assets – Newmarket Raceway

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Investigate any opportunity to transfer the asset from Crown Lands management to either the Greyhound Club or Greyhound Racing NSW *Not started*	Council to begin undertaking research	High	<6 months	N/A	BHCC	N/A
Investigate funding partnership with Broken Hill Grey Hound Racing Club / Greyhound Racing NSW to undertake significant maintenance and upgrades to improve disability access and bring the various building up to standards *Not started*	Council to begin undertaking research	High	<12 months	N/A	BHCC	N/A
Investigate opportunity to increase the fees for entry *Not started*	Council to discuss with asset stakeholders	High	<6 months	N/A	BHCC	N/A

Table 5.24 Individual assets – North Mine Hall (Queen Elizabeth Park)

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
* Council to implement fees (or update lease agreement) for use of the asset to generate more revenue *Not started*	Implement fees/update lease agreement for utilising the asset	Immediate	<6 months	N/A	BHCC	N/A
Significant redevelopment required to bring the asset up to standard, particularly the toilets, storage and emergency exit *Not started*	Council to source and engage contractors	High	<12 months	N/A	BHCC	N/A

Table 5.25 Individual assets – SES building

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Undertake moderate upgrades to the asset to improve functionality, including upstairs storage, covered outdoor area and as improving stormwater management *Completed*	Council to source and engage contractors	Immediate	Completed	N/A	BHCC	SES Unit users
* Investigate the feasibility of expanding the SES building by extending the fence line towards the Warnock St. Depot to accommodate additional storage and vehicles *Not started*	Council to undertake feasibility study	High	<6 months	N/A	BHCC	SES Unit users
* Evaluate the feasibility of upgrading the training room, male and female bathrooms, and additional storage to meet the current needs of the SES unit. *Not started*	Council to undertake feasibility study	High	<6 months	N/A	BHCC	SES Unit users
* Undertake capital works following determination of feasibility study for extending the fence line, upgrading the training room, male and female bathrooms, and additional storage *Commenced*	Council to source and engage contractors	High	<12 months	N/A	BHCC	SES Unit users
* Due to current Legislative requirements, asset cannot be transferred or sold. Keep attuned to current Legislative requirements and revisit option to transfer or sell the asset to NSW SES across the next 10 years if available	Council to determine feasibility of transferring or selling the asset following any Legislative changes within the next 10 years	Monitor	Ongoing	N/A	BHCC	SES Unit users

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Not started						

Table 5.26 Individual assets – Youth Services Building

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Conversations to take place with stakeholders currently utilising the Youth Services Building to discuss outcomes/recommendations from Part 1 *Completed*	GHD to engage with stakeholders	Immediate	Completed	N/A	GHD BHCC	West Darling Art Machinery Society
Investigate feasibility of sub-dividing and selling part of the lot *Not started*	Council to begin feasibility study	Medium	<6 months	N/A	BHCC	West Darling Art Machinery Society
* Council to provide support in preparing grant applications to secure funding for necessary upgrades and maintenance, including to the kitchen *Not started*	Council to support with grant funding applications	Medium	<6 months	N/A	BHCC	West Darling Art Machinery Society
* Following determination of feasibility study, Council to collaborate with users to develop a lot subdivision plan that considers current site usage, sale, or storage of machinery (i.e. potential public art placements across Broken Hill) and the future needs of the user group *Not started*	Develop subdivision plan in collaboration with users	Medium	<12 months	Completion of feasibility study	BHCC	West Darling Art Machinery Society
* Council to assist in executing the subdivision and relocation plans by coordinating logistics, and minimising disruptions. This includes supporting the user group with the restructure of operations following subdivision *Not started*	Assist users following implementation of subdivision plan	Medium	<18 months	Completion of sub-division plan	BHCC	West Darling Art Machinery Society

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Sell subdivided lot (if approved) *Not started*	Following completion of the hold point items, sell subdivided lot	Medium	<2 years	Completion of sub-division plan	BHCC	West Darling Art Machinery Society
Undertake required maintenance and upgrades to the asset *Not started*	Following completion of the hold point items, Council to source and engage contractors	Medium	<2.5 years	Completion of sub-division plan	BHCC	West Darling Art Machinery Society

Table 5.27 Individual assets – Mosque

Recommendation	Actions	Priority	Timeframe (until work commences)	Hold Points	Responsibility	Stakeholders
Undertake relevant inspections and certification for Workplace health & safety (WHS) and Fire protection *Completed*	WHS compliance certification	Immediate	Ongoing	N/A	BHCC	N/A
Prepare an asset management plan or inspection/maintenance schedule *Commenced*	Prepare asset management plan and/or develop inspection/maintenance schedule	Immediate	Ongoing	N/A	BHCC	N/A
Install tap-n-go donations system *Not started*	Council to source and engage contractors	High	<6 months	N/A	BHCC	Mosque users
Provide temporary, on-site toilet facilities *Not started*	Council to assist users with providing a temporary, onsite toilet block	High	<6 months	N/A	BHCC	Mosque users
* Council to explore the feasibility of including an entry and exit point inside the Mosque and providing a permanent, on-site toilet block *Not started*	Council to undertake feasibility study	High	<6 months	N/A	BHCC	Mosque users
* Council to assist with grant funding applications to undertake upgrades to the building *Not started*	Council to actively assist with grant funding applications	High	<6 months	N/A	BHCC	Mosque users
Construct permanent toilet block *Not started*	Council to source and engage contractors	High	<18 months	Pending grant funding	BHCC	Mosque users
* Construct an entry and exit point inside the Mosque *No started*	Council to source and engage contractors	High	<18 months	Pending grant funding	BHCC	Mosque users

References

Broken Hill City Council (n.d.). *Albert Kersten Mining and Minerals Museum*. Retrieved from https://www.brokenhill.nsw.gov.au/Facilities/Albert–Kersten–Mining–and–Minerals–Museum

Cred Consulting & Overton Creative (2021). Broken Hill Cultural Plan Report. Retrieved from Broken Hill City Council

Broken Hill City Council & Landrum and Brown (2023). Draft Broken Hill Airport Masterplan. Retrieved from https://www.brokenhill.nsw.gov.au/files/assets/public/v/1/documents/public–notices/draft–broken–hill–airport–master–plan–report–18–september–2023–public.pdf

ghd.com

The Power of Commitment

ORDINARY MEETING OF THE COUNCIL

September 3, 2025

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 189/25

SUBJECT: ACTION LIST REPORT D25/40934

Recommendation

1. That Broken Hill City Council Report No. 189/25 dated September 3, 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 a 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:	4.1.4	Support the organisation to operate within its legal framework

Relevant Legislation:

Local Government Act 1993

Financial Implications:
Nil

Attachments

1. ⇩ Action List

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

For Action

Action Sheets Report

Division:
Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

Date From: 1/09/2018
Date To: 17/09/2025

Printed: Wednesday, 17 September 2025 3:59:36 PM

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/07/2020	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE OF PART LOT 7315 DP 1183447 TO BROKEN HILL SPEEDWAY CLUB

Resolved

1. That Broken Hill City Council Report No. 105/20 dated July 1, 2020, be received.

2. That Council (as Trust Manager for the Willyama Common Trust) lease Part Lot 7315 in Deposited Plan 1183447 to the Broken Hill Speedway Club for the purpose of a motocross track extension and associated access.

3. That the lease term be 25 years and the annual rental be the minimum Crown Lands rental.

4. That the Mayor and General Manager be authorised to sign and execute any documents under the Common Seal of Council, the absence of a Trust Seal.

CARRIED UNANIMOUSLY

12 Aug 2020 10:00am Bartlett, Leisa
Solicitors are drawing up the licence agreement.
17 Sep 2020 3:09pm Bartlett, Leisa
Draft lease being finalised.
16 Oct 2020 9:20am Bartlett, Leisa
Draft lease with Solicitors.
10 Nov 2020 4:26pm Bartlett, Leisa
Licence is with the Broken Hill Speedway Club for signature.
30 Nov 2020 2:11pm Bartlett, Leisa
Licence with Speedway Club for signature.
12 Feb 2021 10:04am Bartlett, Leisa
Licence signed by all parties and is now with the Minister for approval.
18 Mar 2021 4:40pm Bartlett, Leisa
In progress.
16 Apr 2021 10:42am Bartlett, Leisa
In progress.
12 May 2021 12:14pm Bartlett, Leisa
In progress.
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

For Action

Action Sheets Report

Division:
Committee: Ordinary Council
Officer:
Further Report Required: Including Further Reports

Date From: 1/09/2018
Date To: 17/09/2025

Printed: Wednesday, 17 September 2025 3:59:36 PM

24 Aug 2022 3:28pm Bartlett, Leisa
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

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

No change in status
17 Jun 2025 9:49am Guerin, Emily
No change in status
21 Jul 2025 2:27pm Guerin, Emily
No change in status
19 Aug 2025 11:53am Butcher, Lacey
No change in status
03 Sep 2025 2:27pm Falkner, Georgina
No change in status. Further follow up correspondence sent.

Meeting	Officer/Director	Section	Subject
Ordinary Council 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

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

20 May 2024 4:08pm Butcher, Lacey
Ongoing
18 Jun 2024 3:05pm Murray, Jessica
Ongoing
23 Jul 2024 1:00pm Murray, Jessica
Ongoing
21 Aug 2024 9:32am Murray, Jessica
Ongoing
17 Oct 2024 12:08pm Murray, Jessica
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
22 Jul 2025 10:32am Guerin, Emily
No change in status
19 Aug 2025 11:22am Butcher, Lacey
No change in status
17 Sep 2025 10:38am Guerin, Emily
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/07/2022	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LEASE TO SILVER CITY ARCHERS

Resolved

1. That Broken Hill City Council Report No. 167/22 dated June 22, 2022, be received.

2. That Council (as the Willyama Common Trust) enter into a new 20 year lease agreement with Silver City Archers, for lease of their existing site on the Willyama Common (Part Lot 7388 Deposited Plan 1200953).

3. That the rent remain $250 per annum.

4. That in the absence of a Trust Seal, the lease documents be executed by the Mayor and General Manager under the Common Seal of Council.

CARRIED UNANIMOUSLY

25 Aug 2022 1:02pm Butcher, Lacey
Council's solicitors are preparing the draft lease
20 Sep 2022 11:29am Guerin, Emily
Continuing use as currently arranged while new template is being reviewed.
18 Oct 2022 9:35am Guerin, Emily
Template being reviewed. Current lease ongoing
16 Nov 2022 8:26am Guerin, Emily
Lease under review
13 Dec 2022 8:56am Guerin, Emily
Draft lease sent to Silver City Archers for review
17 Jan 2023 11:17am Guerin, Emily

For Action	**Division:**	**Date From:**	1/09/2018
	Committee: Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**		
	Further Report Required: Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

No change in status

13 Feb 2023 11:44am Guerin, Emily
No change in status

21 Mar 2023 1:30pm Guerin, Emily
Solicitors are making minor amendments to lease document

18 Apr 2023 11:23am Guerin, Emily
Amendments made and lease to be sent to Silver City Archers for review and signing

22 May 2023 3:50pm Butcher, Lacey
lease is now with Council for signing

14 Jun 2023 11:33am Guerin, Emily - Reallocation
Action reassigned to Howard, Codie by Guerin, Emily

20 Jun 2023 8:48am Butcher, Lacey
lease with Silver City Archers for signing

22 Aug 2023 10:52am Falkner, Georgina
Lease signed by Council and Silver City Archers. Lease has been sent to Crown Lands for Ministerial consent.

20 Sep 2023 10:40am Howard, Codie
No change in status.

11 Oct 2023 1:19pm Falkner, Georgina
Awaiting Ministerial consent.

21 Nov 2023 2:25pm Falkner, Georgina
Discussions ongoing with Crown Lands.

07 Dec 2023 10:41am Falkner, Georgina
Discussions ongoing.

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

21 Jul 2025 2:27pm Guerin, Emily
No change in status

19 Aug 2025 11:53am Butcher, Lacey
No change in status

03 Sep 2025 2:27pm Falkner, Georgina
Final licence document signed by all parties and Ministerial consent received. COMPLETE.

Meeting	Officer/Director	Section	Subject

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

Ordinary Council 28/09/2022	Howard, Codie Nankivell, Jay	Works Committee Reports	UPDATE FOR THE ESTABLISHMENT OF A COMMUNITY GARDEN AT THE FORMER ALMA POOL SITE

Resolved

1. That Broken Hill City Council Report No. 202/22 dated September 9, 2022, be received.

2. That Council formulate a Community Gardens Policy with associated Guidelines for presentation to the community for input and consultation.

CARRIED UNANIMOUSLY

18 Oct 2022 9:31am Guerin, Emily
No change in status
21 Nov 2022 2:51pm Guerin, Emily
No change in status
13 Dec 2022 11:52am Guerin, Emily
Policy currently being created.
16 Jan 2023 2:24pm Guerin, Emily
No change in status
13 Feb 2023 2:08pm Guerin, Emily
No change in status
23 Mar 2023 9:50am Guerin, Emily
No change in status
19 Apr 2023 11:25am Guerin, Emily
No change in status
23 May 2023 3:24pm Butcher, Lacey
No change in status
21 Jun 2023 3:46pm Butcher, Lacey
No change in status
23 Aug 2023 11:52am Howard, Codie
No change in status
20 Sep 2023 10:40am Howard, Codie
No change in status.
18 Oct 2023 8:43am Howard, Codie
Draft Policy currently being prepared.
21 Nov 2023 12:04pm Howard, Codie
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

For Action	**Division:**	**Date From:**	1/09/2018
	Committee: Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**		
	Further Report Required: Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

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
22 Jul 2025 3:40pm Guerin, Emily
Policy to go to the August Infrastructure and Environment Committtee Meeting
20 Aug 2025 10:55am Butcher, Lacey
Slight amendments being made
17 Sep 2025 10:30am Guerin, Emily
No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/03/2023	Nankivell, Jay Nankivell, Jay	Policy And General Reports	ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION

Resolved

1. That Broken Hill City Council Report No. 49/23 dated February 16, 2023, be received.

2. That the General Manager develop a proposal and business case to establish a member based not-for-profit company limited by guarantee for the purposes of a tourism organisation.

3. That the proposal, including associated documentation required by the Office of Local Government, deliverables, and proposed budget, be presented to Council for consideration prior to being submitted to the Minister via the Office for Local Government as required under Section 358 of the *Local Government Act 1993*.

CARRIED UNANIMOUSLY

19 Apr 2023 9:49am Guerin, Emily
Proposal being drafted
23 May 2023 3:08pm Butcher, Lacey
No change in status
23 May 2023 3:09pm Butcher, Lacey - Reallocation
Action reassigned to Nankivell, Jay by Butcher, Lacey
21 Jun 2023 4:47pm Butcher, Lacey
ongoing
19 Jul 2023 9:20am Guerin, Emily
No change in status
22 Aug 2023 3:46pm Butcher, Lacey
No change in status
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.

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

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
22 Jul 2025 2:58pm Guerin, Emily
Finalisation of structure following discussion with OLG to gain final approval
19 Aug 2025 11:23am Butcher, Lacey
No change in status
17 Sep 2025 10:38am Guerin, Emily
No change in status

Meeting	Officer/Director	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.

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

CARRIED UNANIMOUSLY

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

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

Survey to be sent to local industires and community to establish timing and content of workshop

21 Jul 2025 2:26pm Guerin, Emily
Survey being developed

20 Aug 2025 10:53am Butcher, Lacey
No change in status

17 Sep 2025 10:14am Guerin, Emily
Survey to be sent out in September to relevant stakeholders to determine workshop interest and content

Meeting	Officer/Director	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.

2. 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.

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 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.

6. 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.

7. 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

21 Jul 2025 2:26pm Guerin, Emily
No change in status

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

19 Aug 2025 11:52am Butcher, Lacey
No change in status
17 Sep 2025 10:03am Guerin, Emily
Advice under review

Meeting	Officer/Director	Section	Subject
Ordinary Council 18/12/2024	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE AND EASEMENT TO ESSENTIAL ENERGY

Resolved

1. That Broken Hill City Council Report No. 211/24 dated December 4, 2024, be received.
2. 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.
3. 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
21 Jul 2025 2:26pm Guerin, Emily
No change in status
19 Aug 2025 11:52am Butcher, Lacey
No change in status
03 Sep 2025 2:43pm Falkner, Georgina
Documents finalised and approved by Crown Lands. COMPLETE.

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/01/2025	Howard, Codie Nankivell, Jay	Further Reports	PROPOSED COMPULSORY ACQUISITION OF LOT 1378 IN DEPOSITED PLAN 757298 AND LOT 1373 IN DEPOSITED PLAN 757298

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.

For Action	**Division:**		**Date From:**	1/09/2018
	Committee:	Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**			
	Further Report Required:	Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

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.

7. 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
21 Jul 2025 2:25pm Guerin, Emily
No change in status
19 Aug 2025 11:51am Butcher, Lacey
No change in status
17 Sep 2025 10:03am Guerin, Emily
Awaiting approval from OLG

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.455, HELD ON TUESDAY, 4 MARCH 2025

Resolved

1. That Broken Hill City Council Report No. 52/25 dated March 13, 2025, be received.

2. That the minutes of the Local Traffic Committee – Meeting No.455, held on Tuesday, 4 March 2025 be endorsed.

3. That Item No.455.10.1 recommendations be received:
   - That Council contact YMCA management to identify the size of the delivery trucks and to measure the 'Taxi Zone' parking bay to determine if this bay will accommodate a delivery truck.
   - That Council contact the Taxi company to determine if the 'Taxi Zone' is being utilised and see if they have any concerns with the proposal to change to either a 'Loading Zone' or a '15-Minute' parking.

4. That Item No.454.10.3 recommendation be received:

For Action	**Division:**	**Date From:** 1/09/2018
	Committee: Ordinary Council	**Date To:** 17/09/2025
Action Sheets Report	**Officer:**	
	Further Report Required: Including Further Reports	**Printed: Wednesday, 17 September 2025 3:59:36 PM**

- 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
22 Jul 2025 1:13pm Guerin, Emily
455.10.1 - No change in status
20 Aug 2025 9:01am Butcher, Lacey
455.10.1 - No change in status
17 Sep 2025 1:17pm Guerin, Emily
455.10.1 - No change in status

Meeting	Officer/Director	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 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.
21 Jul 2025 2:33pm Guerin, Emily
Final report received, Gallery staff have measured up and order materials to be installed by Council staff.
03 Sep 2025 2:55pm Hunt, Lynette
Awaiting delivery of ordered goods - In Progress

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie	Infrastructure and Environment Committee Reports	PARKS AND OPEN SPACES SERVICE REVIEW

For Action	Division:		Date From:	1/09/2018
	Committee:	Ordinary Council	Date To:	17/09/2025
Action Sheets Report	Officer:			
	Further Report Required:	Including Further Reports	Printed:	Wednesday, 17 September 2025 3:59:36 PM

Nankivell, Jay

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.

3. That Council develop a strategy/policy to implement an incentivised/subsidised nature strip enhancement program to reduce the growth and spread of noxious weeds throughout residential and commercial areas.

CARRIED UNANIMOUSLY

15 Apr 2025 11:52am Guerin, Emily
Policy being drafted
17 Jun 2025 10:41am Guerin, Emily
Ongoing
19 Aug 2025 3:38pm Butcher, Lacey
No change in status
17 Sep 2025 10:31am Guerin, Emily
Policy being created - due April 2026

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/03/2025	Brown, Simon Nankivell, Jay	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.

2. That Council approve the sale of retractable tiered seating purchased as part of the Civic Centre refurbishment in 2016.

3. That the General Manager be authorised to seek expressions of interest from local charity or community groups for donation of the tiered seating; or if this fails, negotiate sale of item by auction, expression of interest or private treaty.

4. That the General Manager be authorised to dispose of the item for scrap value if no willing purchaser can be found, or if no charity or community group expresses an interest in the tiered seating.

CARRIED UNANIMOUSLY

15 Apr 2025 10:40am Guerin, Emily
EOI being drafted
20 May 2025 9:57am Guerin, Emily
No change in status
16 Jun 2025 3:11pm Guerin, Emily
No change in status
22 Jul 2025 10:29am Guerin, Emily
EOI to be advertised
20 Aug 2025 2:48pm Butcher, Lacey
EOI currently being advertised
17 Sep 2025 1:15pm Guerin, Emily
Equipment sold - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/04/2025	Nu'man, Razija	Mayoral Minute	RECOGNITION OF THE LATE COUNCILLOR DAVID GALLAGHER APM

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

Nankivell, Jay

Resolved

1. That Mayoral Minute No. 3/25 dated April 23, 2025, be received.

2. 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
1. 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
1. Art Gallery elected chosen Artist and Artist is in communications with the family regarding portrait. 2. In communication with the family regarding seat types and plaque for approval.

21 Jul 2025 2:35pm Guerin, Emily
1. Family confirmed preferred portrait and artist has commenced works. 2. Seat and plaque have been selected and are currently on order

17 Sep 2025 10:57am Guerin, Emily
1. Artwork in storage at Art Gallery discussions to be held with family 2. Bench to be delivered by the end of the month

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/06/2025	Bartlett, Leisa Nankivell, Jay	Infrastructure and Environment Committee Reports	DRAFT TERMS OF REFERENCE - TIDY TOWNS WORKING GROUP AND HISTORICAL UNMARKED GRAVES PROJECT

Resolved

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.

CARRIED UNANIMOUSLY

18 Jul 2025 3:56pm Bartlett, Leisa
Terms of Reference updated and replaced on Council's website. Seeking contact details of the 2 ladies from the Cemetery Coordinator to invite them to join the Working Group.

17 Sep 2025 10:24am Guerin, Emily
Nominations received and accepted to working group - COMPLETE

Meeting	Officer/Director	Section	Subject

For Action	**Division:**	**Date From:**	1/09/2018
	Committee: Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**		
	Further Report Required: Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

Ordinary Council 30/06/2025	Brown, Simon Nankivell, Jay	Confidential Matters	PROPOSED TWO UP AGREEMENT

Resolved

1. That Broken Hill City Council Report No. 127/25 dated June 18, 2025, be received.

2. That Council enters into a 5 year agreement with the Palace Hotel (terms and conditions as per the two up agreement attached) with the option to extend for a further 5 years.

3. That the Mayor and General Manager be authorised to sign and execute the agreement documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

22 Jul 2025 10:30am Guerin, Emily
Documents being prepared for signing
20 Aug 2025 2:47pm Butcher, Lacey
No change in status
17 Sep 2025 1:15pm Guerin, Emily
Awaiting Palace Hotel to sign documents

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	DRAFT SOCIAL MEDIA POLICY AND DRAFT MEDIA RELATIONS POLICY FOR PUBLIC EXHIBITION

Resolved

1. That Broken Hill City Council Report No. 133/25 dated June 5, 2025, be received.

2. That Council notes the Department of Planning, Housing and Infrastructure, Free Speech in Local Government NSW Guidelines issued June 2025.

3. That draft Social Media Policy and draft Media Relations Policy be placed on public exhibition for submissions to be received for a period of 28 days.

4. That Council receives a further report at the conclusion of the public exhibition period, detailing submissions received and any recommended changes arising, with a view to adopting the draft Social Media Policy and draft Media Relations Policy.

CARRIED UNANIMOUSLY

19 Aug 2025 11:16am Butcher, Lacey
Draft policy placed on public exhibition - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Howard, Codie Nankivell, Jay	Infrastructure and Environment Committee Reports	MINUTES OF THE LOCAL TRAFFIC COMMMITTEE - MEETING NO.459, HELD ON TUESDAY, 1 JULY 2025

Resolved

1. That Broken Hill City Council Report No. 137/25 dated July 11, 2025, be received.

2. That the minutes of the Local Traffic Committee – Meeting No.459, held Tuesday, 1 July be endo

For Action	**Division:**		**Date From:**	1/09/2018
	Committee:	Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**			
	Further Report Required:	Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

3. That Item No.458.8.1 recommendations be adopted:
   - *That Council continue dust suppression treatments on Feldspar Lane using chemical application.*
   - *That the complainant be informed of the Local Traffic Committee's decision.*
4. That Item No.458.8.2 recommendation be adopted:
   - *That Council complete an audit of existing taxi parking bays around the City, with the findings to be reported back to the August 2025 Local Traffic Committee meeting, for further discussion and outcome determination.*
5. That Item No.457.10.3 recommendations be adopted:
   - *That the requester be advise that there is currently a '15-minute' timed parking bay in place on Sulphide Street.*
   - *That clarification be sought regarding the nature and location of the request, to determine if additional parking is necessary.*
6. That Item No.456.8.2 recommendations be adopted:
   - *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.*
   - *That Council develop a concept plan for positioning of the proposed Bus Zone and Disability parking on Gypsum Street.*
   - *That the PCYC Children's Activity Officer be contacted to determine their accessibility needs of participants, to support informed Committee decision-making.*

CARRIED UNANIMOUSLY

17 Sep 2025 3:50pm Guerin, Emily
458.8.1 - Letter sent COMPLETE 458.8.2 - Ongoing 457.10.3 (relates to 458.8.2) CLOSED 456.8.2 - Additional bus zone not supported - Correspondence sent to PCYC COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Howard, Codie Nankivell, Jay	Confidential Matters	TENDER T25/1 - UPGRADE TO AIRSIDE PAVEMENT MOVEMENT AREAS AT BROKEN HILL AIRPORT

Resolved

1. That Broken Hill City Council Report No. 170/25 dated August 21, 2025, be received.
2. That Broken Hill City Council Awards Tender T25/1 to BMD Constructions Pty Ltd for the reconstruction of the airside movement areas at Broken Hill Airport, in accordance with the agreed scope of works, the revised design, and all post-tender correspondence, including the outcomes of price negotiations, for a total price of $12,359,969.45 (excluding GST).
3. That Council approves the delay of the E.P O'Neill Memorial Park Redevelopment Stage 2 – Car Park and the Road Reconstruction Blende Street from Gossan Street to Garnet Street from the 2025/26 Annual Budget to a future year budget to allow for a total cost saving of $4,035,288.00.
4. That Council approves an increase to the project T25/1 – Upgrade to Airside Pavement Movement areas at Broken Hill Airport Budget of $3,722,203.62 to allow for the increase in construction prices.

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

5. That Council approves for changes be made to Broken Hill City Council's Long Term Financial Plan 2026 - 2035, to allow for the change to the 2025/26 Annual Budget.

6. That the General Manager and/or Mayor be authorised to sign the Tender contract and affix the Seal of Council if required.

CARRIED UNANIMOUSLY

17 Sep 2025 10:23am Guerin, Emily
Awaiting final cost so contract documents can be created

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Howard, Codie Nankivell, Jay	Confidential Matters	QUOTATION NO. Q25/31 ASPHALT WORK ON KANANDAH ROAD (PHASE 2)

Resolved

1. That Broken Hill City Council Tender Report No. 4/25 dated August 21, 2025, be received.

2. That three (3) tenders quotes were received and all tenders failed to meet the budgetary requirements of the tender.

3. That in accordance with NSW Local Government Regulation 2021 Div. 4, section 178 (3e), Council approve to enter direct negotiations with the preferred tenderer out of the three (3) tenderers being Fulton Hogan Pty Ltd.

4. That, subject to recommendation three, negotiation be undertaken with the preferred contractor, Fulton Hogan, and that the works proceed provided the quoted cost for asphalt does not exceed the allocated budget of $230,000.00

5. That the General Manager and/or Mayor be authorised to sign the Tender contract and affix the Seal of Council if required.

CARRIED UNANIMOUSLY

17 Sep 2025 10:23am Guerin, Emily
Successful documentation signed and issued - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Howard, Codie Nankivell, Jay	Infrastructure and Environment Committee Reports	MINUTES OF THE LOCAL TRAFFIC COMMMITTEE - MEETING NO.460, HELD ON TUESDAY, 5 AUGUST 2025

Resolved

1. That Broken Hill City Council Report No. 149/25 dated August 7, 2025, be received.

2. That the minutes of the Local Traffic Committee – Meeting No.459, held Tuesday, 1 July be endo

3. That Item No.460.8.1 recommendations be endorsed:

For Action	**Division:**	**Date From:** 1/09/2018
Action Sheets Report	**Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

- *That further information is to be sought as to why one of the two disability parking spaces should be removed.*

- *That Council conduct a site visit to determine how many spaces are currently available.*

4. That Item No.457.10.3 recommendation be endorsed:

   - *That line marking be installed on both sides of Crystal Street.*

   - *That a diagram of the proposed line markings be provided to Transport for NSW.*

5. That Item No.456.8.2 recommendations be endorsed:

   - *That Council does not proceed with the request.*

   - *That Council contact PCYC and encourage them to seek an internal resolution for their transport needs and utilize the existing bus stop in Gypsum Street.*

6. That a report be provided to Council regarding the outcome of the investigation into the Burke Ward Primary School traffic lights safety concerns on Rakow Street and the proposed measures to be undertaken to help improve the safety of pedestrians using the crossing at the traffic lights.

CARRIED UNANIMOUSLY

17 Sep 2025 3:48pm Guerin, Emily
460.8.1 - Recommendation at last LTC meeting (16/9) to remove one of these parking spaces. 457.10.3 - Waiting on contractor availability 456.8.2 - Correspondence to be sent to PCYC., Burke Ward Primary School Traffic Lights Safety Concerns - Waiting on information/suggestions to be supplied by Transport NSW, to be discussed at next LTC.

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Bartlett, Leisa Nankivell, Jay	Corporate & Community Development Reports	ADOPTION OF THE DRAFT BROKEN HILL CITY ART GALLERY STRATEGIC BUSINESS PLAN 2025-2028

Resolved

1. That Broken Hill City Council Report No. 154/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028.

CARRIED UNANIMOUSLY

17 Sep 2025 10:36am Guerin, Emily
Business Plan adopted and placed on Council's website - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Bartlett, Leisa	Corporate & Community Development Reports	ADOPTION OF THE DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

Nankivell, Jay

Resolved

1. That Broken Hill City Council Report No. 153/25 dated June 18, 2025, be received.

2. That Council notes the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 was placed on public exhibition between 4 July 2025 and 2 August 2025 during which time Council received nil submissions from the public.

3. That Council adopts the Draft Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025-2028.

CARRIED UNANIMOUSLY

02 Sep 2025 2:48pm Butcher, Lacey
Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 has been adopted and placed on Council's website - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Bartlett, Leisa Nankivell, Jay	Corporate & Community Development Reports	ADOPTION OF THE DRAFT LOCAL APPROVALS POLICY

Resolved

1. That Broken Hill City Council Report No. 155/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Local Approvals Policy was placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Draft Local Approvals Policy.

CARRIED UNANIMOUSLY

16 Sep 2025 12:34pm Bartlett, Leisa
Policy adopted and placed on Council's website. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Nu'man, Razija Nankivell, Jay	Corporate & Community Development Reports	PROPOSAL FOR TRIAL PERIOD TO EXCLUDE THE CHANGEROOM FROM THE NORM FOX ALCOHOL PROHIBITED AREA

Resolved

1. That Broken Hill City Council Report No. 158/25 dated August 8, 2025, be received.

2. That the Proposal for trial period to exclude the changeroom from the Norm Fox Alcohol Prohibited Area be adopted by Council.

3. That Council endorse the Proposal for trial period to exclude the changeroom from the Norm Fox Alcohol Prohibited Area for the purpose of public exhibition for community comment for a 28-day period.

4. That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendations arising.

CARRIED UNANIMOUSLY

02 Sep 2025 2:49pm Butcher, Lacey

For Action **Action Sheets Report**	**Division:** **Committee:** Ordinary Council **Officer:** **Further Report Required:** Including Further Reports	**Date From:** 1/09/2018 **Date To:** 17/09/2025 **Printed: Wednesday, 17 September 2025 3:59:36 PM**

Draft proposal placed on public exhibition until 1 October 2025
03 Sep 2025 12:18pm Brealey, Jodie
Proposal public exhibition advertised and Proposal and neighbour notification correspondence to be distributed to neighbours in vicinity of Norm Fox Sporting Complex

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Bartlett, Leisa Nankivell, Jay	Corporate & Community Development Reports	ADOPTION OF THE DRAFT LOCAL ORDERS POLICY

Resolved

1. That Broken Hill City Council Report No. 156/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Local Orders Policy was placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Draft Local Orders Policy.

CARRIED UNANIMOUSLY

02 Sep 2025 2:49pm Butcher, Lacey
Policy adopted and placed on Council's website - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Bartlett, Leisa Nankivell, Jay	Corporate & Community Development Reports	ADOPTION OF THE LIVING DESERT MASTER PLAN

Resolved

1. That Broken Hill City Council Report No. 152/25 dated June 3, 2025, be received.

2. That Council notes that the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan were placed on public exhibition between 4 July 2025 and 2 August 2025, during which time Council received nil submissions from the public.

3. That Council adopts the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan.

CARRIED UNANIMOUSLY

02 Sep 2025 2:47pm Butcher, Lacey
Draft Living Desert Master Plan, Draft Business Plan have been adopted and placed on Council's website - - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Nu'man, Razija Nankivell, Jay	Corporate & Community Development Reports	NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMITTEES

Resolved

1. That Broken Hill City Council Report No. 159/25 dated July 25, 2025, be received.

2. That Council review and consider the nomination of Chris Harrison for appointment as a community representative on the Memorial Oval Community Committee.

For Action	**Division:**		**Date From:**	1/09/2018
	Committee:	Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**			
	Further Report Required:	Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

3. That Council review and consider the nomination of Marion Browne for appointment as a community representative on the Broken Hill Heritage Advisory Committee.

4. That the community representatives be advised of their appointment.

5. That Council notes a round of social media posts on the Broken Hill City Council Facebook page has commenced to promote the Section 355 committees and encourage volunteers to nominate.

CARRIED UNANIMOUSLY

02 Sep 2025 3:17pm Hunt, Lynette
Letters to appointees sent 01/09/2025 - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Nu'man, Razija Nankivell, Jay	Corporate & Community Development Reports	PUBLIC ART RESTORATION AND PRESERVATION WORKS

Resolved

1. That Broken Hill City Council Report No. 157/25 dated July 28, 2025, be received.

2. That the report *Public Art Restoration and Preservation Works – Intervention Report* prepared by Delta Conservation be noted as supplied to Councillors in a confidential nature.

CARRIED UNANIMOUSLY

03 Sep 2025 2:56pm Hunt, Lynette
Report provided to Council - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Bartlett, Leisa Nankivell, Jay	Finance and Governance Reports	ADOPTION OF THE DRAFT COMMUNITY ASSISTANCE GRANTS POLICY

Resolved

1. That Broken Hill City Council Report No. 162/25 dated June 18, 2025, be received.

2. That Council notes that the Draft Community Assistance Grants Policy was placed on public exhibition between 4 July 2025 and 2 August 2025 during which time Council received three (3) submissions from the public.

3. That Council notes that one (1) amendment has been made to the Draft Community Assistance Grants Policy as a result of the submissions received.

4. That Council adopts the Draft Community Assistance Grants Policy that was placed on public exhibition, with the following amendment based on Community Feedback.

   The amendments placed on Public Exhibition were:

   a) 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.

   b) 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

For Action	**Division:**		**Date From:**	1/09/2018
	Committee:	Ordinary Council	**Date To:**	17/09/2025
Action Sheets Report	**Officer:**			
	Further Report Required:	Including Further Reports	**Printed:**	**Wednesday, 17 September 2025 3:59:36 PM**

Community Assistance Grant.

c) that not-for-profit community organisations who receive regular government funding are not eligible to apply for a Community Assistance Grant.

The amendment based on Community Feedback presented to Council is in regard to the above amendment b) to now read:

b) That limiting organisations to receive a grant to once biennially in the financial year be made an Assessment Criteria of the grant program rather than an Eligibility Criteria.

I.e. priority will be given to applications from organisations who did not receive funding under the Community Assistance Grants program in the previous financial year. Organisations who did received funding in the previous financial year will still be eligible to apply in the following financial year; however, their applications will only be considered if funding has not been fully allocated (to applications that receive a successful assessment score) following the assessment of biennial applications (applications from organisations who did not receive funding in the previous financial year).

That In One Accord be an exception to this clause, as per Minute No. 47872, in that they can apply annually for a grant towards Carols by Candlelight and their application is assessed in the priority group each year.

CARRIED

16 Sep 2025 1:56pm Bartlett, Leisa
Policy placed on Council's website. Grant application and Grant section updated on Council's website. Regular applicants and Grant Panel advised. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/08/2025	Brown, Simon Nankivell, Jay	Confidential Matters	TRANSFER OF CROWN LAND MANAGEMENT - NEWMARKET RACEWAY

Resolved

1. That Broken Hill City Council Report No. 165/25 dated August 13, 2025, be received.

2. That Council authorise the General Manager to engage with Crown Lands and the Broken Hill Greyhound Racing Club to transfer Crown Land Management of the Newmarket Raceway Crown reserve Number 80869 to The Broken Hill Greyhound Racing Club.

3. That the Mayor and General Manager be authorised to sign documents under the Seal of Council to execute the transfer.

CARRIED UNANIMOUSLY

17 Sep 2025 1:15pm Guerin, Emily
Commenced communications with Crown Lands

CONFIDENTIAL MATTERS

1. BROKEN HILL CITY COUNCIL REPORT NO. 174/25 - DATED SEPTEMBER 09, 2025 - PROPOSED PURCHASE OF LAND **- CONFIDENTIAL**

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

BROKEN HILL

CITY COUNCIL

www.brokenhill.nsw.gov.au